Sustainable development and intrinsic and extrinsic employee motivation

A case study conducted in Brocard

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Abstract

The purpose of this research project was to give a better understanding of the relationship between sustainable development and employee motivation. More specifically, this study focused on the influence of sustainable development over intrinsic and extrinsic employee motivation, and aimed to identify and explain the different motivators at stake in this connection.

We decided to select sustainable development and motivation as our two main theories, and we carefully developed them in our theoretical framework. Beside that, we chose to follow an interpretivist paradigm and to conduct qualitative interviews with employees.

For this research project, we contacted Brocard, a French wine producer seriously involved in sustainable development for almost 20 years. After having designed an interview guide thanks to our theoretical framework and our own knowledge, we carried out six semi-structured interviews via Skype with the company and collected almost three hours of data.

After the retranscription and the translation of these interviews, we presented the empirical results and analyzed the data by following a thematic analysis. We managed to group a great number of concepts under three themes (satisfaction, working environment, and performance) and discussed them. The results showed several motivators at stake when employees were confronted to sustainable development, either intrinsic and extrinsic.

Several limitations can be underlined in our research project, as the difference of language between the respondents and the final writing thesis, which probably caused the loss of some information, or the fact that this study is partly limited to France, due to the company we contacted. To go beyond those results, we suggested to develop the same type of study in other countries or other areas of the world, and then compare the results.
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Bastien Fayet                               Hung Tran

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1. Introductory Chapter

1.1. Subject Choice

We are two students following the business courses of Umeå University. Inside this field, both of us come from different programs: one is in business development and the other one in marketing. We tried to find a topic related to both of these programs, but it was more complicated than we thought. According to Collis and Hussey (2014, p. 17), when selecting a research topic, it is not rare to find a conflict between what the researchers would like to do and what is really feasible to be done.

Trying to find the most interesting and feasible topic in the time allowed for us, we started to look at our experiences. During our schooling, and even if we came from different countries and cultures, we both studied on several occasions the concept of sustainable development, which really interested us. That is why, when thinking about the topics that we could develop in this thesis, sustainable development was the one we quickly agreed on. We then decided to relate it to the topic of motivation, which we also discussed and which helped us to narrow our scope and organize our research in a more efficient way.

1.2. Problem Background and Research Gap

After reviewing the existing literature, we realized that a lot of articles were already dealing with the topic of sustainable development, and following many different ways. Some of them were underlining the importance of evolving sustainably for companies nowadays (Bansal, 2004); others were focusing on a specific field in order to discuss the progress of sustainable development in this area (Tilman et al., 2002); others were just interested in the existing tools to measure this sustainable development (Finkbeiner et al., 2010), etc… The scope of our research needed to be narrowed.

Regarding the wideness of the area, we decided to restrict our scope by linking the notion “sustainable development” to the one of “motivation”. It turned out that this topic had already been quite discussed also, both in psychology and in business literature (Amabile, 1993, p. 186), but the connection between those two theories helped us to get an overview of the field and to define a more accurate topic.

Sustainable development is a topic which became quite popular during the last 30 years, due to a major awareness of the effects of human actions on the planet: global warming, decline of resources… The Brundtland Commission’s report described sustainable development as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (World Commission of Economic Development, 1987, p. 43). Hall and Wagner (2012, p. 189) defined it through its three dimensions: environmental, social and economic. The topic had already been investigated a lot, either through one dimension in particular, or two, or the three, either considering the point of view of individuals, governments or companies. This is a topic which never ceased to be discussed, and all the stakeholders are every day more concerned about it. That is why sustainable development alone was a topic too wide for a research project, and we decided then to link it with motivation.
Motivation is a topic that has already been quite discussed over time, especially during the last century. For managers, it is a subject of great interest because it affects many areas within management, as leadership, teams, managerial ethics or organizational change (Steers et al., 2004, p. 379). A great part of those articles dealing with the theory of motivation are concerned with the notions of intrinsic and extrinsic motivation, and how to identify or encourage their development (Amabile, 1993; Ryan & Deci, 2000). Some others liked to refer to the theories developed by researchers over time, as Maslow, Herzberg or Locke (Singh, 2010). Here again, the topic was really wide, and the connection with sustainable development gave us some insights for a research gap.

The connection between sustainable development and motivation had already been done by several researchers who investigated this relation in different ways and considering different actors. Regarding individuals, Cecere et al. (2014) were interested in comparing what type of motivation was at stake in waste reduction, and Patzelt and Shepherd (2011) tried to identify the factors that could lead people to act for the protection of the environment. Coming to the point of view of organizations, many researchers were interested in the priority for companies to take their responsibilities and implement actions for sustainable development, in order to protect the environment but also to develop their social ethics and their performance (Bartik et al., 2013; Froese, 2013; Temminck et al., 2013). None of those articles investigated deeply the connection between sustainable development and employee motivation, and none of them really tried to identify the intrinsic and extrinsic motivators triggered by this connection. We decided then that it could be a really interesting gap to investigate, and we started to look for a company to get our data. One of us remembered a French company involved in sustainable development were he used to work during summers and he contacted them.

Brocard is a company producing wine in the city of Préhi, in Bourgogne, France. It has been created by Jean-Marc Brocard in 1977, when he bought his first vineyards (Brocard, 2016). The company quickly became famous in Bourgogne, in France and now in the world, since Brocard is selling its wine in 55 different countries. Since 1997, the company started to get really involved in sustainable development, turning several of its vineyards into organic wine and introducing the basis for a participatory management. Now, in 2016, half of the production is for organic wine and the company has really developed pro-environmental behaviors like the use of organic treatments and recycling. Brocard is also seriously socially involved thanks to several initiatives like quarterly dinners where all employees are invited to discuss the future of the company, and partnerships with several associations (Terre d’Abeilles, whose purpose is to protect bees, and Mécénat du Cœur, which gives the opportunity to young and sick children from the Third World to come and be operated in France). We both agree that this company, really involved in sustainable development, would give us the opportunity to collect some really fresh and relevant data.

1.3. Relevant Definitions

This study has been composed with several key theories that are mentioned in almost every chapter. Therefore, we decided to state a common definition for each of those theories, in order to make things clearer.
Sustainable development

Sustainable development is defined as the combination of three different dimensions. Those dimensions are environmental, social and economic, and this combination has been called the “triple bottom line” (Hall & Wagner, 2012, p. 189).

- A sustainable environment is a balance between the human ability to satisfy the needs of society and the understanding and the respect of the limits of the ecosystems (Morelli, 2011, p. 5).
- Social sustainability supports the idea of an equitable balance between human needs and human rights (Littig & Griessler, 2005, p. 72)
- Economic sustainability characterizes a system capable of producing goods and services on a continuing basis (Harris, 2003, p. 1)

Motivation

Motivation can be divided into two subsets, intrinsic and extrinsic motivation, which are central to our research project.

- Intrinsic motivation: “individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work” (Amabile, 1993, p. 188).
- Extrinsic motivation: “individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself” (Amabile, 1993, p. 188).

1.4. Research Question

How do sustainable development influence intrinsic and extrinsic employee motivation?

1.5. Purpose

This research project aims to give a deeper understanding of the relation between sustainable development and employee motivation. This purpose is planned to be fulfilled thanks to the conduction of qualitative interviews among employees working in a company practicing a sustainable development policy. From a theoretical point of view, this research project will help to complete the body of knowledge of both sustainable development and motivation by bridging a gap concerning the intrinsic and extrinsic employee motivation in sustainable companies. From a practical perspective, this study plans to help the managers from Brocard to better understand the effects of the company’s policy on their employees’ motivation, but also to make employees better realize the importance they give to sustainable development. This study may also benefit to other companies practicing sustainable development and curious about its detailed effects on employee motivation.
1.6. Structure of the Research

This research project is divided into seven parts, as follows:

1st part: Introductory chapter. The purpose of this chapter is to introduce our topic and develop the reasons that led us to select it. The problem background is identified and explained and the research gap is carefully presented and defined. We justify then the choice of theories selected in the theoretical background (sustainable development and motivation) and quickly sum up the body of knowledge developed so far. We end this introduction with the presentation of our research question and with the theoretical and empirical purposes that this thesis aims to fulfill.

2nd part: Scientific method. This chapter aims to present our philosophical stances by defining our ontological and epistemological choices and the decision we took regarding our research approach. The way the research was conducted is then defined with the research design, logically resulting from our previous choices. We conclude this part by mentioning our pre-understandings, the literature search and the theories that we decided to put forward.

3rd part: Theoretical framework. The purpose of this chapter is to give an overview of the existing literature on the topics of sustainable development and motivation. Both are carefully defined and examined, one after the other, and their main concepts are identified. We conclude this chapter by reviewing the literature connecting both topics, giving a better understanding of our choice of subject and presenting information that we are going to use during the analysis part.

