

Title and thematic area
Learning in organizations: Motivation and Employability
Name and student number
Nadine el Hassani (6283438)
Supervising lecturer
Jonne Vulperhorst
Second assessor
Larika Bronkhorst
Date
16-7-2019
Word Count
7998

WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Motivation and Employability

The relationship between types of work motivation and employability of consultants in the Netherlands

Nadine el Hassani (6283438)

Utrecht University, faculty of social sciences

Master thesis Educational Sciences

Supervisor: Jonne Vulperhorst

Second assessor: Larika Bronkhorst

Date: 16-7-2019

Word count: 7998

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Voorwoord

Als kind droomde ik al met mijn ouders over studeren aan de universiteit. Mijn ouders hebben mij altijd meegegeven dat het belangrijk is om goed je best te doen op school en de kansen te benutten die mijn broertjes en ik in Nederland krijgen. Dit is met vallen en opstaan gegaan: begonnen op het VWO, eindexamens gemaakt op de HAVO, vervolgens een versneld traject doorgelopen op het HBO om daarna een premaster te volgen die ik succesvol heb afgerond. De jaren vlogen voorbij en ineens werd mijn kinderdroom dan eindelijk werkelijkheid: ik ging een masterstudie volgen! Ik kan amper geloven dat dit ook bijna tot een einde komt. De afgelopen twee jaar was een emotionele achtbaan: van plezier beleven aan bepaalde vakken, tot enorm veel stress ervaren voor het behalen van deadlines. Momenteel voel ik vooral voldoening en ben ik trots op mijzelf dat ik mijn ambities zo doelgericht nastreef. Daarnaast ben ik ook ontzettend blij dat ik door de jaren heen mijn passie heb gevonden: Learning & Development. Met mijn hbo-bachelor Human Resource Management en de master Onderwijswetenschappen heb ik mijn rugzakje gevuld om straks op zoek te gaan naar een passende baan.

Allereerst wil ik mijn ouders, Abdesalam en Yamna el Hassani, bedanken. Zoals jullie weten, heeft mijn tijd als scholier en student veel hoogte- en dieptepunten gekend. Jullie hebben altijd uitgesproken vertrouwen in mij te hebben, mij gesteund in mijn keuzes en mij gestimuleerd om mijzelf uit te dagen. Ik weet dat jullie ontzettend trots op mij zijn en ik vind het erg bijzonder om als oudste kind ook de eerste van onze familie te zijn die een masterdiploma gaat behalen in Nederland. Dit brengt mij naar mijn broertjes, Anouar en Amir el Hassani. Ik hoop dat ik jullie kan inspireren het maximale uit jezelf te halen en dat met hard werken doelen verwezenlijkt kunnen worden. Anouar, vooral bedankt voor het nakijken voor al mijn verslagen. Dit hoeft je nooit meer te doen.

Daarnaast wil ik mijn scriptiebegeleider Jonne Vulperhorst bedanken. Halverwege het onderzoeksproces kreeg je mij toegewezen en ik wil je bedanken voor je tijd en moeite om mij te begeleiden. Door de juiste vragen aan mij te stellen, werd ik uitgedaagd zelf op het antwoord te komen. Ik hoop dat je het begeleiden van mijn LIO-gerelateerde onderzoek als plezierig en interessant hebt ervaren.

Tot slot, wil ik nog zes studiegenoten in het bijzonder bedanken. Danielle Blacquièrre, Riet Smits,

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Charlot Marijnen, Nathalie Rijkers, Isabelle Severins en Jessica Tadema. Bedankt voor jullie steun en toeverlaat de afgelopen twee jaar: de mentale steun, lange dagen in de bieb, elkaar supporten tijdens dieptepunten en het vieren van successen. Met als kers op de taart dat jullie tijdens jullie vakantie mij hebben vergezeld in de bieb tijdens het verbeteren van mijn thesis en uitgebreid feedback hebben gegeven op mijn stuk. Jullie hebben de afgelopen twee jaar vooral heel leuk gemaakt. Daarom hoop ik dat wij allen zeven straks onze handtekening mogen zetten onder dat ene belangrijke papiertje waarvoor we het allemaal hebben gedaan: onze master diploma.

Nadine el Hassani

Utrecht, Juli 2019

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Abstract

Organizations are globalizing, the labor market is fluctuating, and the demographics of the population is changing. To cope with these changes, organizations become more dependent on employees who develop and maintain their qualities. Therefore, scientific literature increased in attention for factors enhancing employability. Motivational literature using the SDT showed positive outcomes with work related outcomes. However, the direct relation between motivation and employability has not been studied yet. Therefore, this study aimed to study the relation between work motivation and employability of consultants which is an increasing job profession in the current knowledge economy. Based on the SDT, motivation was divided into autonomous and controlled motivation. Additionally, demographics were added as control variables. To test the hypotheses, a quantitative study ( $n = 145$ ) was conducted using validated questionnaires. Regression analyses showed a significant positive relation between work motivation and employability, and between autonomous motivation and employability. This confirms earlier research studying the relation between work motivation and workplace outcomes. No significant relation was found between controlled motivation and employability for which a negative relation was expected. Concerning the demographics, small significant effects were found, but more research is needed to find support. Future studies should be conducted to show support for the findings of the present study and find an explanation why no relation has been found between controlled motivation and employability for consultants.

Keywords: Self-Determination Theory, Motivation, Employability, Multiple regression analysis, consultants

WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Work Motivation and Employability of Consultants

Motivation is a largely studied concept in different disciplines of the scientific literature and empirical research. For the past decennium, motivation has been researched as part of organizational behaviour in the work context. For example, studies found that high work motivation is positively related with job satisfaction (Ayub & Rafif, 2011) and employee performance (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). Over the past years, employability is another concept of interest for the research of organizational behaviour. This refers to the continuous development of employees (Fugate, Kinicki, & Ashforth, 2004; Van der Heijden, 2006; Nauta, Van Vianen, Van der Heijden, Van Dam, & Willemsen, 2009). Employability gained more attention because of developments in fast changing technology, demography (aging and hazing), increasing globalization, and a fluctuating labor market. To adapt on these developments, human capital becomes important for organizations. This means that the existence and success of an organization becomes more dependent on employees who are capable of developing and maintaining professional qualities (Van der Heijden, 2006; Nauta, Van Vianen, Van der Heijden, Van Dam, & Willemsen, 2009). Not only for organizations, but also for employees employability is becoming more relevant. With the continuous changing developments, professional qualifications age quickly or become superfluous. Employability enables employees to maintain their competencies and job security (Van Dam et al., 2006; Van der Heijde & Van der Heijden, 2006).

Several earlier studies researched the relation between motivation and workplace related outcomes such as job satisfaction and employee performance (Ayub & Rafif, 2011; Shahzadi et al., 2014). Concerning employability, studies found that employability is positively influenced by psychological factors such as self-efficacy (Nauta et al, 2009) and willingness (Wittekind, Raeder, & Grote, 2010). However, the direct relation between (the psychological factor) motivation and employability has not been studied yet. When human psychological needs are met, motivation increases and leads to the activation and intention of certain behaviour (Ryan & Deci, 2000). Employability depends largely on career development initiatives taken by the employee and employer (Hall, 1976; Van

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

der Heijde & Van der Heijden, 2006). These two concepts could be related by expecting that motivation as activating factor for behaviour, stimulates the employee and employer for taking initiative in career development and employability. In order to expand the literature of motivation in organizational behaviour and employability it seems relevant to study the relation between these concepts.

In practice, it is relevant to know which factors enhance employability because organizations that stimulate their employees' employability, become more flexible and therefore, more capable to cope with the rapidly changing market and its demands (Manuel, 2014; Van der Heijde & Van der Heijden, 2005). Furthermore, employees nowadays are becoming more responsible for their own job security and career direction (Hall, 1976; Van Dam, 2004; Van der Heijde & Van der Heijden, 2006). Employability enables employees to maintain their competences and job security (Van Dam et al., 2006; Van der Heijde & Van der Heijden, 2006). Studying the relation between motivation and employability would give both organizations and employees insight in factors enhancing employability. With this knowledge, concrete actions can be taken for motivating employees with the aim of stimulating employability.

A job profession where knowledge is an important factor is consultancy. This is an increasing job profession with around 150.000 consultants in the Netherlands (Consultancy Nederland, 2018). Consultants can be seen as experts in a certain discipline who are hired for their knowledge to provide advice or implementation to a client (Benders, Van den Berg, & Van Bijsterveld, 1998; Consultancy Nederland, 2018). Consequently, consultancy organizations depend highly on the knowledge of their consultants (Donnelly, 2008). Therefore, it can be expected that consultancy organizations aim to motivate their consultants and invest in factors that stimulate employability. As consequence of this high-dependency on knowledge-workers, consultants experience flexibility in finding work and benefit from new career opportunities (Donnelly, 2008). Based on this knowledge it could be expected that consultancy organizations and consultants have different interests in their work motivation and employability. Therefore, consultants are an interesting target group for studying the relation between motivation and employability. The purpose of this study is to research a possible relation between motivation and

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

employability of consultants. Following the concepts of motivation and employability will be explained resulting in expectations for the present study.

### **Theoretical framework**

#### **Motivation**

The scientific literature shows multiple motivation theories. A well-known theory for motivation is the Self Determination Theory (SDT) from Ryan and Deci (2000; 2002; 2008). The theory explains the three basic human psychological needs of autonomy, competence, and relatedness. When these three needs are met, the SDT states that a person feels motivated and one is ‘‘moved to do something’’ (Deci & Ryan, 2002). Motivation leads to the activation and intention of certain behaviour (Ryan & Deci, 2000). Because the SDT sees motivation as the result of psychological needs and not as a static concept, it can be seen as more complete approach for studying motivation. To understand motivational behaviour in organizations, the SDT showed that when the working climate of an organization promotes satisfaction of all three basic psychological needs, the employees' motivation will be enhanced and work outcomes will be yielded (Gagné & Deci, 2005). Because the present study aims to study motivation in organizational behaviour relating with the work outcome of employability, the SDT will be used to study this unknown relationship.

When the basic human psychological needs are met, this leads to motivation. For this, the SDT makes a distinction between intrinsic motivation, extrinsic motivation, and a-motivation (Ryan & Deci, 2000). Intrinsic motivation refers to one showing certain behavior because of enjoyment, interest and or inherent satisfaction. Extrinsic motivation refers to engaging in behavior because of instrumental reasons that are outside the self, such as avoiding sanctions or gaining rewards. Both intrinsic and extrinsic motivation show a presence of motivation. In contrast, a-motivation is the absence of motivation towards showing certain behaviour. Without motivation, certain behaviour will not be shown according to the SDT (Ryan & Deci, 2002). Because the present study aims to research motivation that is present, a-motivation is excluded. Evaluating motivational orientations, scientific literature and empirical research

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

widely adopted the SDT making a more specific distinction resulting in autonomous and controlled motivation (Ryan & Deci, 2002; Vansteenkiste, Lens, De Witte, De Witte, & Deci, 2004; Gegenfurtner, Festner, Gallenberger, Lehtinen & Gruber, 2009; Van den Broeck et al., 2012; Gagné et al., 2015). The distinction between autonomous and controlled motivation is a result of the degree of internalization for motivation which will be explained below.

**Autonomous motivation.** When someone engages in an activity with a full sense of choice, willingness, and volition, the person is autonomously motivated. The perceived locus of causality for the behaviour is internal (Ryan & Deci, 2000; 2002; 2008). Concerning intrinsic motivation, one enacts an activity because it is interesting and enjoyable in itself (Gegenfurtner et al., 2009; Van den Broeck et al., 2012; Gagné et al., 2015). Because to locus of causality for the behaviour is internal, intrinsic motivation can be adopted as autonomous motivation. In addition, one can also be autonomously motivated by external factors. This is the case when someone is extrinsic motivated by external factors, but the person has identified himself with the value of the activity. Because of the personal identification with the activity, the person acts with volition and therefore is autonomously motivated (Ryan & Deci, 2002; Gagné & Deci, 2005; Ryan & Deci 2005). This shows that both intrinsic and extrinsic motivation can be labeled as autonomous motivation when the reason for the behaviour is internalized.