4th part: Practical method. This chapter aims to give a better understanding of why and how we used interviews for collecting our qualitative data. We explain in details how the sampling has been done, how the interviews were conducted and how the transcription occurred. Our analysis method is then presented and justified, and we conclude this part with a description of our ethical considerations and how they were taken into account.

5th part: Empirical results. In this chapter, we present the results of our qualitative interviews and try to give a clear vision of what our six respondents from Brocard answered. We structured this chapter one question after the other, for more clarity, starting with the general questions. We then move to the questions closely related to the three dimensions of sustainable development and employee motivation, and we conclude with the final questions.

6th part: Analysis. The purpose of this chapter is to analyze the data we gathered from our interviews by following the data analysis method we chose: the thematic analysis. We identified several concepts that we could recognize in the answers of most of the respondents, and we discussed them.

7th part: Concluding chapter. This chapter aims to give a last overview of the research by stating the general conclusions we draw from our investigations. The theoretical and practical contributions of the study are discussed, and the limitations are also developed. The chapter ends with the suggestions for further research.
2. Scientific Method

The purpose of this chapter is to present our philosophical stances by defining our ontological and epistemological choices and the decision we took regarding our research approach. The way the research was conducted is then defined with the research design, logically resulting from our previous choices. We conclude this part by mentioning our pre-understandings, the literature search and the theories that we decided to put forward.

2.1. Ontology

According to Collis and Hussey (2014, p. 47), ontology is mainly concerned with the nature of the reality. The central question is whether this reality is composed of objective social entities, which exist separately from social actors, or subjective social entities, which are constantly built and revised by the actions and perceptions of those actors (Bryman, 2012, p. 32). Those two visions describe the way researchers perceive the world when conducting their researches, and both of them are strongly defended by the ones using them. They are also equally recognized by the scientific world as frames which help to produce valid results and new exploitable knowledge (Saunders et al., 2009, p. 110).

The first one of these visions is called objectivism and defines the world as a place where social phenomena and their meanings have no relations with social actors. This vision is based on a relentless structure where everything is preprogrammed (Bryman, 2012, pp. 32-33). Bryman used the examples of organization and culture to make things clear: an organization which would follow an objectivist model would consist in an addition of untouchable rules and procedures that individuals would have to follow to produce results, but they would have no control over those rules. Similarly, culture would just be a set of dogmas that individuals would follow in order to remain in line with the society. At the opposite, the constructionist vision states that social reality is subjective and built by its actors (Collis & Hussey, 2014, p. 46). Every one of them contributes to animate and develop social entities thanks to his perceptions and actions, thus putting them in a state of constant revision (Saunders et al., 2009, p. 111). The rules are then no longer seen as commands to obey but as general understandings to listen and redevelop over time (Bryman, 2012, p. 33).

Regarding our topic, we decided to select constructionism as our ontological assumption. Our idea was to study the intrinsic and extrinsic motivation of employees, and we quickly realized during our literature search that it was far more relevant to investigate this topic by considering these motivations as subjective and different for every person. Saunders et al. (2009, p. 111) even stated that the constructionist model, also called subjectivist, was necessary for anyone who would like to identify and understand the motivations which animated social actors and explain their behaviors. For us, intrinsic and extrinsic motivation resulted in actions directly created by men which, by building and reinventing them constantly, led to influence on social entities.

Sustainable development was also a concept which, through our literature search and our prior perception, was more relevant to investigate with a subjective vision. Even if standards and rules existed to frame and define it, sustainable development was still animated by actors who kept develop and make it live, each one through his own vision and his own culture. Saunders et al. (2009, p. 111) claimed that the constructionist model was the one to follow when a researcher wanted to study the perceptions of social actors
and the relations that those perceptions would have on their actions. Those actions would then influence the social entities and contribute, with every actor, to define them. That is why it was obvious for us to select the constructionist model in order to investigate the perceptions of employees and study how those perceptions would influence their intrinsic and extrinsic motivations in a company practicing a sustainable development policy.

2.2. Epistemology

According to Collis and Hussey (2014, p. 47), epistemology is the delimitation of the knowledge by defining what is considered as valid knowledge and what is not. The main question is whether researchers should use the same set of rules, procedures, and ethos to investigate the social world than the natural sciences or not (Bryman, 2012, p. 29). In other words, the epistemological assumption determines the nature of the relationship between the researchers and their fields of study: they can try to remain completely outside of it and perform their work by not getting too much involved and keep an objective stance, or they can minimize the distance with their fields of study by getting involved in different ways in the inquiry (Colis & Hussey, 2014, p. 47).

In epistemology, two main paradigms exist, opposed to each other, and two others less common are also used. The first paradigm is positivism, which states that knowledge in a field has to come from phenomena which are observable and measurable by researchers and that these ones must keep their distance from their subject of study in order not to contaminate the results (Collis & Hussey, 2014, p. 46). Those results are generalizable to the entire field of study, like the one from researchers who investigate natural sciences and validate hypothesis (Saunders et al., 2009, p. 113). Realism, a less common paradigm, also supports this common approach between social and natural sciences (Bryman, 2012, p. 29), but admits that objective reality is determined from the senses of researchers and then can be interpreted following many different ways (Saunders et al., 2009, p. 114). The second main paradigm is interpretivism, which states that knowledge comes from subjective data from the studied subjects. From the beginning of the study, researchers are considered subjective too and freely involved in the phenomenon under study (Collis & Hussey, 2014, p. 46). Bryman (2012, p. 30) defined this paradigm as a historic alternative for positivism; interpretivism provides an essential subjective vision for social sciences, which can not be perceived in the same way than natural sciences. The last paradigm is pragmatism, which is a sort of bridge between the two main others. According to Collis and Hussey (2014, p. 54), it is an alternative used by researchers whose work sometimes push them to consider the two opposite paradigms within the same study, often when they mix several research questions. Pragmatism then allows them to mix different methods of study which derive from those paradigms.

We decided to select interpretivism as our epistemological assumption. Regarding our topic and our research question, it appeared obvious to us that this paradigm was the one which fitted the best. We wanted to investigate the intrinsic and extrinsic motivation of employees, and almost all of the articles we read during our literature search defined those motivations as subjective and varying from one person to the other, whether about their intensity, their orientation (Ryan & Deci, 2000, p. 54) or the factors which contributed to create it (Amabile, 1993, p. 186). This topic was too close to human subjectivity to be framed or defined by laws, like natural sciences, and that is why positivism or realism could not fit. Neither pragmatism, because we saw no reason to use one of the methods
2.3. Research Approach

The research approach is concerned with the way researchers decide to conduct their work. According to Bryman (2016, p. 21), this is the time when researchers question the role of theory. Theory can be perceived as a useful body of knowledge allowing to elaborate hypothesis which will later be validated or refuted by experiences. It can also be considered as the result of the research, and data collected thanks to interviews or tests will serve to increase the knowledge or even elaborate new theories (Bryman, 2016, p. 21). Another approach, which recently systematized, even proposes to combine those two visions (Given, 2008, p. 1).

Three different approaches exist, then, and researchers have to carefully consider them before beginning their work. Collis and Hussey (2014, p. 7) defined deduction and induction as the two main approaches, opposed to each other. Deduction consists in the elaboration of hypothesis on the basis of theories and then the proof, or not, of their validity. Saunders et al. (2009, p. 126) described this approach as based on the study of natural sciences. Bryman (2016, pp. 22-23) considered deduction as a logic way which consists in the development of ideas and the attempt for proving them; it gives the study a very linear aspect and the appearance of a sequence of steps which tends to repeat from one thesis to another. This is also a method often associated with quantitative research. At the opposite, induction consists in increasing the body of knowledge or developing new theories on the basis of the data collected during empirical observations (Collis & Hussey, 2014, p. 7). The theory is then perceived as the result of the research, and elaborate generalizable inferences with the gathered information becomes the goal of researchers (Bryman, 2016, p. 22). Saunders et al. (2009, p. 126) also described induction as a method which highlights the context where the research is conducted and suggested that the study of a few subjects is better than of a great quantity. While deduction is perceived as moving from the general to the particular, induction is rather seen from the opposite side, using particular to build general inferences (Collis & Hussey, 2014, p. 7).

However, Given (2008, p. 1) proposed abduction as an alternative to these two approaches. Abduction can be seen as the proposition of a possible explanation for an event that occurred, and then the use of this explanation to build a theory. When deduction gives the opportunity to elaborate “certain inferences” and induction “probable inferences”, abduction proposes “plausible inferences”, which means satisfactory explanations. This was the method used by Sherlock Holmes when he was solving a problem, like when he declared that if the dog did not bark, it is because it knew the kidnapper. Abduction is really efficient for preliminary measurements during qualitative research.

We decided to choose induction as our research approach. Regarding our topic and our ontological and epistemological choices, this method was logic to select. Beyond the fact that this approach follows logically interpretivism according to Collis and Hussey (2014, pp. 46-47), this is also the one which advises to choose a small sample of people to interview and which allows the best to give a better understanding of "the way in which
humans interpret their social world” (Saunders et al., 2009, p. 126). As we planned to investigate the intrinsic and extrinsic motivation of employees in relation to sustainable development, induction was the ideal method. The deduction was not possible since we had not elaborated hypotheses to test, and the use of theory to create some was not our goal. Neither abduction, because even if we were thinking about a qualitative research, this method would not have allowed us to produce the desired inferences.

2.4. Research Design

According to Bryman (2012, p. 46), a research design is a framework that researchers use to conduct the collection and the analysis of their data. For Collis and Hussey (2014, p. 59), the choice of this design is a step that has to be carefully considered, and it should reflect the philosophical assumptions of the paradigm selected before. In other words, this choice has to make sense with the selected topic, the research question and the ontological and epistemological choices. It will also give some priority to certain aspects of the study, over others (Bryman, 2012, p. 46).

Collis and Hussey (2014, p. 59) classified the different designs into two categories: those which follow the positivist paradigm and those which follow interpretivism. This separation can also be seen as a division between the quantitative and the qualitative methodologies, where the formers follow positivism and the laters interpretivism (Collis and Hussey, 2014, p. 46). Quantitative research is interested in the examination of theories and hypothesis by the observation and the measurement of variables previously defined. Because of this, in this kind of research, the role of numbers and statistics is really important. Qualitative research focuses more on the actions of people and aims to reach a better understanding of their decisions and attitudes (Creswell, 2009, p. 4).

Beyond to confine to positivism and interpretivism designs, another alternative is to use a mixed-method. According to Saunders et al. (2009, p. 153), mixed-model research “combines quantitative and qualitative data collection techniques and analysis procedures“. Collis and Hussey (2014, p. 71) proposed triangulation as the main mixed-method and present it as the use of several different sources of data combined with different research designs and conducted by several researchers. This choice generally leads to a higher validity and reliability than others single design approach, but is really time-consuming and the replication becomes difficult when dealing with qualitative data (Collis & Hussey, p. 72).

Since we decided to conduct our study under an interpretivist paradigm and with an inductive research approach, we chose to take a closer look at the qualitative methodologies following interpretivism. We wanted a research design that would have allowed us to collect some qualitative and fresh data about employees’ perception of their own motivation in connection with sustainable development. As Creswell (2009, p. 4) said, qualitative methods aim to give a better understanding of decisions and attitudes while quantitative ones are more about observation and measurement in order to prove hypotheses. According to Collis and Hussey (2014, pp. 64-70), several different methodologies associated with interpretivism are existing, and the main ones are as follows: hermeneutics, ethnography, participative inquiry, grounded theory and case study.
Hermeneutics is a methodology that focuses on the interpretation of specific texts in a specific historical context, in order to give a better understanding of this context. Ethnography is the study of a specific group of people in order to understand the characteristics and the patterns of their social world (this method is derived from anthropology). Participative inquiry is a methodology that gives the opportunity to the respondents to get fully involved in the research, “which is conducted in their own group or organization”: they can decide the direction to take and analyse the different progress made. Grounded theory is a methodology used to build new theories about specific phenomena through the collection and the analysis of data: the collected data are used to generate one or several new theories and the research is not built on already existing articles (Collis and Hussey, 2014, pp. 64-70). Those four possible designs did not really fit with our topic: hermeneutics was based on texts and we wanted primary data; ethnography implied our physical presence in a specific organization for a lot of time, which did not seem possible; participative inquiry involved the respondents in the research more as we wanted them to really be; and grounded theory implied a research in an area not really developed, and our two theories, sustainable development and motivation, had already been quite discussed and we had planned to use some articles and to connect them with our results. We then read about case study.

According to Collis and Hussey (2014, p. 68), “a case study is a methodology that is used to explore a single phenomenon in a natural setting using a variety of methods to obtain in-depth knowledge”. The case can be a specific business, a group of workers, a person or something else. Several steps are to be considered when following this methodology (Collis & Hussey, 2014, p. 69). First, the case or cases have to be carefully selected, depending or not if the researchers intend to generalize them at the end. If they do, their choice have to be representative. Then comes the preliminary investigations, and the researchers have to decide if they want to become familiar with the context they are about to study or if they want to keep their mind free. After that, they have to decide the way they want to collect their data and in what conditions (how, where and when). Then, they have to decide the way they want to analyze those data. After all this work, the researchers have to write their report and make it understandable.

We agreed that this research design would fit with our topic and the way we were thinking about conducting our research. Considering the short time we had, we decided that focusing on one company to gather our data was the right thing to do, instead of taking several firms but botching the data. We also already agreed to use some articles we found to help us analyse the data, and this methodology would allow us to do it. We then had to determine how we wanted to collect and analyse our data. We decided to select qualitative interviews for our research method. The purpose of our research project was to deeply understand the influence of sustainable development over intrinsic and extrinsic employee motivation, and we agreed that qualitative interviews were the most logical method to follow, since it would allow us to collect primary data directly from the source.

The next thing to do was to find a company involved in sustainable development in order to get relevant data, design an interview guide and start the data collection process. The way the interview guide was designed, the details about the interviews’ conduction and the method we selected to analyse the data are described in the fourth chapter of this report.
2.5. Pre-Understandings

A pre-understanding is what researchers, when conducting a study, already know or think they know about the topic they investigate (Gustavsson, 2007, p. 69). In other terms, Langford and Retik (1996, p. 295) said that “pre-understanding is defined as people’s knowledge, insights, and experience before they engage with a research project”. Saunders et al. (2009, p. 151) declared that researchers had to be aware of their pre-understandings before and after they started their research. Bryman (2012, p. 39) insisted on the aspect of values as an important part of pre-understandings, stating that the beliefs and the feelings of researchers could be considered as dangerous because they could affect their research and result in a biased work. According to Gustavsson (2007, p. 69), it is impossible for researchers to completely override their pre-understandings because even the smallest information already heard about the topic they investigate can be considered as a preconception.

As students in university for several years, we already attended several courses about both sustainable development and motivation, which are recurring topics in business administration. Both of us also traveled a lot, and we keep in touch with the news. Thanks to these courses and these experiences, we already knew the basics about those topics, and we were aware that they influenced us in the choice of our thesis. Gustavsson (2007, p. 69) declared that it is impossible for students who want to write a thesis to make tabula rasa after the amount of time they spent following courses and learning concepts. Fully aware that we were going to be influenced one way or another by our knowledge and feelings, we still tried to remain as objective as possible especially in the development of the topic, the redaction of the interview guide and the conduction of the interviews with employees, for the study to remain the less biased possible.

2.6. Literature Search

According to Collis and Hussey (2014, p. 76), the literature consists of all different types of secondary data which are relevant to the topic investigated by researchers. The authors defined the literature search as “a systematic process with a view to identify the existing body of knowledge on a particular topic”. This knowledge can be found under different forms, like hard copy or digital information. It can also be quantitative, with figures and statistics, or qualitative, with texts.

Collis and Hussey (2014, pp. 76-77) quoted a lot of possible sources for secondary data: articles from academic journals, books about methodology, conference papers, archives, internal documents of organizations… This exploration of the body of knowledge is mandatory if one wants to find a gap to investigate. A serious reading of this previous work can also help to learn more about the methodologies that former researchers already used in the past for similar research. The scope can help to narrow the literature search by only focusing on sources of information that concern only a certain time period or a particular geographic area. The research question has the same role, according to Bryman (2012, p. 11), but it can also act oppositely and the reading of the literature may influence the researchers in modifying their research question when learning about new information or new methodologies.
We started to review the literature by reading books and articles about sustainable development. The topic was really broad, and we needed a gap to develop. We decided then to narrow our search by relating the topic of sustainable development with the one of motivation, and then we managed to find some issues to investigate. During this search, we tried to remain as objective as possible, and gathered information from different sources and different point of views.

Our literature search started with the use of keywords, that Collis and Hussey (2014, p. 78) declared to be essential. Those keywords were “sustainable development”, “motivation”, “sustainable development and motivation”, “motivation and environment”, “motivation, employees and sustainable development”, “intrinsic and extrinsic motivation and sustainability”, that we used on Google Scholar. We were able to read the articles that we thought relevant thanks to the Umeå University Library. We also consulted several printed and digital books, most of them about the different methodologies to use when conducting a thesis, that we bought or that we consulted freely in the Umeå University Library.