**Controlled motivation.** In contrast to autonomous motivation, the locus of causality for controlled motivation is external. Controlled motivation concerns engaging in an activity because one feels pressured or in other words, controlled, by some external force (Deci & Ryan, 2000; 2008; Gagné & Deci, 2005; Deci et al., 2015). This external force shows similarities with extrinsic motivation where one engages in an activity because of instrumental reasons such as gaining rewards (Ryan & Deci, 2000). In this case, someone is fully external regulated, and therefore the reasons for the behaviour is non-internalized. Additionally, someone can also experience controlled motivation through internalization of external factors. This is the case when the regulation for someone's behaviour comes from internal pressure the individual puts on itself such as shame, guilt, and ego-involvement. This pressure can be seen as controlled controlled motivation that is internalized (Vansteenkiste et al., 2004; Gegenfurtner et al.,

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

2009; Van den Broeck et al., 2012; Gagné et al., 2015).

In sum, intrinsic motivation can be labeled as autonomous motivation. For extrinsic motivation it can be both autonomous or controlled, depending to what extent the person enacts in the behaviour because of internal or external reasons. This is why using autonomous and controlled motivation reflects a broader scope of motivation than using intrinsic and extrinsic motivation. Therefore, the distinction of SDT into autonomous and controlled motivation will be used in this study. Performing an activity, one can be motivated by different factors and can experience both autonomous motivation and controlled motivation. Thus, autonomous and controlled motivation do not exclude each other, rather the outcomes differ which will be discussed later (Vansteenkiste et al., 2009).

### **Employability**

Employability has received more attention in recent years. However, the concept is not new, rather employability has changed in its aim (Forrier & Sels, 2005). For the past years, employability showed a shift from lifetime employment, the guarantee of the same job at the same employer, to lifetime employability, the guarantee of continuously being able to find work (Van Dam et al., 2006). The literature knows many definitions for employability. A largely used definition in the employability literature and empirical research is from Van der Heijde and Van der Heijden (2006, p.453) whom defined employability as “the continuous fulfilling, acquiring, or creating of work through the optimal use of one’s competences”. In other words, this definition refers to professional capacities of an individual by developing competencies that enables their potential for acquisition and fulfillment of employment within or outside the current organization.

The employability definition from Van der Heijde and Van der Heijden (2006) is known for its competence-based approach and uses five dimensions to conceptualize employability. These dimensions emphasize the ability of employees to adapt on changing developments within the organizations and outside on the labor market. This aligns with the fast changing developments in the current labor market which makes employability more relevant nowadays (Van der Heijden, 2006; Nauta et al., 2009). Because the competence-based approach aligns with the current relevance of employability, it will be used in the

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

present study for researching employability.

**Five dimensions of employability.** The competence-based approach of Van der Heijde and Van der Heijden (2006) shows five dimensions that conceptualize employability. The first dimension is *occupational expertise*. Due to the intensification of knowledge in organizations, the importance of expertise is growing. The occupational expertise of an employee stimulates the organizations vitality, and makes the employee attractive which could result in positive career outcomes. The second dimension is *anticipation and optimization*. This concerns the a self-initiated and proactive adaption of employees to changes and development at the current job and for future career perspectives. This is relevant, since the knowledge-based labor market shows more opportunities for employees creating their future career themselves. In contrast, the third dimension *personal flexibility* expects that employees passively adapts to changes in their work and labor market environment. The fourth dimension is *corporate sense*. For the past years, the traditional dichotomy between managers and support staff is fading. This demands from employees to work in more integrated teams, accept collective responsibility, and identify with corporate goals. The fifth and final dimension is *balance*. Employability concerns both the organization and employees' interest. This asks for a fair exchange between employee and employer with both parties keeping their investments and profits in balance.

### **Current study**

Based on the discussed literature, the current study aims to research the relationship between motivation and employability of consultants. Researching this involves the behaviour of individuals. It can be expected that the employability differs per individual. Therefore, demographics will be involved in the current study as explaining factor for employability. This results in the following research question: *'What is the relation between (type of) work motivation and employability of consultants in the Netherlands and to what extent do demographics explain employability?'* Following, earlier research will be discussed and linked with scientific literature resulting in hypotheses that will be tested to answer the research question.

**Motivation and employability.** The SDT has been successfully applied in the organizational

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

context where it is labeled as work motivation (Gagné & Deci, 2005; Deci, Olafsen, & Ryan, 2017). Therefore, the concept of motivation will also be referred to as work motivation in the present study. Motivation moves one towards certain behaviour (Ryan & Deci, 2000). As a result, work motivation could contribute to a certain drive that leads towards fulfilling personal and organizational goals (Manzoor, 2012). Relating this with employability, it could be expected that work motivation is related to employability as organizational goal aiming for success (Manuel, 2014; Van der Heijde & Van der Heijden, 2005), and as a personal goal for employees to maintain knowledge and gain job security (Van Dam et al., 2006; Van der Heijde & Van der Heijden, 2006). Furthermore, empirical research showed significant effects for the relation between work motivation and employee performance (Shahzadi et al., 2014) and job satisfaction (Ayub & Rafif, 2011). The results of these empirical studies indicate that employees' work motivation relates positively with work-related outcomes. Therefore, the present study expects a positive relation between work motivation and employability.

**Hypothesis 1a.** Work motivation of consultants is positively related with their employability.

Additionally, the present study involves demographics as control variables. However, it is rare to find previous studies that researched demographics relating with employability. A few empirical studies were found, showing a significant relation between a few demographics and employability. Van der Heijden (2002) found a significant result for age, indicating that the older an employee, the lower the employability. Following, Van Dam (2004) found that organizational tenure is also a predictor for employability. Her study showed that the employability increased when an employee worked longer for the same organization. Later in 2008, research by Berntson showed that higher educated employees showed more employability. This indicates that educational level is a predictor for employability as well. Finally, a study found small significant result in gender influencing employability (Wickramasignhe & Perera, 2010). All mentioned studies recommended that more research is needed to find support and explanation for demographics relating with employability. Therefore, the current study will involve the demographics of gender, age, educational level, and organizational level as control variables for studying

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

work motivation and employability. By including demographic of consultants, organizations are given the opportunity to interpret the research results in relation to the characteristics of the consultants in their organization. This could enable them to take activities concerning consultants showing certain demographic characteristics to stimulate their employability.

**Hypothesis 1b.** The relation between work motivation and employability of consultants can be controlled for the demographics of gender, age, educational level, and organizational tenure.

**Autonomous motivation and employability.** The SDT states that autonomous motivation contributes to the optimal functioning of employees because it allows the satisfaction of the human psychological needs for autonomy, competence and relatedness (Ryan & Deci, 2000; Deci et al., 2015). More specific, when employees show autonomous motivation, they identify themselves with the importance and value of their work. This should improve the quality of the work motivation (Deci et al., 2017). Empirical research supports this SDT-perspective with results indicating that autonomous motivation leads to beneficial workplace outcomes. For example, autonomous motivation leads to better work performance (Baard, Deci, & Ryan, 2004), higher work engagement and job satisfaction (Deci et al., 2001; Bono & Judge, 2003; Van den Broeck et al., 2013), better learning outcomes (Vansteenkiste et al., 2009), more employee goal process (Koestner, Otis, Powers, Pelletier & Gagnon, 2008), and higher work commitment (Deci et al., 2017). Additionally, studies showed that autonomous motivation lowers negative workplace outcomes such as employee turnover, burnout, and work exhaustion (Deci et al., 2017). Employability can be seen as a positive workplace outcome as well because it makes organizations more flexible to cope with changing demands and gain more success (Manuel, 2014; Van der Heijde & Van der Heijden, 2005). For employees, employee is a positive workplace outcome because it enables them to maintain their professional qualities and realize job security (Van Dam et al., 2006; Van der Heijde & Van der Heijden, 2006). Based on the SDT-literature and the various empirical studies confirming that autonomous motivation is a reliable predictor for positive work-related outcomes, the

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

current study expects that autonomous motivation is positively related with employability of consultants.

As follow-up hypothesis, demographics are involved as control variables studying employability.

**Hypothesis 2a.** Autonomous motivation of consultants is positively related with their employability.

**Hypothesis 2b.** The relation between autonomous motivation and employability of consultants can be controlled for the demographics of gender, age, educational level, and organizational tenure.

**Controlled motivation and employability.** Controlled motivation can be powerful for organizations to motivate employees to show specific behaviour. However, it has negative consequences because controlled motivation dissatisfies the human basic psychological need for autonomy, competence and relatedness (Deci et al., 2017). Empirical studies showed that controlled motivation predicts undesirable outcomes for employees. The extrinsic focus of controlled motivation decreases the employee effort, work performance and engagement (Deci et al., 2017), and lowers the job satisfaction and commitment of employees (Grant 2011; Deci et al., 2017). In other words, controlled motivation relates with negative workplace outcomes. Furthermore, controlled motivation increases the negative workplace outcomes of employee exhaustion and turnover intentions (Pelletier et al, 2001; Fernet, 2012). Because controlled motivation dissatisfies the basic human psychological needs, and empirical studies show that controlled motivation relates with negative workplace outcomes, it can be expected that controlled motivation is negatively related with the workplace outcome of employability.

**Hypothesis 3a.** Controlled motivation of consultants is negatively related with their employability.

**Hypothesis 23b.** The relation between controlled motivation and employability of consultants can be controlled for the demographics of gender, age, educational level, and organizational tenure.

### Method

#### Research design

This study used an online survey in which consultants self-reported their work motivation and employability. A quantitative research method is suitable to study a relation between two variables

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

(Creswell, 2013). In the present study, work motivation is the independent variable divided into autonomous and controlled motivation, and employability is the dependent variable. Gender, age, educational level, and organizational tenure are demographic characteristics used as control variables. An online survey was used to lower the threshold to participate in this study without being restricted to time and place arrangements. Stimulating user friendliness enhances the response which increases the validity of the study (Fricker & Schonlau, 2002; Wright, 2005).

### Participants

A prior sample size was calculated using the G\*Power 3 program (Faul, Erdfelder, Lang, & Buchner, 2007). Aiming for a multiple regression analysis with an effect size of .15, a power of .8 and a probability level of .01, the required sample size for this study was 79 respondents. A total of 145 respondents responded to the survey. Table 1 shows an overview with the demographic data of the sample size. The sample consisted of 68 males and 77 females, and the majority of the participants were between 21 and 30 years old ( $n = 94$ ). Furthermore, the participants had an educational level of higher education ( $n = 29$ ) and university ( $n = 116$ ). Finally, the most participants worked between one and five years at their current employer ( $n = 84$ ). In total, consultants from 37 different organizations participated in this study. Most of the consultants worked at organization A ( $n = 49$ ), followed by organization B ( $n = 17$ ). The other 35 organizations were represented with seven or less consultants.

Table 1 *Demographics of the sample size showing the participant distribution per control variable*

Variable	n=145	%
Gender		
<i>Male</i>	68	46.9
<i>Female</i>	77	53.1
Age		
21-30	94	64.8
31-40	36	24.8
41-50	7	4.8
>51	8	5.5
Educational level		
<i>Medium</i>	29	20
<i>High</i>	116	80
Organizational tenure		
< 1 year	43	29.8

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

---

<i>1-5 years</i>	84	57.9
<i>6-10 years</i>	14	9.7
<i>&gt;11 years</i>	4	2.8

---

*Note.* For educational level, medium refers to higher vocational education, and high refers to a university degree or higher.

### **Instruments**

First, the demographics of the participants were asked with four items for gender, age, educational level, and organizational tenure. Additionally, two items asked for the organization and the discipline of the consultant to draw a picture of the participating consultants. Following, work motivation and employability were measured with self-reporting questionnaires (Appendix II). Sixteen items measured work motivation, and 22 items measured employability. In total, the questionnaire consisted of 44 items.

**Control variables.** This study uses demographics as control variables for studying the expected relation between work motivation and employability. More specific, gender, age, educational level, and organizational tenure are involved as demographics. All control variables have been measured using multiple choice questions with categories. Gender was distinguished into male, female, and neutral. Age was asked in intervals of 10 years (<20, 21-30, 31-40, 41-50, 51-60, >61). For educational level, participants were given several options based on the Dutch educational system (VMBO, HAVO, VWO, MBO, HBO, WO, other). Afterwards, the results were categorized into medium education (higher vocational education) and higher education (university degree or higher). Organizational tenure was asked in intervals of four categories (<1 year, 2-5 years, 5-10 years, >10 years). Table 1 shows the distribution of the sample size among the demographics.

**Work motivation.** The questionnaire that was used to measure work motivation is from Gagné and colleagues (2015). They developed a multidimensional work motivation scale (MWMS) to apply the SDT, consisting of controlled and autonomous motivation, in the field of organizational behaviour. The MWMS-questionnaire showed a high validity and predictability for work outcomes such as well-being, work performance, and job commitment (Gagné et al., 2015). The validated Dutch version of the

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

MWMS-questionnaire was used in this study. The MWMS-questionnaire consists of 19 items measuring autonomous motivation, controlled motivation, and a-motivation. For the present study, the three items measuring a-motivation have been excluded based on earlier empirical research which also only involved autonomous and controlled motivation (Ryan & Deci, 2002; Gegenfurtner et al., 2009; Van den Broeck et al., 2012; Gagné et al., 2015). Furthermore, the MWMS-questionnaire used a 7-point Likert scale. In a pilot study ( $n = 2$ ), participants experienced the 7-point scale as too large and thought they had too much options to answer the items. Therefore, a 5-point scale was chosen to measure work motivation for the present study. The MWMS-questionnaire started with the question “To what extent does the proposition below correspond to the reasons why you are making or would make an effort for your work?”. This was followed by a proposition. The participants could answer to what extent they agreed with the proposition using a 5-point Likert scale from 1 (not at all) to 5 (fully).

**Autonomous motivation.** The first independent variable measured with the MWMS-questionnaire is controlled motivation using six items. An example of an item measuring autonomous motivation is: ‘Because making an effort for this work is in line with my other values’. A Cronbach’s alpha analysis showed a high reliability ( $\alpha = .81$ ). Table 2 shows the results of the reliability analysis of the present study and the original study that validated the questionnaire.

**Controlled motivation.** The second independent variable measured with the MWMS-questionnaire is controlled motivation. An example of an item is, ‘To avoid criticism from others (e.g. employer, supervisor, colleagues, customers)’. The ten items showed a good reliability ( $\alpha = .78$ ).

Table 2

*Reliability values of the independent and dependent variables*

Variable	Current study	Gagné et al., (2015)	Van der Heijden et al., (2018)
Work motivation	.79	.8	
<i>Autonomous motivation</i>	.81	.84	
<i>Controlled motivation</i>	.78	.75	
Employability	.86		
<i>Occupational expertise</i>	.8		.75 - .87

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

---

<i>Anticipation and optimization</i>	.7	.7 - .8
<i>Personal flexibility</i>	.63	.74 - .81
<i>Corporate sense</i>	.67	.72 - .83
<i>Balance</i>	.68	.63 - .79

---

*Note:* The given values are Cronbach's alpha representing the reliability per scale measuring the variables of the study. The Cronbach's alpha values are interpreted as poor (>.5) questionable (>.6), acceptable (>.7), good (<.8), and excellent (>.9) (George & Mallery, 2003). The Cronbach's alpha value for the study by Van der Heijden (2018) shows a range because they presented the Cronbach's alpha of the five sample sized they tested the questionnaire for.

**Employability.** Van der Heijde and Van der Heijden (2006) present a largely used and validated instrument for employability. Their questionnaire measures employability with five dimensions in 47 items. Following, Van der Heijden and colleagues (2018) developed a short-form of the employability questionnaire consisting of 22 items. This shortened questionnaire was validated across five empirical studies, showing valid and reliable results. The original questionnaire is in English and the Dutch translated and validated version has been used for the current study. All items of the employability questionnaire were formulated as propositions. Participants could answer the items by choosing to what extent they agreed with the proposition. The original questionnaire used a 6-point scale to answer the propositions. Again, based on the pilot study, the scale for the current study has been adjusted to a 5-point scale. Employability is a multidimensional concept, but the five dimensions are not fully exclusive. Together they represent correlated aspects of employability and should be measured together (Van der Heijde & Van der Heijden, 2006). Reliability analyses for the current study showed that three of the five dimensions showed a questionable Cronbach's alpha. Merging the five dimensions into one scale for employability showed good reliability ( $\alpha = .86$ ). Because of the explanation from Van der Heijde and Van der Heijden (2006) and the reliability analyses of the current study, employability has been measured as one scale.

**Five dimensions.** Firstly, fifteen items were used to measure *occupational expertise*. This showed a good reliability ( $\alpha = .8$ ). An example of an item is: 'In general, I am able to distinguish between main issues and side issues and to set priorities' which could be answered from very bad (1) to very good (5).

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Secondly, the dimension the dimension of *anticipation and optimization* was measured with eight items. This showed a good reliability ( $\alpha = .8$ ). An example of an item is: ‘In general, I am able to distinguish between main issues and side issues and to set priorities’. The propositions could be answered from very bad (1) to very good (5). Thirdly, *personal flexibility* was measured with eight items showing a questionable reliability ( $\alpha = .63$ ). However, statistical analyses showed that the removal of items would not improve this value. Therefore, the scale of personal flexibility has not been adjusted. An example of an item for personal flexibility is: ‘I adapt ... to changes in my workplace’. This could be answered with a scale ranging from very difficult (1) to very easy (5). Fourthly, *corporate sense* was measured with seven items. For example, ‘‘In my organization I participate in forming a common vision with regard to values and goals’’. The scale ranged from never (1) to always (5). For this dimension a questionable but almost acceptable Cronbach’s alpha of .67 was found and removal items would not improve the reliability value. Fifthly, the dimension of *balance* was measured. For this, nine items were used for example: ‘‘In my organization I participate in forming a common vision with regard to values and goals’’. This could be answered with not at all (1) to fully (5). Balance showed an almost acceptable Cronbach’s alpha of .68 which would not increase by deleting items.

### **Procedure**

To recruit participants multiple consultancy organizations were approached to share the survey with their consultants of which three were willing to participate. Following, consultants were approached personally by searching for websites of consultancy organizations that shared the personal emails publicly. The emails to recruit consultancy organizations and participants can be found in Appendix I.

The survey could be opened through a link, leading to the online survey tool of Google Forms. Before the questionnaire started, the participants read general information about the study which was followed by an informed consent (Appendix II). Accepting the informed consent was a prerequisite to be able to fill in the questionnaire. At the end of the survey, the participants had the opportunity to leave comments to give feedback about the survey. No financial reward was given to the participants for filling in the survey. In addition, the participants were given the possibility to leave their email address to

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

receive an overview with the general, not personal, outcomes of the study.

### **Data analysis**

For the analyses of this study, the statistical program SPSS (version 25.0) was used. The present study expected a relation between the concepts of work motivation, divided into autonomous and controlled motivation, and employability. Demographics were added as control variables. This study expects a predictive value from the independent variable on the dependent variable. Furthermore, these variables are measured on interval level. Therefore, a (multiple) regression analysis was conducted.

Before performing the regression analyses, the assumptions of linearity, normality, outliers and homoscedasticity were examined (Field, 2013). All assumptions were met except for three outliers that were identified through a box plot analysis. More specific, the data of participant 28, 70, and 125 were > 1.5 standard deviation from the mean of controlled motivation. Analyzing the data of these participants for controlled motivation, no extreme influence on the normality curve of controlled motivation was found. Therefore, the data of the outliers were not excluded. Furthermore, reliability analysis were conducted showing the Cronbach's alpha of the measured concepts. Following, descriptive analyses were performed. First, the demographics of the sample size (gender, age, educational level, and organizational tenure) were analyzed. These demographic traits also represent the control variables in this study. Second, the means (*M*) and standard deviations (*SD*) of for work motivation, autonomous motivation, controlled motivation and employability, were analyzed. These scores were based on the average of the 5-point Likert-scale used in this study.

Finally, analyses were formed to test the formulated hypotheses of this study. The first hypothesis expected a relation between the independent variable of work motivation and the dependent variable of employability (H1a). For this, a simple regression analysis was performed. Following, the four demographics were added to work motivation as control variables (H1b) which resulted in a multiple regression analysis. Then, hypothesis H2a measured the relation between the independent variable of autonomous motivation and the dependent variable of employability for which a simple regression analysis was conducted. This was followed by adding the demographics as control variables resulting in a

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

multiple regression analysis (H2b). Finally, a simple regression analysis was conducted to measure the relation between the independent variable of controlled motivation and the dependent variable of employability.

### Results

Before analyzing the main results of this study, descriptive analyses were performed for the measured variables of this study. This resulted in the following results on a scale from one to five for work motivation ( $M = 3.71$ ,  $SD = .37$ ), autonomous motivation ( $M = 4.37$ ,  $SD = .53$ ), controlled motivation ( $M = 3.01$ ,  $SD = .58$ ), and employability ( $M = 3.84$ ,  $SD = .36$ ).

#### Motivation and employability

The main effects of the tested hypotheses for this study are shown in table 3. The first hypothesis (H1a), was conducted to test the, expected positive, relation between work motivation and employability. The simple regression analysis showed 6% of the variance,  $R^2 = .06$ ,  $F(1, 145) = 9.45$ , and was significant with  $p < .01$ . This effect is positive and indicates that a high score on work motivation relates with a high score on employability. Following, the MRA for hypothesis H1b found additional results when controlling the relation between work motivation and employability for demographics (gender, age, educational level, and organizational tenure). Adding the demographics, next to motivation, as variables to find a relation with employability, showed an increased explained variance for employability to 12%,  $R^2 = .12$ ,  $F(1, 145) = 3.6$ . More specific, a significant effect was found for gender ( $p < .01$ ). For the remaining demographics of age, educational level, and organizational tenure, no significant effects were found controlling the relation between work motivation and employability.

#### Autonomous motivation and employability

To test the following hypothesis (H2a) a positive relation was expected between autonomous motivation and employability. The results of the simple regression analysis showed that autonomous motivation accounted for 14% of the variability in the employability of consultants,  $R^2 = .14$ ,  $F(1, 143) = 22.69$ , with a significant effect of  $p < .001$ . This found effect is positive and indicates that a high score on autonomous motivation is related with a high score on employability. Following, the significant found

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

relation between autonomous motivation and employability was controlled for demographics (H2b). The MRA showed an increased explained variance of 20%,  $R^2 = .2$ ,  $F(1, 144) = 7.1$ , with a significant effect for gender ( $p < .01$ ) and age ( $p < .05$ ). For the remaining demographics of educational level and organizational tenure, no significant effects were found.

### Controlled motivation and employability

The third and final hypothesis tested the relation between controlled and autonomous motivation which was expected to be negative (H3a). The results of the simple regression analysis showed a non-significant result with 0% of the variability in the employability of consultants,  $R^2 = .00$ ,  $F(1, 139) = .03$ ,  $p = .87$ . This indicates that higher controlled motivation relates with neither higher nor lower employability. Because of this non-significant result, the analysis for hypothesis 3b, controlling the relation between controlled motivation and employability for demographics, has not been conducted.