2.7. Choice of Theories

According to Collis and Hussey (2014, p. 76), the purpose of reviewing the literature is to read and learn more about the selected topic and then design a theoretical framework. The theoretical framework is “a collection of theories and models from the literature”, considered as a fundamental part of research studies and helping to develop the research questions (Collis & Hussey, 2014, p. 104). Regarding our topic and having already taken a look at the body of knowledge related to it, we decided to select sustainable development and motivation as our two main theories. We considered both of them as equally important and reviewed them with a similar attention.

We began with sustainable development, which was the starting point of our research for a topic. We thought we were already quite aware of the theory since we studied it in several occasions; we knew the three dimensions of SD (environmental, social and economic) and we knew the importance it represented nowadays for people but also for governments and companies. We quickly realized that those dimensions were more developed than we thought, especially the social one, and that they were really tied with each other.

After that, we started to investigate the topic of motivation. Here again, we thought we knew a lot but we quickly discovered that the body of knowledge was incredibly developed. We had already heard about the notions of intrinsic and extrinsic motivation, but we could just roughly define them. By reviewing the literature, we discovered that intrinsic motivation was the “seeking for enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge” and extrinsic motivation was the search for “some goal that is apart from the work itself” (Amabile, 1993, p. 188). Coming to content and process theories, we realized that we were just aware of Maslow because he was the one mainly discussed in schools and universities, but several others were also of a great importance, like Herzberg, Alderfer or Locke, that we learned about and developed in the theoretical framework.
When we considered that we were quite aware of these two theories, we investigated seriously the body of knowledge connecting both of them. Here again, we found some really interesting articles that helped us to figure out better how we should conduct our study.
3. Theoretical Framework

The purpose of this chapter is to give an overview of the existing literature on the topics of sustainable development and motivation. Both are carefully defined and examined, one after the other, and their main concepts are identified. We conclude this chapter by reviewing the literature connecting both topics, giving a better understanding of our choice of subject and presenting information that we are going to use during the analysis part.

3.1. Sustainable Development

3.1.1. The Concept of Sustainable Development

The Brundtland Commission’s report, called “Our Common Future”, from the World Commission on Economic Development (1987, p. 43), defined sustainable development as the “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. The purpose highlighted in this report is to reach unity between environment and development. Brady (2005, p. 28), when investigating about sustainable development, mentioned that “while sustainability is state, sustainable development is a process of development”, meaning that the purpose of sustainable development was to understand the natural sustainable system of Earth for humanity. Nowadays, in order to face the dangers which threaten to waste Earth’s resources, the focus needs to be on the sustainable development, which is really urgent and has to become a priority.

Soubbotina (2004, p. 9) defined sustainable development as an equity and a balance between people’s quality of life, economic growth and natural resources, in relation with the two key concepts of the Bruntland report (WCED, 1987, p. 43): the “needs of world’s poor” and “the idea of limitations imposed by the state of technology, and social organization on the environment’s ability to meet present and future needs”. In what Robert Solow (1993, p. 163) argued that sustainability was nothing more than the expression of an emotion; attaching great importance to the preservation of non-renewable resources for an indeterminate future.

Sustainable development has been seen as a goal, an opportunity and a challenge by trying to link the development of society with the environmental limits of the planet over the long term, and has been investigated by several researchers over time, like Dempsey et al. (2009), Robert et al. (2005) and Hall and Wagner (2012). Those articles have also in common this conclusion: when a process of sustainable development is initiated towards a specific direction, it has to be scaled and carefully followed over the long run. Besides, in parallel with the change of structure management in companies is the objective way of looking at sustainability in order to ensure the well-being of future generations (UNECE et al., 2008, p. 3). According to Robert et al. (2005, p. 11), the National Research Council has the belief that “an explicit articulation of goals is necessary if the journey towards sustainability is to be more than a drifting with the powerful currents now shaping interactions between human development and the environment”.

Robert et al. (2005, p. 20) described sustainable development as a complex challenge dealing with “the diversity of human societies and natural ecosystems around the world” through the consideration of time duration process over a long term period. According to
Robert et al. (2005, pp. 13-16), many implicit and explicit indicators are contributing to frame this concept of sustainable development. In their report, they made two major observations. The first one is that there is an extremely broad list of items identified as “to be sustained” or “to be developed” by world stakeholders (companies, world organizations, NGOs…). The second observation is that very few of the actions and plans undertaken to support these items are designed to work over the long term.

3.1.2. The “Triple Bottom Line”

The concept of sustainable development is defined as the intersection of three principles: environmental, social and economic, each of them dealing with challenges and opportunities for the development of business and sustainability for Earth. This intersection has been called the “triple bottom line” (Hall & Wagner, 2012, p. 189). Each principle has its own vision for the improvement of sustainable development in business, and they all work together to reach effective results. According to the United Nations Environment Programme (UNEP, 2013, p. 3), the purpose of sustainable development is to reach a balance between environmental protection, social development, and economic progress. The UNEP report highlighted the strong connection between environmental and socio-economic issues. The concern for all businesses is to find opportunities to implement a sustainable development policy and set goals to be sure that it will be pursued in the right way. Targets and goals also exist for countries and are set up by several different meetings. The last in date was the COP21, which took place in Paris in November 2015, and which led to the commitment of 177 countries to respect the agreement reached, mostly concerned about measures to better protect the environment (United Nations Conference on Climate Change, 2015).

The first pillar of sustainable development is the environment. Sutton (2004, p. 1) defined sustainable development as “the ability to maintain things or qualities that are valued in the physical environment”. According to him, the physical environment is composed of three parts: urban environment (buildings and roads), rural environment (countryside and farms) and natural environment (wild areas dominated by animals). Morelli (2011, p. 5) preferred to describe it as a balance between the human ability to satisfy the needs of society and the understanding and the respect of the limits of the ecosystems. Therefore, humans should not override these limits. Beder (2013, p. 23) regretted the consequences of human over-production, quoting the examples of the agrichemicals which have significant impacts on the environment and the increase of modern fishing technologies which cause the acceleration of the depletion of fish stocks. Morelli (2011, p. 4) also highlighted the fact that whether the social and economic pillars depend on each other and on the environment to exist, the environmental dimension is the only one that can stand by itself; society and economy need a regular flow of resources, material and energies to remain sustainable while a sustainable environment doesn’t need society or economy to exist.

The social dimension is considered as the second pillar of sustainable development. McKenzie (2004, p. 12) described social sustainability as « a life-enhancing condition within communities, and a process within communities that can achieve that condition ». According to his research, social sustainability supports a fair access to multiple services, like education, health, and transport, but it is also a set of values which has to be transmitted to next generations, in order to reach an equitable system between all generations and make sure that the next ones will not be disadvantaged in any way. In
addition, Littig & Griessler (2005, p. 72) present social sustainability as “a quality of societies”. This definition emphasizes the importance of a balance between human needs and human rights (like social justice or human dignity), and the guarantee of their existence through the sustainability of natural resources. According to them, a cooperation between society and nature is necessary if one is aiming to reach sustainable development. And to reach the notion of equity, the three dimensions need to be integrated: it is not sufficient to create a sustainable society which is only related with one of the other two pillars; it has to be a strong link between the three (Littig & Griessler, 2005, p. 75). In order to measure this social sustainability, Littig and Griessler mentioned three types of indicators. The first ones are the basic needs, like individual income, the level of unemployment, housing conditions, and access to health facilities. Then come the equal opportunities, dealing with education and gender equity. Finally, they quoted social coherence as the last one, which is concerned with the measurement of solidarity and tolerant attitudes towards minorities.

The last dimension of sustainable development is the economic one. According to Harris (2003, p. 1-2), economic sustainability can be defined as a system which is able to “produce goods and services on a continuing basis”, “maintain manageable levels of government and external debt” and “avoid extreme sectoral imbalances which damage agricultural or industrial production”. He summed up this definition by saying that economic sustainability was nothing more than an efficient resource allocation (Harris, 2003, p. 3). Bansal (2002, p. 124), comparing the differences of goals between firms and society, concluded that the firms’ goals were more focused on economic performance (profit, market share) rather than environmental respect or social equity, because of their short-time horizon to take decisions.

3.1.3. Interrelations Between the Three Dimensions

According to Murphy (2012, pp. 18-25), the term “social” has been defined and expressed in several meanings over time. By collecting and integrating literature, he identified four conceptual classifications leading to link social sustainability and environmental imperatives. These are equity, awareness for sustainability, participation and social cohesion. Equity is defined as the equitable redistribution of resources like clean water, food, medicines but also a fair access to security, education and employment regardless of people’s nationality, religion or gender. Awareness for sustainability is concerned with the rise of public awareness about sustainable issues through policies like green advertising campaigns, special events and education programs. Moving to participation, Murphy defined it as a critical goal concerned with the implication of the most possible social groups in decision-making processes, in order to involve people into the development of environmental policies. Finally, the social cohesion is presented as the happiness and well-being of the population. Murphy (2012, pp. 22-23) declared that future generations had to be protected through the analysis and the solving of the problems of human welfare, climate change, renewable resources and human health.

Moving to connections between environment and economy, Nyambuu (2014, p. 20) noticed the same conclusion in several recent articles: “a negative relationship between natural resource abundance and economic performance”. According to Teodorescu (2012, p. 168), the population growth, through the extreme need for food and energy, has led to damage the natural environment over time. Intensive agriculture and production have resulted in terrible effects like the increase of gas greenhouse and global warming.
On the other hand, Bezdek (1993, pp. 28-29) stated that protection of the environment represented now a huge market, creating jobs and generating sales and profits. Economic investments in the environmental industry have resulted and keep resulting in improvements for humans and Earth, with a healthier and cleaner planet. Tosun and Knill (2009, p. 1319) gave a carefully optimistic opinion, saying that a majority of governments over the world seemed concerned with the environmental issues created by the economic growth, and were trying to respond to those issues, even if those answers were not optimal.

Considering the relations between social and economic dimensions, Teodorescu (2012, p. 170) defined them in two ways. First, from economic to social, one of the main factors of sustainable development was to provide jobs to people. Second, from social to economic, those jobs, but also the health status or the investment in human resources, contributed to the economic growth. Formations and higher education were social factors leading to the improvement of productivity. Newman and Thomson (1989, p. 469), by trying to determine the relation between social development and economic growth, reached the conclusion that economic growth was a product of earlier economic and social indicators, while social development resulted on earlier social indicators, but not necessarily economic ones. Therefore, economic and social benefits might justify the development of social policies, and economic benefits alone could justify the development of economic growth policies.

3.2. Motivation Theories

The concept of motivation is a very old one. According to Steers et al. (2004, p. 379), the term motivation comes from the Latin word movere, which used to mean movement. Evolving from this age, a great number of definitions have followed to describe this phenomenon, especially during the 20th century, and Steers et al. (2004, p. 379) noticed that a good number of these definitions were concerned “with factors or events that energize, channel, and sustain human behavior over time”.

Concerning its fields, motivation was discussed in both psychology and business literature (Amabile, 1993, p. 186), and a lot of researchers already tried to identify and develop the factors influencing this phenomenon. When psychologists questioned instincts and drives, managers regarded at performance and pragmatic outcomes, as Taylor and his colleagues did when they revolutionized factory work, creating more efficient processes and enabling higher economic results (Steers et al., 2004, p. 380).

The topic of motivation is of a great interest for the field of management because it affects many areas within this one, as leadership, teams, managerial ethics or organizational change (Steers et al., 2004, p. 379). Amabile (1993, p. 185) perceived motivation as a key point for leaders and managers, regarding its importance for the performance of companies. A weak level of motivation would result in a low level of involvement from employees and a low-quality work, while a great level of motivation would cause the opposite, plus a tendency for creativity. But motivation remains difficult to investigate in the management area because of the constant evolution of this field; technology innovates, incremental improvements are developed… All these factors resulted in the fact that work motivation is unstable and the way people feel about their work too, making it hard to study (Amabile, 1993, pp. 185-186). While some managers chose to address
surveys to their employees in order to identify the factors of motivation (Wiley, 1997, p. 266), researchers focused more on designing theories to define and explain motivation.

Many of these researchers focused on the multiple differences between intrinsic and extrinsic motivation, carefully investigating the factors that caused them, the links that sometimes tied them and their effects on employees, as Amabile (1993) and Ryan and Deci (2000). Others have sought to develop theories to explain the phenomenon of motivation, dissecting it to better apprehend its composition and trying to universalize it. These researchers fall into two categories: those who have sought to understand what consisted motivation, as Maslow, Herzberg, and Alderfer, and those who have tried to understand how it grew, like Locke and Vroom (Singh, 2010, p. 137). The work of the first has been called “content theories” and the one of the latter “process theories” (Singh, 2010, p. 137), and they are almost constantly cited by modern articles that discuss motivation.

Since the first approaches on the theory of motivation, which date back to ancient Greece, knowledge has been greatly developed. The Greek philosophers were studying motivation on the basis of hedonism and considered motivation as the engine of the pursuit of pleasure and the avoidance of pain (Steers et al., 2004, pp. 379-380). Over time, this phenomenon of motivation has fascinated many other cultures and researchers who all contributed to develop this theory. Nowadays, the body of knowledge is relatively provided.

### 3.2.1. Intrinsic and Extrinsic Motivation

Ryan and Deci (2000, p 54) defined intrinsic motivation as an important theory and a natural human state in tending to learn and assimilate things. The concept was first acknowledged by White (1959, p. 298) when he discovered that a lot of species showed an exploratory behavior in order to satisfy their curiosity or their desire to play, like cats venturing in dangerous places or dogs sniffing and looking around. Coming to humans, Amabile (1993, p. 188) declared that “individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work”. At the beginning of their life, humans are almost only driven by their intrinsic motivations: they want to play, discover, laugh… By growing up, these motivations are gradually moderated by external requests, since children are asked to become serious adults and assume their responsibilities. A child is, every new school year, less intrinsically motivated in the tasks he is asked to perform (Ryan & Deci, 2000, pp. 56-60). Academic students who are still highly intrinsically motivated are more interested in specific academic activities (Amabile, 1993, p. 190). Ryan and Deci (2000, p. 55) highlighted the fact that intrinsically motivated people performed actions because they found it inherently interesting or pleasant. Those people were also found to be high-quality learner and very creative. Intrinsic motivation then can be found in the self of individuals but also in their relation with their activities.

Regarding extrinsic motivation, Amabile (1993, p. 188) stated that “individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself”. According to Ryan and Deci (2000, pp. 54-55), doing something because of an extrinsic motivation is the search of a separable outcome. Extrinsic motivation is also perceived as an external way of control over actions. In a study conducted by Ryan and Deci (1985, quoted by Ryan & Deci, 2000, pp. 61-62),
extrinsic motivation is divided into four sub-categories. The first one, external regulation, represents the least autonomous aspect of extrinsic motivation and gathers the behaviors which are performed to meet an external demand or to gain an external reward. Also considered as controlling, the second one, introjected regulation, is concerned by the behaviors whose purpose is to avoid guilt or anxiety or to strengthen their self-esteem. Moving to a more autonomous representation, identification, the third one, is composed of behaviors which are identified as important by the person because they will enable him or her to reach a personal level of achievement. A good example is the boy who learns his spelling list because he knows that he will need it to write correctly; he has accepted the regulation of this behavior. Finally, integrated regulation deals with the most autonomous actions: when the reasons for a behavior have been fully internalized and assimilated to the self, then these actions become self-determined. But the fact that these extrinsically motivated behaviors are determined by the self does not mean that they become part of intrinsic motivation: both remain different.

According to Ryan and Deci (2000, p. 54), it is not really possible to understand motivation as a similar phenomenon to every person. In their motivation, people vary in level and in orientation. In other words, they do not have the same amount of motivation and they are not moving in the same directions. Amabile (1993, p. 198) declared that people were different and were motivated by different factors. In a company, the satisfaction of an employee will be reached if he can meet his expectations in both intrinsic and extrinsic motivation, that means if they are available for him in the firm. Moving to performance, a company is more likely to reach a high level of creativity if its employees are highly intrinsically motivated, and a high level of quality if they are intrinsically or extrinsically motivated, or both (Amabile, 1993, p. 197). For people working on complex projects, a good combination of intrinsic and extrinsic motivation can lead to a highly creative and qualitative work. Only one type of motivation is then not efficient to fulfill all the different aspects of performance (Amabile, 1993, p. 198). Also, intrinsic and extrinsic motivation have to compose with both stability and change (Amabile, 1993, p. 192). A high level of intrinsic motivation can decrease over time if the work environment becomes more supportive over extrinsic motivators and less enthusiastic for intrinsic involvements (Amabile, 1993, p. 197).