Table 3 *Summary of Regression Analyses for Each Predictor in a Multiple Regression Model Predicting Employability (N = 145)*

Variable	Employability		Employability (controlling for demographics)	
	SE B	$\beta$	SE B	$\beta$
Motivation	.25	<b>.24**</b>	.27	<b>.27**</b>
Gender			-.22	<b>0.16*</b>
Age			-.12	-.05
Educational level			.03	.03
Organizational tenure			.07	.03
Autonomous motivation	.37	<b>.26***</b>	.41	<b>.28***</b>
Gender			-.23	<b>-.17**</b>
Age			-.17	<b>-.08*</b>
Educational level			-.00	-.00
Organizational tenure			.07	.04
Controlled motivation	0.19	.02	-0.14	0.18

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

*Note:* \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$ . The regression analysis for controlled motivation has not been controlled for demographics because no significant relation has been found between controlled motivation and employability ( $p = .87$ )

### Discussion

Using the SDT as framework, the present study was conducted to examine the relation between work motivation and employability. Work motivation has been divided into autonomous motivation and controlled motivation (Ryan & Deci, 2000). For employability, a competence-based approach was used with five dimensions conceptualizing employability (Van der Heijde & Van der Heijden, 2006). More specific this study aimed to answer the question: *'What is the relation between (the type of) work motivation and employability of consultants in the Netherlands and to what extent do demographics explain employability?'* This study found a significant positive relation between work motivation and employability, and between autonomous motivation and employability. No significant relation was found between controlled motivation and employability. Based on these results, five relevant conclusions can be drawn from this study, which will be discussed in terms of theoretical and practical implications.

The first finding of this study showed a small, but significant, explained variance of 6% of work motivation for employability. This confirms the first hypothesis (H1a) expecting a positive relation between work motivation and employability of consultants. The results indicate that higher work motivation of consultants relates with higher employability. This finding aligns with previous empirical research in the field of organizational behaviour showing a positive relation between work motivation of employees and positive workplace outcomes such as job satisfaction (Ayub & Rafif, 2011). Furthermore, this result supports the SDT-literature of motivation leading to activation and intention of certain behaviour; in this study studied as employability (Ryan & Deci, 2000). Although a significant effect was found, this finding should be interpreted with caution because work motivation only explained 6% employability. This implies that other factors also relate with employability. Therefore, more research should be conducted to find stronger support for this finding and study other possible explanations.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Secondly, adding demographics as control variables for studying the relation between work motivation and employability increased the explained variance from 6% to 12%. The results indicate that the employability of consultants is not only explained by work motivation, but also by gender. This supports the earlier finding of Wickramasinghe and Perera (2010) reporting that gender is related with employability. Further analysis to find how gender differed in employability were not conducted because it would decrease the statistical power of this study. The other demographics of age, educational level, and organizational tenure showed a non-significant result explaining the consultants employability which contradicts with earlier empirical studies (Van der Heijden, 2002; Van Dam, 2004; Berntson, 2008). For this, a possible explanation can be given, namely, the sample size showed a dominating profile of young, highly educated consultants working relatively short for the current employer (Table 1). This resulted in limited distribution among the categories for demographics which could statistically have influenced a non-significant result. It is recommended for future research to study a larger and more diverse sample size to find possible results for demographics as control variables studying the relation between work motivation and employability. In sum, the hypothesis (h1b) controlling the relation between work motivation and employability for demographics has been confirmed for gender, but rejected for the demographics of age, educational level, and organizational tenure. Despite this found effect for gender, the strong effect of work motivation explaining employability remains.

Thirdly, this study found a significant positive relation between autonomous motivation and employability of consultants with an explained variance of 14%. This result supports the second hypothesis (H2a) indicating that the higher the autonomous motivation of consultants, the higher their employability. This finding is not surprising, as it confirms earlier empirical studies showing a positive relation between autonomous motivation and workplace outcomes such as work performance (Baard et al.). The current study is a first step to add employability as a positive workplace outcome for autonomous motivation. Furthermore, this finding supports the SDT, which states that because autonomously motivated employees identify themselves with the value of their work, this allows the satisfaction of autonomy, competence, and relatedness (Ryan & Deci, 2000; Deci et al., 2015; Deci et al.,

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

2017). The results of this study indicate that when these basic human psychological needs are met for consultants at their work, this enhances their employability.

Fourthly, adding demographics as control variables to autonomous motivation relating with employability showed an increased explained variance from 14% to 20%. More specific, gender and age showed a significant result. This indicates that gender and age relate with employability when studying autonomous motivation. Again, further analysis for this finding were not conducted due to the decreasing power. Therefore, future research is needed to find more support and explanation for this finding. Based on the results, the hypothesis (H2b) controlling the relation between autonomous motivation and employability with demographics has been confirmed for gender and age but rejected for the demographics of educational level, and organizational tenure. Again, this could be explained by the homogeneous sample size. Despite the significant found effect for gender and age, the strong effect of autonomous motivation explaining employability, remains.

Fifthly, this study found no significant relation between controlled motivation and employability. Therefore, the expectation that controlled motivation of consultants is negatively related with employability (H3a), can be rejected. Surprisingly this finding is in contrast to expectations based on scientific literature and empirical research. According to the SDT-literature, controlled motivation dissatisfies the basic human psychological needs of autonomy, competence, and relatedness, and therefore should relate with negative results (Ryan & Deci, 2000; Deci et al., 2017). Empirical studies significantly showed that controlled motivation is negatively related with workplace outcomes (Petterlier et al., 2001; Grant, 2011; Fernet, 2012; Deci et al., 2017). However, the current study found no relation at all between controlled motivation and employability. Alternative explanations can be given from both a theoretical and methodological perspective. Gagné and colleagues (2010) stated in 2010 that it is possible that controlled motivation rather influences unwanted organizational outcomes, such as deviant employee behaviour, than positive organizational outcomes (Gagné et al., 2010). Employability can be seen as a positive organizational outcomes because stimulating employability, and therefore maintaining and developing human capital, enables organizations to cope with fast changing developments to maintain

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

success and existence (Van der Heijden, 2006; Nauta et al., 2009). Therefore, it is possible that controlled motivation does not relate with employability. Future research should be conducted to find out if the findings of the present study can be supported and should discuss to what extent it is relevant to involve controlled motivation to study employability.

Following, methodological explanations can be given for the rejected relationship between controlled motivation and employability (H3ab). Controlled motivation refers to the influence of external factors (Ryan & Deci, 2000; Deci et al., 2017). The items measuring controlled motivation mentioned to the employer, colleagues, supervisor, and client as external factors in one sentence (Gagné et al., 2015). The sample size showed that consultants from 37 different consultancy organizations participated in this study. Because controlling external influences from the context-specific working conditions may differ per organization (Ayub & Rafif, 2011), it is possible that the controlled motivation of participated consultants differed for the organization the consultant works for. This could have resulted in varying results for measuring controlled motivation, and finding a non-significant effect between controlled motivation and employability. Therefore, it is recommended for future research to either focus on one consultancy organization, or conduct a cross-case study comparing controlled motivation between consultancy organizations. Another methodological explanation concerns again the measurement of controlled motivation. Not only can the external differ per organization, but it is also possible that the consultants differed in the interpretation of the items. For example, one participant could have focused on the employer as external factor answering the items, while the other participant based its answers on the client as external factor. Despite the good reliability ( $\alpha = .78$ ) for the scale measuring controlled motivation, the validity of these items could be questioned due to the personal interpretation. Statistically this could have contributed to a non-significant result for the relation between controlled motivation and employability. Therefore, future research should further investigate the validity of the MWMS-questionnaire measuring the external factors for controlled motivation.

The abovementioned methodological explanations concerning the measurement of controlled motivation can also be seen as limitations of this study for which future research recommendations were

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

given. Following, other limitations of this study will be discussed.

### **Limitations and future research**

Several limitations should be noted for this study. Extensive effort was put into achieving a large sample size. However, as presented in table 1, the sample size shows limited diversity with a dominant share of young (21-30 years old) and highly educated (university) participants who work relatively short (less than one year) as consultant at their current employer. This dominating profile, which resulted in a non-variating and therefore, homogenous sample size, limits the present study in two ways. First, the study aimed to put light on a new target group in the research of employability, namely the increasing job profession of consultants (Donnelly, 2008; Consultancy, 2018). However, due to the limited diverse sample size, the generalizability of this study could be questioned. Therefore, more research is needed with a larger sample size to study work motivation and employability of consultants. Second, this study aimed to involve demographics as control variables for measuring work motivation, divided into autonomous and controlled motivation, and employability. Small significant results were found for gender and age but no support has been found for the other demographic of educational level and organizational tenure. This can be a result of the participants showing no proportional distribution among the demographics. For future research it is recommended to study a larger and more diverse group of consultants to find stronger results for demographic explaining consultants employability.

Another limitation is that the current study did not measure the work environment of the consultants. It could be expected that working conditions differ per organizations which could have affected the measurement of controlled motivation as mentioned before. Future research could assess whether the relation between work motivation and employability of consultants interacts with environmental variables to find more reliable results for studying controlled motivation.

Two additional future recommendation can be given for future research. The present study used the competence-based approach of Van der Heijde and Van der Heijden using five dimensions that conceptualize employability (2006; Van der Heijden; 2018). Based on the employability literature and found reliability values, the five dimensions have been taken together as one scale to measure

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

employability. Concerning motivation, the SDT-literature and earlier empirical research explained that the different types of motivation result in different outcomes. For example, autonomous motivation relates with better work performance (Baard et al., 2004), but controlled motivation decreases work performance (Deci et al., 2017). Consequently, it could be possible that autonomous and controlled motivation relate differently with each dimension of employability. To develop a full picture of types of motivation relating with employability, it could be interesting for future research to study the different types of motivation in relation with the different dimensions of employability. Another future research recommendation concerns the direction of the measured variables. The present study measured work motivation as the independent variable and employability as the dependent variable. It could also be expected that these concepts relate reciprocal; when a consultant shows high employability, and is therefore able to maintain and develop competencies and acquire new work, it could be expected that the work motivation increases. Therefore, it is recommended for future research study a possible reciprocal relationship between work motivation and employability of consultants.

### **Theoretical and practical implications**

The present study gives a few theoretical implications. First of all, this study contributes to the existing scientific literature of motivation and employability. Multiple studies have been done studying the concepts of work motivation and employability (Deci et al., 2001; Bono & Judge, 2003; Baard et al., 2004; Van Dam, 2004; De Cuyper et al., 2008; Koestner et al., 2008; Nauta et al., 2009; Wittekind et al., 2010; Ayub & Rafif, 2011; Van Emmerik et al., 2012; Shahzadi et al., 2014). The present study is the first step researching the direct relation between work motivation and employability. Further research should be conducted to find stronger support for the found significant positive relation between work motivation and employability of consultants. Furthermore, the present study shows empirical evidence supporting the SDT of Ryan and Deci (2000; 2005; 2008; 2017) who stated that the type of motivation matters for its outcome. Whereas work motivation explained 6% of employability, autonomous motivation showed a stronger variance of 14%. For controlled motivation, no relation was found. This finding confirms that autonomous relation relates with positive outcomes. Therefore, future research that aims to explain

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

factors enhancing employability should involve autonomous motivation.

Finally, the current study paid attention to an understudied target group in scientific literature, namely consultants. This is an increased job profession in the current knowledge economy (Donnelly, 2008; Consultancy, 2018). The knowledge of the relation between work motivation and employability of consultants could be relevant for practice. This study showed that work motivation, specifically autonomous motivation of consultants, relates with higher employability. Therefore, a practical implications for consultancy organizations that aim to enhance employability, is to enact on this found relation by finding suitable intervention that stimulate autonomous motivation. Example of interventions are allowing consultants to gain competencies, let them initiate and experiment their own work behaviour, and create respect among employees and supervisors (Deci et al., 2017). Stimulating the consultants autonomous motivation could result in a more flexible and adaptive organizations with better prospects of development in the changing economic and labor market (Manuel, 2014; Van der Heijden, 2016).

### **Conclusion**

This study aimed to answer '*What is the relation between (the type of) work motivation and employability of consultants in the Netherlands and to what extent do demographics explain employability?*'. The results indicated that work motivation, and more specific, autonomous motivation, positively relates with employability of consultants. Furthermore, small significant effects were found for demographics explaining employability of consultants. Future research should be conducted to find support and more explanations for the findings of this study.

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## References

- Amar, A. D. (2004). Motivating knowledge workers to innovate: a model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, 7(2), 89-101. <https://doi.org/10.1108/14601060410534366>
- Abele, A. E., & Wiese, B. S. (2008). The nomological network of self-management strategies and career success. *Journal of occupational and organizational psychology*, 81(4), 733-749. <https://doi.org/10.1348/096317907X256726>
- Ayub, N., & Rafif, S. (2011). The relationship between work motivation and job satisfaction. *Pakistan Business Review*, 13(2), 332-347.
- Baard, P. P., Deci, E. L., & Ryan, R. M. (2004). Intrinsic Need Satisfaction: A Motivational Basis of Performance and Well-Being in Two Work Settings 1. *Journal of applied social psychology*, 34(10), 2045-2068. <https://doi.org/10.1111/j.1559-1816.2004.tb02690.x>
- Benders, J., Van den Berg, R. J., & van Bijsterveld, M. (1998). Hitch-hiking on a hype: Dutch consultants engineering re-engineering. *Journal of Organizational Change Management*, 11(3), 201-215. <https://doi.org/10.1108/09534819810216247>
- Bidee, J., Vantilborgh, T., Pepermans, R., Huybrechts, G., Willems, J., Jegers, M., & Hofmans, J. (2013). Autonomous motivation stimulates volunteers' work effort: A self-determination theory approach to volunteerism. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 24(1), 32-47.
- Berntson, E. (2008). Employability perceptions: Nature, determinants, and implications for health and well-being (Doctoral dissertation, Psykologiska institutionen).
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.
- Clarke, M., & Patrickson, M. (2008). The new covenant of employability. *Employee relations*,

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

30(2), 121-141. <https://doi.org/10.1108/01425450810843320>

Consultancy Nederland: Werken als consultant (z.d.). Consulted from

<https://www.consultancy.nl/carriere/werken-als-consultant>

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3<sup>rd</sup> edition). Los Angeles: Sage Publications.

De Cuyper, N. D., Bernhard-Oettel, C., Berntson, E., De Witte, H. D., & Alarco, B. (2008).

Employability and Employees' Well-Being: Mediation by Job Insecurity 1. *Applied Psychology*, 57(3), 488-509. <https://doi.org/10.1111/j.1464-0597.2008.00332.x>

De Grip, A., & Zwick, T. (2005). The employability of low-skilled workers in the knowledge economy. Unpublished manuscript, Maastricht, the Netherlands. Retrieved from [http://rlab.lse.ac.uk/lower/final\\_papers/grip](http://rlab.lse.ac.uk/lower/final_papers/grip). Pdf.

Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.

<https://doi.org/10.1146/annurev-orgpsych-032516-113108>

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.

[https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01)

Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian psychology/Psychologie canadienne*, 49(3), 182. <http://dx.doi.org/10.1037/a0012801>

Dubinsky, A. J., Jolson, M. A., Michaels, R. E., Kotabe, M., & Lim, C. U. (1993). Perceptions of motivational components: salesmen and saleswomen revisited. *Journal of Personal Selling & Sales Management*, 13(4), 25-37.

Enders, J. (2002). Governing the academic commons: About blurring boundaries, blistering

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- organisations, and growing demands. Inaugural lecture. In *The CHEPS Inaugurals 2002*, (pp. 69–105). Enschede: University of Twente.
- Lange, W. D., & Wijk, E. V. (2012). De bevordering van employability in het MKB. *Tijdschrift voor HRM*, 1, 15, 36-55.
- Donnelly, R. (2008). Careers and temporal flexibility in the new economy: an Anglo-Dutch comparison of the organisation of consultancy work. *Human Resource Management Journal*, 18(3), 197-215. <https://doi.org/10.1111/j.1748-8583.2008.00072.x>
- Faul, F., Erdfelder, E., Lang, A. G., & Buchner, A. (2007). G\* Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior research methods*, 39(2), 175-191.
- Fernet, C., Senécal, C., Guay, F., Marsh, H., & Dowson, M. (2008). The work tasks motivation scale for teachers (WTMST). *Journal of Career assessment*, 16(2), 256-279. <https://doi.org/10.1177/1069072707305764>
- Field, A. (2013). *Discovering Statistics Using IBM SPSS Statistics* (4th ed.). London: SAGE publications.
- Forrier, A., & Sels, L. (2005). Het concept employability: Een puzzel met veel stukjes. *Tijdschrift voor HRM*, 8(3), 47-73.
- Fricker, R. D., & Schonlau, M. (2002). Advantages and disadvantages of Internet research surveys: Evidence from the literature. *Field methods*, 14(4), 347-367.
- Fugate, M., Kinicki, A. J., & Ashforth, B. E. (2004). Employability: A psycho-social construct, its dimensions, and applications. *Journal of Vocational Behavior*, 65, 14-38. <https://doi.org/10.1016/j.jvb.2003.10.005>
- Fugate, M., & Kinicki, A. J. (2008). A dispositional approach to employability: Development of a measure and test of implications for employee reactions to organizational change. *Journal of Occupational and Organizational Psychology*, 81(3), 503-527. <https://doi.org/10.1348/096317907X241579>

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362. <https://doi.org/10.1002/job.322>
- Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2010). The Motivation at Work Scale: Validation evidence in two languages. *Educational and psychological measurement*, 70(4), 628-646.
- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspel, A. K., & Wang, Z. (2012). Validation evidence in ten languages for the Revised Motivation at Work Scale. Manuscript submitted for publication.
- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., Van den Broeck, A., Aspel, A. K., ... & Halvari, H. (2015). The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational Psychology*, 24(2), 178-196.  
<https://doi.org/10.1080/1359432X.2013.877892>
- Gegenfurtner, A., Festner, D., Gallenberger, W., Lehtinen, E., & Gruber, H. (2009). Predicting autonomous and controlled motivation to transfer training. *International Journal of Training and Development*, 13(2), 124-138.  
<https://doi.org/10.1111/j.1468-2419.2009.00322.x>
- George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. 11.0 update (4th ed.). Boston: Allyn & Bacon
- Greenlaw, C., & Brown-Welty, S. (2009). A comparison of web-based and paper-based survey methods: testing assumptions of survey mode and response cost. *Evaluation review*, 33(5), 464-480. <https://doi.org/10.1177/0193841X09340214>
- Hall, D. T. (1976). *Careers in organizations*. Pacific Palisades, CA: Goodyear
- Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders, keepers? Attracting, motivating and retaining knowledge workers. *Human resource management journal*, 13(4), 23-44.  
<https://doi.org/10.1111/j.1748-8583.2003.tb00103.x>

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- Horn, T. C. M. (2005). Over competentiemanagement en employability. Kluwer.
- Horner, M.S. (2005). Toward an understanding of achievement-related conflicts in women. In M. Ednick, S.Tangi, L.W. Hoffman (Eds.), Women and achievement. Social and motivational analyses. John Wiley and Sons.
- Inceoglu, I., Segers, J., & Bartram, D. (2012). Age-related differences in work motivation. *Journal of Occupational and Organizational Psychology*, 85(2), 300-329.  
<https://doi.org/10.1111/j.2044-8325.2011.02035.x>
- Koestner, R., Otis, N., Powers, T. A., Pelletier, L., & Gagnon, H. (2008). Autonomous motivation, controlled motivation, and goal progress. *Journal of personality*, 76(5), 1201-1230. <https://doi.org/10.1111/j.1467-6494.2008.00519.x>
- Kooij, D., de Lange, A., Jansen, P., & Dijkers, J. (2008). Older workers' motivation to continue to work: Five meanings of age: A conceptual review. *Journal of managerial psychology*, 23(4), 364-394. doi:10.1108/02683940810869015
- Lam, C. F., & Gurland, S. T. (2008). Self-determined work motivation predicts job outcomes, but what predicts self-determined work motivation?. *Journal of research in personality*, 42(4), 1109-1115. <https://doi.org/10.1016/j.jrp.2008.02.002>
- Manuel, K. (2014). Het effect van employability op organisatie flexibiliteit en flexicurity: een vergelijking tussen de non-profitsector en de profitsector. *Tijdschrift voor HRM*, 18(2), 1-22.
- Manzoor, Q. A. (2012). Impact of employees motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.
- Ministerie van Sociale Zaken en Werkgelegenheid. (2018). Leven lang ontwikkelen. Consulted from <https://www.rijksoverheid.nl/documenten/kamerstukken/2018/09/27/kamerbrief-leven-lang-ontwikkelen>
- Nauta, A., Vianen, A. van, Heijden, B. van der, Dam, K. van, & Willemsen, M. (2009). Understanding the factors that promote employability orientation: the impact of

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- employability culture, career satisfaction, and role breadth self-efficacy. *Journal of Occupational and Organizational Psychology*, 82(2), 233-251.  
<https://doi.org/10.1348/096317908X320147>
- Paauwe, J. (1997, October 14). Zonder eerlijke ruilrelatie geen employability. [No employability without an honest exchange relationship]. *Trouw*, p. 11.
- Moynihan, D. P., & Pandey, S. K. (2007). Finding workable levers over work motivation: Comparing job satisfaction, job involvement, and organizational commitment. *Administration & Society*, 39(7), 803-832. <https://doi.org/10.1177/0095399707305546>
- Patrickson, M., & Ranzijn, R. (2003). Employability of older workers. *Equal opportunities international*, 22(5), 50-63. <https://doi.org/10.1108/02610150310787496>
- Petersitzke, M., & Hristozova, E. (2006). Managing Employability in the German Consultancy Industry. In *Human Resource Management in Consulting Firms* (pp. 191-211). Springer, Berlin, Heidelberg.
- Pearson, C. A., & Chatterjee, S. R. (2002). Gender variations in work goal priorities: a survey of Chinese managers. *International Journal of Management*, 19(4), 535.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68.
- Rothwell, A., Herbert, I., & Rothwell, F. (2008). Self-perceived employability: Construction and initial validation of a scale for university students. *Journal of vocational behavior*, 73(1), 1-12. <https://doi.org/10.1016/j.jvb.2007.12.001>
- Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166.
- Tynjälä, P. (2008). Perspectives into learning at the workplace. *Educational research review*, 3(2), 130-154. <https://doi.org/10.1016/j.edurev.2007.12.001>
- Van Dam, K., (2004). Antecedents and consequences of employability orientation. *European*

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

*Journal of Work and Organizational Psychology*, 13(1), 29-51.

Van Dam, K., Van der Heijden, B. I. J. M., & Schyns, B. (2006). Employability en individuele ontwikkeling op het werk. *Gedrag en Organisatie*, 19, 53–68.

Van den Broeck, A., Lens, W., De Witte, H., & Van Coillie, H. (2012). Unraveling the importance of the quantity and the quality of workers' motivation for well-being: A person-centered perspective. *Journal of Vocational Behavior*, 82(1), 69-78.  
<https://doi.org/10.1016/j.jvb.2012.11.005>

Van Emmerik, I. J., Schreurs, B., De Cuyper, N., Jawahar, I. M., & Peeters, M. C. (2012). The route to employability: Examining resources and the mediating role of motivation. *Career Development International*, 17(2), 104-119.  
<https://doi.org/10.1108/13620431211225304>

Van der Heijden, B. (2002). Prerequisites to guarantee life-long employability. *Personnel review*, 31(1), 44-61. <https://doi.org/10.1108/00483480210412418>

Van der Heijden, B. I. J. M. (2005, September 30). No one has ever promised you a rose garden. On shared responsibility and employability enhancing practices throughout careers. Inaugural lecture, MSM/OU. Assen: Van Gorcum.