According to Amabile (1993, p. 189), intrinsic and extrinsic motivators meet in most of the actions that people have to do in their work. Ryan and Deci (2000, p. 63) declared that a person exposed to an extrinsic motivator, if the pressure to perform the related action is not too high, can start to feel intrinsically interested in doing it. On the opposite, someone who is used to do an activity for intrinsic motivations and who discovers any extrinsic reward for this action can begin to be extrinsically motivated for it. Amabile (1993, pp. 194-195) noticed that some external motivators could act in a certain way to reinforce intrinsic motivation: they were called synergistic extrinsic motivators. Examples of these motivators can be feedback, reward or recognition, but only under a certain form. A constructive feedback based on the work can help to develop the intrinsic motivation of a person and then its performance. A reward or recognition which would celebrate the competence of an employee can strengthen him in its intrinsic motivations. In contrast, we can find non-synergistic extrinsic motivators that can contribute to undermine intrinsic motivation, as any kind of feedback, reward or recognition that will make the employee feel controlled by external powers and will damage his sense of self-determination. Deci (1972, pp. 118-119) noticed that money, given as an external reward, could lead to negatively affect intrinsic motivation, on the contrary of verbal
reinforcements which, when they were directed to the sense of competence, could contribute to increase this intrinsic motivation.

Intrinsic and extrinsic motivations complete each other within the work: intrinsic motivation brings novelty and quality when extrinsic motivation acts as a frame, making sure that the output will be finished on time and will be useful (Amabile, 1993, p. 197). One type of motivation does not exclude the other: an artist can work for his art and at the same time try to reach the recognition of his peers (Amabile et al., 1994, p. 964). One can be motivated at the same time by money and personal challenge (Amabile, 1993, p. 191). But intrinsic and extrinsic motivations must not be confused. Sometimes, one thinks that some of his actions are made for intrinsic motivations, but in reality it is for extrinsic reasons: for example, a student who works a lot because she is certain that it will be valuable and useful for her future career is not doing it because she finds it interesting but because it will help her later, that means she is not doing it for intrinsic reasons but for extrinsic motivations (Ryan and Deci, 2000, p. 60). Similarly, sometimes a situation must be carefully analyzed to really identify the type of motivation that drives the subject. Some academic researchers may earn a lot of money for their work but still be driven by the love and the passion they feel about it (Amabile et al., 1994, p. 951).

3.2.2. Content Theories of Motivation

According to Borkowski (2011, p. 106), the purpose of content theories is to give answers to what drives behavior. In other words, these theories investigate the values and needs which motivate people to do what they do (Thompson, 1996, p. 9). The basis of these theories is to admit that people have psychological and physiological needs that have to be satisfied by actions. People are motivated to perform activities that will meet these needs. The role of content theories is to identify and develop the knowledge around these needs (Singh, 2010, p. 137). Maslow’s Hierarchy of Needs, Herzberg’s Motivation-Hygiene theory and Alderfer’s ERG theory belong to content theories and give a better understanding of work motivation and how to use it effectively. Wiley (1997, p. 278) emphasized the fact that managers had to carefully look at employees’ needs in order to develop the best possible motivation strategies. Content theories help managers to reach that point (Borkowski, 2011, p. 106).

The Hierarchy of Human Needs of Abraham Maslow is the most famous and discussed motivation theory (Singh, 2010, p. 138). It focuses on giving to the needs a hierarchical order, starting from the point that needs don’t have the same level of importance for people. This hierarchy is divided into five different parts and assumes that one has to fulfill the needs of a part to move to the upper one (Thompson, 1996, p. 10). The needs are separated as follows: basic physiological needs, security and safety needs, social affiliation needs, esteem needs and self-actualization needs.

Basic physiological needs refer to the ones that a person has to fulfill if he or she wants to stay alive. Those needs are food, water, air, sleep, sex… (Singh, 2010, p. 138). The unsatisfaction of those needs may lead them to dominate the organism and relegate to the background all other needs (Maslow, 1943, pp. 373-375). A simple example is the one of a starving man who can’t think about something else than food: he dreams food, talks food, sees food all the time and no other interests exist anymore for him. But those needs, once fulfilled, slowly stop to act as rulers of behavior; they still exist but are satisfied, and they can return to dominate the organism if they are not regularly met.
The safety needs emerge when the physiological needs have been fairly fulfilled (Maslow, 1943, p. 376). Those needs consist in physical and psychological safety, a decent place to live and financial security (Singh, 2010, p. 138). They are also able to dominate the organism if not gratified (Maslow, 1943, p. 376). These needs arise in cases of emergencies, like war, natural catastrophes, social disorganization or chronically bad situation (Maslow, 1943, p. 380).

When both previous sets of needs are fairly satisfied, the social needs may appear (Singh, 2010, p. 138). Then the same sort of cycle can repeat again, except that this time one is seeking for affection, and may want to experience that sense of belonging to a group. The absence of a family member or a close friend becomes a real pain, and one may want more than anything else to be loved by someone else (Maslow, 1943, p. 381). Here, love must not be confused with sex, which is a physiological need.

Then come the self-esteem needs, that Maslow (1943, p. 382) separate into two different parts. The first one is composed with “the desire for strength, for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom”, while the second one is defined by “the desire for reputation or prestige (defining it as respect or esteem for other people), recognition, attention, importance or appreciation”. Singh (2010, p. 138) highlighted the fact that the satisfaction of those needs for employees resulted in a positive impact on their surroundings, bringing them to be more motivated in their tasks thanks to that feeling of being useful. At the opposite, if those feelings are not fairly met, one can feel helpless, weak or inferior (Maslow, 1943, p. 382).

Finally, at the top of the pyramid, when all other needs are gratified, one can feel the need for self-actualization. Self-actualization is composed with “the maximum achievement of potential, self-expression, autonomy, self-direction and creativity” (Thompson, 1996, p. 10). Maslow (1943, p. 382) summarized that with the formula: “what a man can be, he must be”. It is an accomplishment, the achievement of one is the best capable of (Singh, 2010, p. 139).

Even if this theory has had a great success among the scientific and the business world thanks to its simplicity and its logic, many criticisms have raised over time (Singh, 2010, p. 139). The hierarchical nature of needs that Maslow proposed has been criticized by this argument that needs can not be subjected to a hierarchical order. Singh declared that several studies had proved that this order could change depending on cultural differences or differences in expectation, and he quoted the example of artists who put the need for self-actualization above all others. Singh also noticed the lack of relation between needs and behaviors, arguing that a same need could create different behaviors depending on people, and stressing that needs were not the only factor involved in the development of behaviors, quoting also perception and expectation. Several needs from different categories of Maslow’s theory could also develop into someone at the same time, canceling this notion of hierarchy.
Frederick Herzberg, who took a closer look at the workplace, considered things differently in his theory of motivation. According to him, motivation could be divided into two sets: *motivational factors* and *hygiene factors*. Motivational factors would develop the satisfaction of employees while hygiene factors would just lead to dissatisfaction (Wiley, 1997, p. 265).

*Motivational factors* are intrinsically related to work (Singh, 2010, p. 140). Among those factors, one can find the need for recognition which gives the worker a better sense of self-esteem, or the need for job challenge which results in people liking their job. The achievement of goals is also one of those motivational factors, closely related with the ones of growth, which means the learning of skills and knowledge, and responsibility, which gives the employee a better consideration of himself. Any increase in one of those factors will lead to the satisfaction of the employee, but a decrease in one of them will not cause its dissatisfaction (Singh, 2010, p. 140). Motivational factors can be attributed to individuals and their perceptions of how they think those factors are available in the workplace, while hygiene factors are, most of the time, characteristics of the company (Owens, 1991, cited in Thompson, 1996, p. 13).

According to Singh (2010, p. 140), *hygiene factors* can lead to the dissatisfaction of employees by their absence. However, their presence will not lead to satisfaction, but will just prevent dissatisfaction. Singh listed them as follows: “working conditions, policies and administrative practices, salary and benefits, supervision, status, job security, co-workers and personal life”.

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**Figure 1 - Maslow’s Hierarchy of Human Needs**

*Source - King, 2009, p 5*
Like Maslow, Herzberg’s theory raised several criticisms over time. The separation into two different sets has been criticized by this argument that both motivational and hygiene factors could contribute to satisfaction and dissatisfaction. The absence of a relation between motivation and productivity had also been noted (Singh, 2010, p. 141).

A third content theory about motivation is Alderfer’s ERG theory, which attempted to reduce the hierarchy of needs developed by Maslow in only three different parts: existence, relatedness, and growth (Wiley, 1997, p. 265). Existence is then concerned with the physiological and safety needs, in order to ensure the basic material existence, and can be fulfilled by the money earned with a job. Relatedness is composed of the relationships one may want to have with someone else or with a group, and it can be reached in the workplace with co-workers. Finally, growth can be defined as the needs for self-esteem and self-actualization, and they can be found in a satisfying career (Singh, 2010, p. 142).