Van der Heijde, C. M., & van der Heijden, B. I. (2005, June). The development and psychometric evaluation of a multi-dimensional measurement instrument of employability—and the impact of aging. In *International congress series* (Vol. 1280, pp. 142-147). Elsevier. <https://doi.org/10.1016/j.ics.2005.02.061>

Van der Heijde, C. M. V. D., & Van der Heijden, B. I. (2006). A competence-based and multidimensional operationalization and measurement of employability. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 45(3), 449-476. <https://doi.org/10.1002/hrm.20119>

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- Van der Heijden, B. I., Notelaers, G., Peters, P., Stoffers, J. M., De Lange, A. H., Froehlich, D. E., & Van der Heijde, C. M. (2018). Development and validation of the short-form employability five-factor instrument. *Journal of Vocational Behavior*, 106, 236-248.  
<https://doi.org/10.1016/j.jvb.2018.02.003>
- Vanhercke, D., Cuyper, N. de, Peeters, E., & Witte, H. de (2014). Defining perceived employability: a psychological approach. *Personnel Review*, 43(4), 592-605.  
<https://doi.org/10.1108/PR-07-2012-0110>
- Vansteenkiste, M., Lens, W., De Witte, S., De Witte, H., & Deci, E. L. (2004). The 'why' and 'why not' of job search behaviour: their relation to searching, unemployment experience, and well-being. *European journal of social psychology*, 34(3), 345-363.  
<https://doi.org/10.1002/ejsp.202>
- Vansteenkiste, M., Sierens, E., Soenens, B., Luyckx, K., & Lens, W. (2009). Motivational profiles from a self-determination perspective: The quality of motivation matters. *Journal of educational psychology*, 101(3), 671.
- Wittekind, A., Raeder, S., & Grote, G. (2010). A longitudinal study of determinants of perceived employability. *Journal of Organizational Behavior*, 31(4), 566-586.  
<https://doi.org/10.1002/job.646>
- Wright, K. B. (2005). Researching Internet-based populations: Advantages and disadvantages of online survey research, online questionnaire authoring software packages, and web survey services. *Journal of computer-mediated communication*, 10(3), JCMC1034.  
<https://doi.org/10.1111/j.1083-6101.2005.tb00259.x>
- Zhang, J., Zhang, Y., Song, Y., & Gong, Z. (2016). The different relations of extrinsic, introjected, identified regulation and intrinsic motivation on employees' performance: empirical studies following self-determination theory. *Management Decision*, 54(10), 2393-2412.  
<https://doi.org/10.1108/MD-01-2016-0007>

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Appendices

Appendix I: Recruiting letters

Appendix II: Survey

Appendix III: Informed consent

Appendix IV: EFTC-form

# WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## Appendix I: Recruiting Letters

### **Recruiting letter for organizations**

Beste X,

Voor mijn master thesis doe ik, Nadine el Hassani, als student Onderwijswetenschappen aan de Universiteit Utrecht, onderzoek naar de relatie tussen motivatie en employability van consultants. Voor dit onderzoek ben ik op zoek naar een organisatie waar ik een enquête kan uitzetten onder consultants. Ik ken organisatie X via .... en daarom wil ik jullie benaderen met het volgende verzoek.

Wat houdt het onderzoek in?

Employability is een term die steeds vaker wordt gebruikt en steeds belangrijker wordt. Met mijn onderzoek hoop ik meer inzicht te krijgen in de factor werkmotivatie en in hoeverre dit employability beïnvloedt. Mijn onderzoek focust op consultants, omdat dit een groeiend beroep is. De enquête die ik onder consultants wil delen, is opgesteld op basis van al bestaande en geteste vragenlijsten over motivatie en employability. De enquête bestaat uit ongeveer 40 stellingen en het duurt ongeveer 10 minuten om deze in te vullen. Momenteel ben ik bezig met een pilot van mijn enquête om tot de definitieve vragenlijst te komen. Uiteraard kan ik de definitieve vragenlijst naar jullie sturen om in te zien voor deze intern verspreid wordt.

Wat vraag ik van jullie?

Mijn vraag aan jullie is of in de week van 18 maart een intern bericht gedeeld kan worden onder jullie consultants waarin ik kort mijn onderzoek toelicht en er een link wordt gedeeld naar mijn online enquête. Mijn doel is om uiteindelijk 90 participanten te behalen.

Wat levert het op?

Jullie deelname in dit onderzoek levert ook wat op. Allereerst, helpen jullie mij met het afstuderen aan de master. Het verzamelen van data binnen X wordt ten slotte als input gebruikt worden voor mijn master thesis. Belangrijk om te noemen is dat ik het verdere onderzoeks- en schrijfproces zelfstandig uitvoer. Daarnaast kan ik de uitkomsten van mijn onderzoek terugkoppelen aan X. Uiteraard worden alle gegevens vertrouwelijk behandeld en anoniem verwerkt. De uitkomsten van het onderzoek zouden jullie kunnen gebruiken om meer inzicht te krijgen in de werkmotivatie en mate van employability van jullie consultants.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Ik hoor graag of jullie interesse hebben om mee te werken met mijn onderzoek. Voor vragen ben ik per mail en telefonisch bereikbaar.

Met vriendelijke groet,

Nadine el Hassani

Master student Educational Sciences Universiteit Utrecht

06 21489454

### **Recruiting letter for participants**

Beste X,

Als afstuderende Onderwijswetenschapper aan de Universiteit Utrecht vraag ik graag om jouw hulp als Consultant. Voor mijn master thesis doe ik onderzoek naar de relatie tussen werkmotivatie en employability van consultants. Hiervoor heb ik een enquête uitgezet op basis van wetenschappelijk gevalideerde vragenlijsten.

Helaas heb ik nog niet voldoende respons om verder te kunnen afstuderen. Via de website van X heb ik jouw e-mailadres gevonden. Ik wil je vragen of jij als Consultant een paar minuten de tijd hebt om mijn enquête in te vullen. Hiermee help je mij met afstuderen, krijg je mijn eeuwige dank en je kunt aan het einde van de enquête je e-mail achterlaten om de resultaten van mijn onderzoek te ontvangen!

Link naar de enquête

Alvast hartelijk bedankt voor je medewerking!

Met vriendelijke groet,

Nadine el Hassani

Master student Onderwijswetenschappen Universiteit Utrecht

WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

### Appendix II: Survey

1. Waar bent u werkzaam (Optioneel in te vullen. De antwoorden worden geheel geanonimiseerd. Het geeft het onderzoek inzicht in de hoeveelheid organisaties waar respondenten werkzaam zijn)
  - a. Open antwoord
  
2. Wat is uw geslacht?
  - a. Man
  - b. Vrouw
  - c. Neutraal
  
3. Wat is uw leeftijd?
  - a. 20 jaar of jonger
  - b. 21 – 30 jaar
  - c. 31 – 40 jaar
  - d. 41 – 50 jaar
  - e. 51 – 60 jaar
  - f. 61 jaar of ouder
  
4. Hoe lang bent u in dienst bij uw huidige werkgever?
  - a. Minder dan één jaar
  - b. Meer dan één jaar, minder dan vijf jaar
  - c. Meer dan vijf jaar, minder dan tien jaar
  - d. Tien jaar of langer
  
5. Wat is uw hoogst genoten opleiding?
  - a. VMBO
  - b. HAVO
  - c. VWO
  - d. MBO
  - e. HBO
  - f. WO
  - g. Anders:...
  
6. Bij welke organisatie bent u in dienst? (Uw antwoord wordt gebruikt om een indicatie te krijgen wat de spreiding is van de respondenten onder de organisaties die meewerken aan dit onderzoek, de organisatie wordt hier niet van op de hoogte gesteld. Uiteraard mag u deze vraag overslaan.)

### MOTIVATIE

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Hierna krijgt u 19 stellingen over werkmotivatie. Houdt u voor het beantwoorden van deze stellingen de volgende vraag in gedachte: In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspannen voor uw werk? (Deze vraag krijgt u op elke pagina weer te zien).

Deze stellingen kunt u beantwoorden aan de hand van een schaal waarvoor de volgende waardes staan:

1. Helemaal niet
2. Een beetje
3. Neutraal
4. Sterk
5. Volledig

### Extrinsic regulation (social)

In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspannen voor uw werk?

1. Om goedkeuring van anderen (bijv. werkgever, leidinggevende, collega's, klanten) te krijgen
2. Omdat anderen (bijv. werkgever, leidinggevende, collega's, klanten) me meer zullen waarderen enkel en alleen als ik moeite doe voor mijn werk
3. Om de kritiek van anderen (bijv. werkgever, leidinggevende, collega's, klanten) te vermijden

### Extrinsic regulation (material)

In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspannen voor uw werk?

4. Omdat anderen (bijv. werkgever, leidinggevende, collega's, klanten) me enkel financieel zullen belonen als ik moeite doe voor mijn werk
5. Omdat anderen (bijv. werkgever, leidinggevende, collega's, klanten) mij werkzekerheid bieden enkel als ik voldoende moeite doe voor mijn werk
6. Omdat anderen me dreigen te ontslaan als ik niet voldoende moeite doe voor mijn werk

### Introjected regulation

In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspannen voor uw werk?

7. Omdat ik mezelf wil bewijzen dat ik het kan
8. Omdat ik dan pas trots kan zijn over mezelf
9. Omdat ik me anders beschaamd zou voelen
10. Omdat ik me anders slecht zou voelen over mezelf

### Identified regulation

In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspannen voor uw werk?

11. Omdat ik het persoonlijk belangrijk vind om moeite te doen voor mijn werk
12. Omdat moeite doen voor dit werk in lijn ligt van mijn andere waarden
13. Omdat ik het zinvol vind om moeite te doen voor dit werk

### Intrinsic motivation

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

In welke mate komen onderstaande stellingen overeen met de redenen waarom u zich inspant of zou inspanssen voor uw werk?

14. Omdat ik plezier heb op het werk
15. Omdat ik dit werk boeiend vind
16. Omdat ik dit soort werk heel interessant vind

## EMPLOYABILITY

22 items employability (Nederlandse Versie, Copyright Van der Heijden, Beatrice)

Balans:

Antwoordopties: (1) Helemaal niet (2) Nauwelijks (3) Voldoende (4) In sterke mate (5) Volledig

1. Mijn werk en privé-leven zijn .... in balans
2. Mijn werkinspanningen zijn .... in verhouding met wat ik er voor terug krijg (primaire en secundaire arbeidsvoorwaarden, werkplezier)
3. De tijd die ik besteed aan mijn werk en loopbaanontwikkeling enerzijds, en mijn persoonlijke ontwikkeling en ontspanning anderzijds, is .... evenwichtig verdeeld
4. De mate waarin ik gericht ben op het bereiken van mijn eigen werkdoelen is .... in balans met de mate waarin ik collega's ondersteun

Anticipatie en optimalisatie:

Antwoordopties: (1)Nooit (2) Soms (3) Voldoende (4) Vaak (5) Altijd

1. Ik ben in het afgelopen jaar actief bezig geweest met het verkennen van aangrenzende gebieden om te zien waar succes geboekt zou kunnen worden
2. Ik besteed .. bewust aandacht aan het toepassen van door mij nieuw verworven kennis en vaardigheden
3. Ik heb in het afgelopen jaar .. met mijn werk, aangesloten bij de nieuwste ontwikkelingen op mijn gebied
4. Ik besteed .. tijd aan verbetering van dié kennis en vaardigheden die mijn werk ten goede komen  
(1 Zeer weinig/ 2 Weinig /4 Voldoende/ 5 Vaak / 6 Altijd)

Organisatiesensitiviteit:

Antwoordopties: (1)Nooit (2) Soms (3) Voldoende (4) Vaak (5) Altijd

1. Ik ondersteun .. de bedrijfsprocessen binnen mijn organisatie
2. In mijn werk neem ik .. het initiatief om verantwoordelijkheden met collega's te delen

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

3. In mijn organisatie neem ik .. deel aan het vormen van een gemeenschappelijke visie met betrekking tot waarden en doelen
4. Ik deel mijn ervaring en kennis .. met anderen

### Beroepsexpertise:

Antwoordopties: (1) zeer slecht (2) slecht (3) voldoende (4) goed (5) zeer goed

1. Ik was in het afgelopen jaar, over het algemeen, ..... in staat om mijn werkzaamheden secuur en met weinig fouten uit te voeren
2. Ik was in het afgelopen jaar, over het algemeen, .... in staat om snel beslissingen ten aanzien van mijn werkaanpak te nemen
3. Ik ben over het algemeen .. in staat om hoofd- en bijzaken te onderscheiden en prioriteiten te stellen
4. Ik acht mezelf .. in staat om de voors en tegens van bepaalde keuzes over werkmethoden, materialen en technieken op mijn gebied af te wegen en te beredeneren
5. Mijn vaardigheden zijn kwalitatief gezien van ... niveau (1 zeer laag/ 2 laag/ 3 voldoende / 4 hoog/ 5 zeer hoog)

### Persoonlijke flexibiliteit:

1. Ik pas me .... aan veranderingen op mijn werkplek aan  
(1 Zeer moeilijk/2 moeilijk/3 voldoende /4 gemakkelijk/5 zeer gemakkelijk/)
2. Ik pas me ..... aan, aan ontwikkelingen binnen mijn organisatie  
(1 zeer slecht/ 2 slecht/3 voldoende /4 goed/5 zeer goed)
3. Ik speel over het algemeen .... in op veranderingen in mijn werkomgeving  
(1 zeer langzaam/ 2 langzaam/ 3 voldoende / 4 snel/ 5 zeer snel)
4. Ik streef ernaar dat mijn taken pakket .. is  
(1 zeer weinig gevarieerd/ 2 weinig gevarieerd/ 3 voldoende gevarieerd/ 4 gevarieerd/ 5 zeer gevarieerd)
5. Ik sta .. tegenover veranderingen in mijn functie  
(1 zeer negatief/ 2 negatief/ 3 neutraal / 4 positief/ 5 zeer positief)

Appendix III: Informed consent

**Informatie vooraf het invullen van de enquête**

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Hartelijk dank voor uw interesse in het onderzoek voor mijn master thesis. Als student aan de Universiteit Utrecht ben ik, Nadine el Hassani, voor de master Onderwijswetenschappen bezig met mijn afstuderen. Gedurende deze periode werk ik aan een onderzoek over de relatie tussen werkmotivatie en employability van consultants/adviseurs\*.