The ERG theory states, in a continuation of Maslow’s thought, that the satisfaction of lower-level needs (existence needs) leads to the appearance and the desire to satisfy higher-level needs (Singh, 2010, p. 143). But if those needs happen not to be satisfied, then one can experience a feeling of frustration that will lead him or her to focus back on lower-level needs. For example, the inability to build a desired relationship can lead to the reappearance of a desire for a better salary or better working conditions. Alderfer called this phenomenon the “frustration and shy regression dimension” (Singh, 2010, p. 142).

### 3.2.3. Process Theories of Motivation

Process theories of motivation are concerned with the cognitive processes that determine the level of motivation of an individual (Borkowsky, 2011, p. 106). They focus on how the variables at stake are related to each other, which direction they take and how long they last (Singh, 2010, p. 137). Process theories give more explanation about “how an employee’s motivation in initiated, redirected, and halted”, providing a better understanding of the way a behavior appears, is sustained and is stopped (Borkowsky, 2011, p. 106). Locke’s Goal Setting Theory belongs to process theories and gives a better understanding of what is mentioned above (Singh, 2010, p. 137).

The Goal Setting Theory designed by Locke assumes that human behaviors result from goals that individuals set (Mukherjee, 2009, p. 154). Those goals direct employees and lead them to achieve performance by telling them what to do and showing them the resources to do it (Singh, 2010, pp. 145-146). Locke separated the goal approach into four phases: goal acceptance, goal specificity, goal difficulty and performance monitoring and feedback.

The goal acceptance highlights the key moment when the employee understands but also accepts the need for effective goals. This acceptance phase is really important if managers want employees to achieve difficult goals. To do that, they may explain the purpose of these goals to employees and commit them to the goal-setting process (Sing, 2010, p. 145-146). The goal specificity phase is concerned by the setting of specific and accurate goals. General goals are not really motivating for employees while specific, transparent and logic goals lead them to work more. Goal difficulty appears when managers have to
make employees accept difficult tasks. Easy goals are more likely to be accepted but they generally do not generate a lot of performance. Difficult goals do, but managers have to assign them to the people who have the required skills and are able to complete them in the specified time. Finally, the performance monitoring and feedback are important for employees to feel useful and to let them know that their work is important and their efforts needed.

3.3. Research connecting Sustainable Development and Motivation

3.3.1. Motivation and Environmental Protection

Articles connecting environmental protection and motivation are quite numerous. It is the dimension of sustainable development that has probably been the most investigated, and the conclusions are quite similar. Also, the following articles are considering the vision of individuals, and not organizations or companies.

According to Patzelt and Shepherd (2011, p. 638), motivation towards environmental protection can arise when individuals realize that their physical or psychological well-being is in danger. For example, people living in a polluted area are more likely to act in order to reduce this pollution than others. Patzelt and Shepherd linked this observation with the self-determination theory of Ryan and Deci (2000) and their notions of competence, relatedness, and autonomy. The authors stated that if some individuals come to understand that a part of the deterioration of environment is due to their inability to protect this environment (their lack of competence), then it will develop their sensitivity to find new opportunities for environmental protection. Following the same logic, a decline in the quality of the natural and communal environment may damage their needs for relatedness; young generations could start to accuse the old ones of not having measured the consequences of their actions, and some parents and children could see their family relationships suffer due to the degradation of the communal environment, which may develop their sensitivity to the actions of environmental protection. Lastly, the decline of environmental conditions may lead to endanger individuals’ need for autonomy by reducing their set of options: fewer destinations to go for holidays, a decrease in the variety of food due to climatic change and less opportunity to bond with others, motivating them to overcome the problem.

Cecere et al. (2014, p. 172) studied motivation in connection with environmental protection, trying to address the role of intrinsic and extrinsic motivation in waste behavior management. By conducting a survey among a large number of EU members, they discovered two interesting points. Firstly, the behaviors related to waste reduction were mostly driven by intrinsic motivations. The “waste reducers” were people guided by their altruistic motivation rather than monetary reward or social pressure. Secondly, people acting like “green consumers”, at the opposite, were mostly driven by extrinsic motivations, more driven by social pressure.

Other researchers connected those two topics with the notion of organization, in order to investigate what factors were triggering motivation.
3.3.2. Motivation, Sustainable Development, and Organizations

Several researchers already highlighted the major importance of acting for stopping global warming and the decline of environmental resources. Froese (2013, p. 2), by looking at the great number of studies concerned with the impact of human exploitation on Earth, highlighted the priority for companies to take their responsibilities and increase their commitments towards sustainable development. And more than for just the protection of the planet, they could find other interests to do it.

According to several studies, those issues matter for employees. Bartik et al. (2013, p. 64) stated that values and actions regarding environmental protection, sustainability, and corporate social responsibility were of a great interest for employees and had highly motivating effects. Temminck et al. (2013, p. 402), by trying to identify the antecedents that could contribute to the emergence of organizational citizenship behaviour directed towards the environment (OCBE) among employees and push them to work for companies practicing sustainable development policies, found out that employees with environmental concerns were showing a significant amount of OCBE in their organizations. Leete (2000, pp. 442-443) investigated the difference of wage equity between for-profit and non-profit organizations, and reached the conclusion that wage equity was much more important in non-profit organizations because of the strong presence of intrinsic motivation; employees were more motivated by the actions of their organizations than by their salary.

Ramus & Oppegaard (2006, p. 25) suggested that companies involved in sustainable development and willing to increase the motivation of their employees should do it smartly, by encouraging extrinsic but also intrinsic motivations. This would imply a dual management system based on procedures and rewards on one side and the opportunity for employees to voluntarily contribute to sustainable development on the other side. Bartik et al. (2013, p. 64) also emphasized the importance for the companies to seriously promote their values related to sustainable development in their internal communications, and Froese (2013, p. 2) advised organizations to involve their employees in those sustainable actions and educate them about those issues, in order to make them understand that their job is meaningful.

The benefits of such policies would be numerous. Even if those actions towards the protection of the environment were most of the time expensive to implement and not often rewarded with financial benefits, the employee motivation would experience a great increase (Bartik et al., 2013, p. 64). Temminck et al. (2013, p. 408) found in their study a positive relation between employee engagement in pro-environmental behaviors and the support of the organization: the more supportive the organization was, the most efforts towards environmental protection employees were doing. Knowing the values and actions of their company, employees would give their best for the performance of the organization and the protection of the planet (Froese, 2013, p. 2). This integration of values in the management system of the organization would result in a more efficient and creative workforce. But this value-based approach is non-instrumental, and if companies decide to use it, they need to really mean the values they want to spread (Ramus & Oppegaard, 2006, p. 26).

The body of knowledge connecting sustainable development and motivation is quite provided with serious articles. But those articles, including the ones mentioned above, are
dealing either with the importance for companies to get involved in sustainable development because of the terrible effects Earth is suffering, either with how motivated employees are by those issues or either with the benefits that companies could harvest from implementing a sustainable development policy. None of these articles deeply investigate the connection between sustainable development and employee motivation, wondering what particular motivations could be triggered among employees, and that is why we decided to select this particular topic.
4. Practical Method

This chapter aims to give a better understanding of why and how we used interviews for collecting our qualitative data. We explain in details how the sampling has been done, how the interviews were conducted and how the transcription occurred. Our analysis method is then presented and justified, and we conclude this part with a description of our ethical considerations and how they were taken into account.

4.1. Research Method

We decided to use interviews for the collection of our qualitative data. According to Collis and Hussey (2014, p. 133), interviews, under an interpretivist paradigm, allow to gather opinions, attitudes, and feelings, which is all we wanted to know. We preferred individual interviews rather than group interviews, like focus groups, because we really wanted to investigate the perception of the individual. Qualitative interviews emphasize on the point of view of the interviewee (Bryman, 2016, p. 166), which was the type of information we wanted to gather. Interviews are also an original source of data which allow to generate primary data (Collis & Hussey, 2014, p. 59), in our case very recent and relevant data collected directly from the source. The flexibility of this method also attracted us because it gives the opportunity to access to broad and varied data. The researcher has to frame the interview, but this framework remains flexible for every interview if one feels that he may reach interested information by asking different questions (Bryman, 2016, p. 168).

Under an interpretivist paradigm, interviews can be unstructured or semi-structured (Collis & Hussey, 2014, p. 133). For unstructured interviews, researchers do not need to prepare questions in advance, those questions arise during the course of the interviews and depend on the answers of the interviewees. For semi-structured interviews, researchers have to design some questions to frame the interview and direct the answers of the respondents, but other questions can also arise during the interviews (Collis & Hussey, 2014, pp. 133-134). We decided to use semi-structured interviews because, according to Bryman (2016, p. 169), it is the most appropriate method when researchers have a fairly clear focus of the research they want to undertake. Since we wanted to investigate the motivation of employees towards sustainable development, we selected this method. We also wanted free and quite developed answers about employee motivation. However, we did not want the interviews to be too broad, which is why we did not select the unstructured way.