Om betekenisvolle resultaten te verkrijgen en dit onderzoek te laten slagen, is uw medewerking van groot belang. Daarom wil ik u vragen om mijn online enquête, in te vullen. De enquête bestaat uit 41 stellingen en het duurt ongeveer 5 tot 10 minuten om deze in te vullen. De enquête blijft online tot en met vrijdag 12 april.

Wanneer u start met de enquête komt u eerst op een pagina waarin u een toestemmingsformulier krijgt. Wanneer u akkoord gaat, zal de enquête starten. De onderzoeksgegevens worden vertrouwelijk behandeld en anoniem verwerkt. De gegevens en resultaten worden alleen voor onderzoeksdoeleinden gebruikt en niet verstrekt aan derden.

Mocht u vragen en/of opmerkingen hebben, zowel vooraf als achteraf, dan kunt u contact met mij opnemen via [n.f.z.elhassani@students.uu.nl](mailto:n.f.z.elhassani@students.uu.nl) of op het telefoonnummer 06-21489454.

Alvast hartelijk dank voor uw medewerking!

Met vriendelijke groet,  
Nadine el Hassani

\* Met consultants/adviseurs wordt er bedoeld op professionals die deskundig advies geven aan een externe partij/opdrachtgever. Employability wordt in dit onderzoek opgevat als het continu vervullen, verwerven of creëren van werk door het optimaal benutten van de eigen competenties. Motivatie wordt opgevat als het uitoefenen van bepaald gedrag afhankelijk van factoren. Deze motivatiefactoren en aspecten van employability zijn geformuleerd op basis van literatuuronderzoek. Op basis daarvan en in overeenstemming met onderzoekers gespecialiseerd in motivatie en employability, is deze enquête opgesteld.

### **Informed consent**

Voordat de vragenlijst begint, wil ik u op de hoogte brengen van de procedure van dit onderzoek.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

Hiervoor vraag ik u onderstaande informatie zorgvuldig door te lezen. Mocht u vragen hebben, schroom dan niet om contact met mij op te nemen.

Doel van het onderzoek:

Het doel van dit onderzoek is om de mogelijke relatie tussen werkmotivatie en employability onder consultants/adviseurs te analyseren. Om dit te realiseren, heb ik data/onderzoeksgegevens nodig. Hiervoor worden de resultaten van deze enquête gebruikt.

Gegevens en vertrouwelijkheid:

Alle onderzoeksgegevens worden anoniem verwerkt en blijven volstrekt vertrouwelijk. De onderzoeksgegevens worden niet ter beschikking gesteld aan derden. De toegang tot deze gegevens is in het bezit van de onderzoeker (Nadine el Hassani) en zal niet uit handen worden gegeven.

Vrijwilligheid:

Deelname aan dit onderzoek is vrijwillig. U kunt op elk moment, zowel vooraf als achteraf, stoppen met het (verder) invullen van de enquête.

Vragen:

Mocht u vragen en/of opmerkingen hebben over dit onderzoek, vooraf of achteraf, dan kunt u de verantwoordelijke onderzoeker, Nadine el Hassani, benaderen via [n.f.z.elhassani@students.uu.nl](mailto:n.f.z.elhassani@students.uu.nl).

Toestemmingsverklaring:

Wanneer u met uw muis op ‘Ja’ klikt, verklaart u dat u de deelnemersinformatie heeft gelezen en begrepen. U geeft hiermee aan akkoord te gaan met het gebruik van de onderzoeksgegevens en het niet overnemen van de vragenlijst voor eigen doeleinden.

- Ik verklaar hierbij bovenstaande informatie te hebben gelezen en ga akkoord met het gebruik van mijn gegevens (mijn antwoorden in de enquête) voor het onderzoek

- Ik verklaar hierbij de vragenlijst niet over te nemen voor eigen doeleinden

**APPLICATION FORM FOR THE ASSESSMENT OF A RESEARCH PROTOCOL BY THE FACULTY ETHICS REVIEW BOARD (FERB) OF THE FACULTY OF SOCIAL AND BEHAVIOURAL SCIENCES**

**General guidelines for the use of this form**

1. This form can be used for a single research project or a series of related studies (hereinafter referred to as: "research programme"). Researchers are encouraged to apply for the assessment

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

of a research programme if their proposal covers multiple studies with related content, identical procedures (methods and instruments) and contains informed consent forms and participant information, with a similar population. For studies by students, the FERB recommends submitting, in advance, a research programme under which protocol multiple student projects can be conducted so that their execution will not be delayed by the review procedure. The application of such a research programme must include a proper description by the researcher(s) of the programme as a whole in terms of the maximum burden on the participants (e.g. maximum duration, strain/efforts, types of stimuli, strength and frequency, etc.). If it is impossible to describe all the studies within the research programme, it should, in any case, include a description of the most invasive study known so far.

2. Solely the first responsible senior researcher(s) (from post-doctoral level onwards) may submit a protocol.
3. Any approval by the FERB is valid for 5 years or until the information to be provided in the application form below is modified to such an extent that the study becomes more invasive. For a research programme, the term of validity is 2 years and any extension is subject to approval. The researcher(s) and staff below commit themselves to treating the participants in accordance with the principles of the Declaration of Helsinki and the Dutch Code of Conduct for Scientific Practices as determined by the VSNU Association of Universities in the Netherlands (which can both be downloaded from the FERB site on the Intranet<sup>1</sup>) and guarantee that the participants (whether decisionally competent or incompetent and/or in a dependent relationship vis-a-vis the researcher or not) may at all times terminate their participation without any further consequences.
4. The researcher(s) commit themselves to maximising the quality of the study, the statistical analysis and the reports, and to respect the specific regulations and legislation pertaining to the specific methods.
5. The procedure will run more smoothly if the FERB receives all the relevant documents, such as questionnaires and other measurement instruments as well as literature and other sources on studies using similar methods which were found to be ethically acceptable and that testify to the fact that this procedure has no harmful consequences. Examples of studies where the latter will always be an issue are studies into bullying behaviour, sexuality, and parent-child relationships. The FERB asks the researcher(s) to be as specific as possible when they answer the relevant questions while limiting their answers to 500 words maximum per question. It is helpful to the FERB if the answers are brief and to the point.
6. **Our FAQ document that can be accessed through the Intranet provides background information with regards to any questions.**
7. The researcher(s) declare to have described the study truthfully and with a particular focus on its ethical aspects.

Signed for approval<sup>2</sup>:

Date:

---

<sup>1</sup> See: <https://intranet.uu.nl/facultaire-ethische-toetsingscommissie-fetc>

<sup>2</sup> The senior researcher (holding at least a doctoral degree) should sign here.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

### A. GENERAL INFORMATION/PERSONAL DETAILS

1.

- a. a. Name(s), position(s) and department(s) of the responsible researcher(s):  
Nadine el Hassani, student, Educational sciences
- b. Name(s), position(s) and department(s) of the executive researcher(s):  
Nadine el Hassani, student, Educational sciences

2. Title of the study or research programme - Does it concern a single study or a research programme?  
Does it concern a study for the final thesis in a bachelor's or master's degree course?:  
Master thesis educational sciences. A single study. Final thesis for the master's degree.

3. Type of study (with a brief rationale):  
explanatory

4. Grant provider:  
None

5. Intended start and end date for the study:  
Start: 4 february 2019  
End: 11 june 2019

6. Research area/discipline:  
Learning in organizations, motivation and employabilty

7. For some (larger) projects it is advisable to appoint an independent contact or expert whom participants can contact in case of questions and/or complaints. Has an independent expert been appointed for this study?: Yes my first assessor, Jonne Vulperhorst.

8. Does the study concern a multi-centre project, e.g. in collaboration with other universities, a GGZ mental health care institution, a university medical centre? Where exactly will the study be conducted?  
By which institute(s) are the executive researcher(s) employed?:  
The study does not concerns a multi-centre project.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

9. Is the study related to a prior research project that has been assessed by a recognised Medical Ethics Review Board (MERB) or FERB?

No

If so, which? Please state the file number:

### **B. SUMMARY OF THE BACKGROUND AND METHODS**

#### *Background*

1. What is the study's theoretical and practical relevance? (500 words max.):

Multiple studies have been conducted about psychological factors influencing employability such as self-efficacy (Nauta et al., 2009), willingness (Wittekind, Raeder, & Grote, 2010), and personal adaptability (Fugate et al., 2004). Van Emmerik and colleagues (2012) studies the relation between the Job Demands Resources model and employability and the mediating role of motivation. The results showed that intrinsic motivation had a positive moderating influence. However, the direct relation between motivation and employability has, to the best of our knowledge, rarely been studied. Literature states that career development depends largely on the employees investments and initiatives but rather, the employees career development should be stimulated by the organization (Hall, 1976; Van der Heijde & Van der Heijden, 2006). Motivation is a classical concept leading to activation, intention, and production (Ryan & Deci, 2000). Enhancing employability may be largely dependent on motivation and therefore, can be interesting to research. This contributes to expanding the literature in factors enhancing employability.

Another theoretical relevance of the present study is the choice for a limited study target group. Earlier employability studies were conducted among students (Rothwell, Herbert, & Rothwell, 2008), low skilled workers (De Grip & Zwick, 2005), and elderly (Patrickson & Ranzijn, 2003). However, consultants are not represented in employability studies. Earlier studies focussing on consultants have been done about the relation between motivation and innovation (Amar, 2004), and how to recruit, motivate and maintain them (Horwitz, Heng, & Quazi, 2003). In 2006, Petersitzke and Hristozova conducted, according to them, the first employability study on consultants. This pilot study was done in Germany. Therefore, the present study will be the first study concerning employability of consultants in the Netherlands.

Furthermore, is relevant to study consultants because consultancy is an increasing job profession in the current knowledge economy with around 150.000 consultants in the Netherlands (Consultancy Nederland, 2018). As knowledge-driven firms, consultancy firms depend on their consultants knowledge (Donnelly, 2008). This relates with employability, where employees are expected to be willing to learn continuously (Abele & Wiese, 2008; Tynjälä, 2008).

In practice, it is relevant to understand what factors enhance employability (Van Emmerik et al., 2012). The knowledge of a relation between motivation and employability gives organisations and employees more insight in how employability can be enhanced. Stimulating employability, organizations become more flexible and therefore more capable to cope with the rapidly changing market and its

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

demands (Manuel, 2014; Van der Heijde & Van der Heijden, 2005). For employees, it is relevant to be aware if and how motivation influences their employability because employees are becoming increasingly more responsible for their own career and maintaining job security (Hall, 1976; Van Dam, 2004; Van der Heijde & Van der Heijden, 2006).

2. What is the study's objective/central question?:

What is the relation between work motivation and employability of Dutch consultants?

3. What are the hypothesis/hypotheses and expectation(s)?:

*Hypothesis 1 (H1a): There is a relation between work motivation and employability*

*Hypothesis 1b (H1a)The relation between autonomous motivation and employability is influenced by gender, age educational level, and organizational tenure.*

*Hypothesis 2a (H2a): There is a positive relation between autonomous motivation and employability*

*Hypothesis 2b (H2b): The relation between autonomous motivation and employability is influenced by gender, age, educational level, and organizational tenure.*

*Hypothesis 3a (H3a): There is a negative relation between controlled motivation and employability*

*Hypothesis 3b (H3b): The relation between autonomous motivation and employability is influenced by gender, age, educational level, and organizational tenure.*

*Design/procedure/invasiveness*

4. What is the study's design and procedure? (500 words max.):

This study used an online survey in which consultants self-reported their work motivation and employability. A quantitative research method fits for studying a relation between two variables (Creswell, 2013). In the present study, work motivation is the independent variable divided into autonomous and controlled motivation, and employability is the dependent variable. Gender, age, educational level, and employment at the current employee were used as control variables.

The choice for an online has been made because of the user friendliness. An online survey can be opened on mobile devices which lowers the threshold to participate in this study without being restricted to time and place arrangements. Stimulating user friendliness enhances the response which increases the validity of the study ( Fricker & Schonlau, 2002; Wright, 2005; Greenlaw & Brown-Welty, 2009).

The items of the work motivation and employability questionnaire were processed into the online survey tool Google Forms. First, the survey was shared with a pilot group ( $n = 2$ ) who work as consultants and therefore, match the criteria for the target group of this study. The pilot group was approached within the own network. As mentioned, the scale for both work motivation and employability questionnaire was adjusted to a 5-point scale based on the pilot feedback.

The online survey was shared through a link. When participants opened the link to the survey, they first read general information about the study. This was followed by an informed consent (Appendix II). Additionally, the informed consent included an agreement that the participant would not use the items of the survey for own practice. This agreement was a request of the researcher from the

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

employability questionnaire (Van der Heijden et al., 2018).

At the end of the survey, the participants had the opportunity to leave comments to give feedback on the survey. No financial reward was given to the participants for filling in the survey. However, they were given the possibility to leave their email to receive an overview with the general, not personal, outcomes of the study.

5.

a. Which measurement instruments, stimuli and/or manipulations will be used?<sup>3</sup>:

The measurement instrument of this study used two existing and validated questionnaires for work motivation and employability (Appendix II). The questionnaire consisted of 44 items of which 16 items measured work motivation and 22 items measured employability. Furthermore, four items measured the demographics of the participant, used as the control variables in this study, namely gender, age, educational level, and job tenure at the current employer. The other two items concerned the name of the organization and the discipline of the consultant.

The questionnaire that was used to measure work motivation is from Gagné and colleagues (2015). They developed a multidimensional work motivation scale (i.e. referred to as MWMS) to apply the SDT, consisting of controlled and autonomous motivation, in the field of organizational behaviour.

Van der Heijde and Van der Heijden (2006) present a largely used and valid measurement instrument for employability. Their questionnaire uses a competence-based approach measuring employability with five dimensions in 47 items. In 2018, Van der Heijden and colleagues developed a short-form of the employability questionnaire consisting of 22 items. This shortened questionnaire was validated across five empirical studies, with both homogeneous and heterogeneous samples. The results showed a valid, reliable and precise short-version of the employability instrument. Furthermore, statistical evidence was found that the short questionnaire is domain-independent and can be used in different sectors. The original questionnaire is in English and has been translated and validated Dutch version which has been used for the present study.

b. What does the study's burden on the participants comprise in terms of time, frequency and strain/efforts?:

Ten minutes of the participants time to fill in the online survey. And the effort for self-reflection because the survey is a self-report.

---

<sup>3</sup> Examples: invasive questionnaires; interviews; physical/psychological examination, inducing stress, pressure to overstep important standards and values; inducing false memories; exposure to aversive materials like a unpleasant film, video clip, photos or electrical stimulus; long-term of very frequent questioning; ambulatory measurements, participation in an intervention, evoking unpleasant psychological or physical symptoms in an experiment, denial, diet, blood sampling, fMRI, TMS, ECG, administering stimuli, showing pictures, etc. In case of the use of a device (apparatus) or administration of a substance, please enclose the CE marking brochure for the relevant apparatus or substance, if possible.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- c. Will the participants be subjected to interventions or a certain manner of conduct that cannot be considered as part of a normal lifestyle?:  
No
- d. Will unobtrusive methods be used (e.g. data collection of uninformed subjects by means of observations or video recordings)?:  
No
- e. Will the study involve any deception? If so, will there be an adequate debriefing and will the deception hold any potential risks?:  
No

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

6. Will the participants be tested beforehand as to their health condition or according to certain disorders? Are there any inclusion and/or exclusion criteria or specific conditions to be met in order for a participant to take part in this study?:

No, not necessary for this study

7. Risks for the participants -

- a. Which risks does the study hold for its participants?: None.
- b. To what extent are the risks and objections limited? Are the risks run by the participants similar to those in daily life?:

8. How does the burden on the participants compare to the study's potential scientific contribution (theory formation, practical usability)?:

No burden.

9. Will a method be used that may, by coincidence, lead to a finding of which the participant should be informed?<sup>4</sup> If so, what actions will be taken in the case of a coincidental finding?:

No

### *Analysis/power*

10. How will the researchers analyse the data? Which statistical analyses will be used?:

For the analyses of this study, the statistical program SPSS (version 25.0) was used. The present study expected that there is a relation between autonomous and controlled motivation, and employability. Because these variables are measured on interval level a multiple regression analysis (MRA) was conducted. For a MRA, the assumptions of linearity, normality, outliers and homoscedasticity were performed (Field, 2013). All assumptions were met except for three outliers that were identified through a box plot analysis. More specific, the data of participant 28, 70, 125 was > 1.5 standard deviations from the mean of controlled motivation. When looking at the data of the participants on controlled motivation, the data did not show an extreme influence on the normality curve of controlled motivation. Therefore, the data of these participants were not excluded. Furthermore, reliability analysis were conducted to compare the Cronbach's alpha of the present study with the original studies that developed and validated the questionnaires (Table 2).

Following, descriptive analyses were performed. First for the demographics of the sample size (gender, age, educational level, and organizational tenure) which also represent the control variables of

---

<sup>4</sup> For instance: dementia, dyslexia, giftedness, depression, extremely low heartbeat in an ECG, etc. If coincidental findings may be found, this should be included in the informed consent, including a description of the actions that will be taken in such an event.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

this study. Secondly, the means (*M*) and standard deviations (*SD*) of the independent variables, autonomous and controlled motivations, and the dependent variable, employability, were analyzed. These scores are based on the averages of the 5-point scale used in this study.

Finally, a MRA was performed to estimate the proportion of variance in employability explained by work motivation divided into autonomous and controlled motivation. For the first hypothesis (H1) the relation between the independent variable motivation and dependent variable employability was measured. The second hypothesis (H2a) measured the relation between the independent variable autonomous motivation and the dependent variable employability, followed with controlling for gender, age, educational level, and organizational tenure (H2b). The third hypothesis tested the relation between the independent variable controlled motivation and the dependent variable employability (H3a) and was followed with controlling for gender, age, educational level, and organizational tenure (H3b).

11. What is the number of participants? Provide a power analysis and/or motivation for the number of participants. The current convention is a power of 0.80. If the study deviates from this power, the FERB would like you to justify why this is necessary:

A prior sample size was calculated using the G\*Power 3 program (Faul, Erdfelder, Lang, & Buchner, 2007). Aiming for a multiple regression analysis with two independent variables, an effect size of .15, a power of .8 and a probability level of .01, the required sample size for this study was 79 respondents. A total of 145 respondents responded to the survey.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

### C. PARTICIPANTS, RECRUITMENT AND INFORMED CONSENT PROCEDURE

1. The nature of the research population (please tick):

1. **General population without complaints/symptoms**
2. General population with complaints/symptoms
3. Patients or population with a diagnosis (please state the diagnosis)

2. Age category of the participants (please tick):

- **18 years or older**
- 16-17 years
- 13-15 years
- 12 years or younger

3. Does the study require a specific target group? If so, justify why the study cannot be conducted without the participation of this group (e.g. minors):

Yes, job profession in consultancy

4. Recruitment of participants -

a. How will the participants be recruited:

The target group of the present study are consultants working in the Netherlands for a consultancy organization. To recruit participants, three actions were taken. First, multiple consultancy organizations were approached by e-mail and asked to share the survey with their consultants. Three organizations were willing to share the survey on their organizations communication platform. Following, the LinkedIn network was used to search for consultants. They were sent a personal message asking them to participate in this study. Finally, consultants were personally emailed with a link to the survey. Their emails were obtained through the public website of several consultancy organizations.

b. How much time will the prospective participants have to decide as to whether they will indeed participate in the study:

The participants were emailed with the survey and had 4 weeks until the survey closed.

5. Does the study involve informed consent or mutual consent? Clarify the design of the consent procedure (who gives permission, when and how). Does the study involve active consent or passive consent? If no informed consent will be sought, please clarify the reason:

Yes, the study involved an informed consent. The participant gives permission through the online link. This is active consent. Only after agreeing with the informed consent, participants can continue participating in the study.

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

6. Are the participants fully free to participate and terminate their participation whenever they want and without stating their grounds for doing so?:

Yes

7. Will the participants be in a dependent relationship with the researcher?:

No

8. Compensation

a. Will the participants be compensated for their efforts? If so, what is included in this recompense (financial reimbursement, travelling expenses, otherwise). What is the amount?

No. They will be rewarded by receiving an overview with the general results of the study.

b. Will this compensation depend on certain conditions, such as the completion of the study?

Yes. After they filled in the survey, they are given the option to leave their e-mail address for receiving the results.

### D. PRIVACY AND INFORMATION

1.

a. Will the study adhere to the requirements for anonymity and privacy, as referred to in the Faculty Protocol for Data Storage<sup>5</sup>?:

- anonymous processing and confidential storage of data (i.e. storage of raw data separate from identifiable data): yes
- the participants' rights to inspect their own data: no
- access to the data for all the researchers involved in the project: yes

If not, please clarify.

b. Has a Data Management Plan been designed?

No

2.

a. Will the participant be offered the opportunity to receive the results (whether or not at the group level)?:

Yes, but the results of the whole study, not individual.

---

<sup>5</sup> This can be found on the Intranet: <https://intranet.uu.nl/wetenschappelijke-integriteit-facultair-protocol-dataopslag>

## WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

- b. Will the results of the study be fed back to persons other than the participants (e.g. teachers, parents)?:

Yes, the teachers who will judge my master thesis.

If so, will this feedback be provided at the group or at the individual level?

3.

- a. Will the data be stored on the faculty's data server?: **yes**
- b. Will the data that can be traced back to the individual be stored separately on the other faculty server available for this specific purpose: No

If not, please clarify where will the data be stored instead?:

### E. ADDITIONAL INFORMATION

Optional.

### F. FORMS TO BE ENCLOSED (CHECKLIST)

- Text (advert) for the recruitment of participants
- Information letter for participant
- Informed consent form for participants
- Written or oral feedback information (debriefing text)
- (Descriptions of) questionnaires
- (Descriptions of) measurement instruments/stimuli/manipulations
- Literature/references

Signature(s):<sup>6</sup>

Date and place: 10 June 2019, Utrecht

Name, position: Nadine el Hassani, students educational sciences

---

<sup>6</sup> The senior researcher (holding at least a doctoral degree) should sign here.

WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS

WORK MOTIVATION AND EMPLOYABILITY OF CONSULTANTS