We then designed an interview guide (see Appendix 1), with questions related to our topic. According to Collis and Hussey (2014, p. 134), the writing of the questions may be guided by the theoretical framework and the literature than researchers have gathered when exploring the field. It can also be led by the personal knowledge of the investigated area that researchers may already have (King & Horrocks, 2010, p. 35). Keeping that in mind, we divided our interview guide into five different parts: one for the general questions, three for the three different pillars of sustainable development (environmental, social and economic) and a last one for the concluding questions. We chose this structure to clearly identify what type of motivation was related to every pillar. Those questions were all open questions, which require a developed answer and which are better to explore feelings and gather broad information (Collis & Hussey, 2014, pp. 133-135). Questions were presented in a logical order, like Collis and Hussey advise to do. We also prepared some probes, which are questions that the interviewer can ask in response to what the
interviewee just answered in order to make things clearer or to go deeper into one direction (Collis & Hussey, 2014, p. 136). Of course, we were aware that more probes could arise during the interviews, and that it was impossible to design them all before.

<table>
<thead>
<tr>
<th>Parts of the interview guide</th>
<th>Questions</th>
<th>Scientific articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Questions</td>
<td>What does sustainable development mean to you?</td>
<td>Hall &amp; Wagner (2012, p. 189)</td>
</tr>
<tr>
<td></td>
<td>How would you value sustainable development?</td>
<td>Bartik et al. (2013, p. 64)</td>
</tr>
<tr>
<td></td>
<td>According to you, what factors are the most important for a company to be sustainable?</td>
<td>Ramus &amp; Oppegaard (2006, p. 26)</td>
</tr>
<tr>
<td></td>
<td>In what extent do you feel close to sustainable development in your daily activities?</td>
<td>Froese (2013, p. 2)</td>
</tr>
<tr>
<td>Environmental Dimension</td>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td>Bartik et al. (2013, pp. 61, 64)</td>
</tr>
<tr>
<td></td>
<td>What can be the limits of such policy?</td>
<td>Question added to counterbalance the previous one and encourage the emergence of other answers</td>
</tr>
<tr>
<td>Social Dimension</td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>Bartik et al. (2013, pp. 61, 64)</td>
</tr>
<tr>
<td></td>
<td>What do you think about the quarterly dinners? The partnerships with associations?</td>
<td>Leete (2000, p. 427)</td>
</tr>
<tr>
<td></td>
<td>What can be the limits of such policy?</td>
<td>Question based on the knowledge of the company by the authors</td>
</tr>
<tr>
<td>Economic Dimension</td>
<td>In what extent working in a company which promotes a responsible economy is motivating you?</td>
<td>Bartik (2013, pp. 61, 64)</td>
</tr>
<tr>
<td></td>
<td>What can be the limits of such policy?</td>
<td>Question added to counterbalance the previous one and encourage the emergence of other answers</td>
</tr>
<tr>
<td>Final Questions</td>
<td>Among the three dimensions we just discussed, which one is inspiring you the most?</td>
<td>Solow (1993, p. 163)</td>
</tr>
<tr>
<td></td>
<td>What are you expecting from sustainable development in the future of the company?</td>
<td>Ramus &amp; Oppegaard (2006, p. 25)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Froese (2013, p. 2)</td>
</tr>
</tbody>
</table>

Table 1 – Connection between theoretical framework and questions

Source - developed by authors
The questions of the interview guide were designed in a specific way in order to meet our research question. In order to make it more understandable, we summed up the connection between the articles from the theoretical framework and the questions of the interview guide in the table 1. However, not all of the questions we asked were inspired by those articles, and some of them were designed following our intuition and our experience of asking interviews. The fact of knowing the company played its role too.

4.2. Sampling

According to Collis and Hussey (2014, p. 131), a sampling frame is a record of the population from which a sample can be selected for studying the investigated topic. Under an interpretivist epistemology, since the data are not going to be analyzed statistically with the purpose of generalizing the findings, researchers have to agree on a method to select their sample. Collis and Hussey (2014, p. 132) listed three different methods of selecting a non-random sample. The first one is the snowball sampling, which consists in asking persons who meet the interview criteria to participate and then ask them if they know some other people also meeting these criteria and willing to participate too. The second method is called judgemental sampling and is similar to the one just described above except that researchers settle the list of respondents before the beginning of the interviews and do not pursue other contacts with potential respondents. Finally, natural sampling happens to be selected when researchers do not have a lot of influence over the composition of the sample, because they are short on time or because only these respondents are available at the time of the study (Collis & Hussey, 2014, p. 132).

Our sampling frame was broad: we needed employees from a company practicing a policy of sustainable development, without constraints of gender, age or nationality. Following this frame, we tried to contact several companies in Umea, thinking that it would be easier for the interviews, but we had no positive answers. Time starting to run out, one of us contacted Brocard, a French company producing wine were he already worked several summers and involved in sustainable development since 1997. He was then put in contact with the head of the Human Ressources department, who acted like an “insider” assistant for the recruitment of the respondents. According to King & Horrocks (2010, pp. 31-32), an “insider” assistant is a person within the organization who is going to coordinate a lot of things for the preparation of interviews; he may help to identify members of the organization who meet the sampling criteria, contact them and ask them to participate, set up a schedule, book a room. This type of person is really helpful when the company is located very far from the researchers because his work helps to save a lot of time and money. Since the timing was short, he quickly contacted some employees who met our criteria and were available and willing to perform interviews. Regarding the conditions in which this sampling has been performed (lack of time, choice of people who were only available during this specific period of time), we can clearly say that we used a natural sampling technique.

4.3. Interview Conduction

When the sampling is done and everything is prepared, researchers can start their interviews. In our case, only one of us conducted the interviews because only one of us could speak French. Before conducting an interview, Bryman (2016, p. 471)
recommended becoming familiar with the environment in which the subject works, which was alright for us since the one of us who planned to interview employees already worked several weeks in the company and knew the main features of it.

All interviews, which reached the number of six, were planned to be conducted the same morning, and lasted roughly 30 minutes. Considering the short time we had left, it was the most pragmatic way. It was then decided that interviews should be conducted via Skype, which we considered as the best way to perform remote interviews; Skype is almost like a face-to-face interview, it is cost-saving, time-saving and it is really flexible due to the fact that changes can still be made at the last time (Bryman, 2016, p. 492). The contact was made 15 minutes before the first interview in order to check if everything was working well. All six interviews took place in the same office, at the headquarters of the company, in the city of Préhi, in France, while the member of the team conducting the interviews was here in Umeå. The office was closed and quiet for every interview, which is an important condition to consider, according to Bryman (2016, p. 471). The interviews were recorded on a phone, while Skype was on, but also on the computer, for more safety.

Interviews all started with a brief but clear explanation of their purpose: investigating employee motivation towards sustainable development. It was still clarified that we did not want to investigate if they were motivated or not by their work, but rather what type of motivation was triggered by sustainable development. According to Collis and Hussey, (2014, p. 137), it is good to reassure the respondents at the beginning of the interviews in order to make them feel at ease and more likely to answer freely. Still, the discussion was not pushed on friendly terms but remained on a professional field, like King and Horrocks (2010, p. 48) recommended it in order not to bias the interviews. It was also explained that interviews would remain anonymous, and respondents were informed that the discussions were recorded but that it was just to retain the maximum amount of data and that all records would be deleted after transcription.

<table>
<thead>
<tr>
<th>Number of the interviewee</th>
<th>Length of the interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interviewee 1</td>
<td>34 minutes and 16 seconds</td>
</tr>
<tr>
<td>Interviewee 2</td>
<td>26 minutes and 17 seconds</td>
</tr>
<tr>
<td>Interviewee 3</td>
<td>29 minutes and 46 seconds</td>
</tr>
<tr>
<td>Interviewee 4</td>
<td>31 minutes and 57 seconds</td>
</tr>
<tr>
<td>Interviewee 5</td>
<td>27 minutes and 03 seconds</td>
</tr>
<tr>
<td>Interviewee 6</td>
<td>31 minutes and 18 seconds</td>
</tr>
</tbody>
</table>

Table 2 - Interview length
Source - developed by authors

Collis and Hussey (2014, p. 134) highlighted the fact that sometimes, some questions do not need to be asked by the researcher because the respondent already answered in a
previous one. During the interviews, it happened that some questions were answered during the development of a previous one, since it has been recommended to the respondents not to hesitate in developing their answers. When an interview was over, the record was carefully numbered and saved. Then, the next interview started almost immediately after, until the six ones happened to be done. Merriam (2009, pp. 109-110) recommended that researchers should write done all the reflections they have in mind just after the conduction of interviews because these reflections could contain insights and ideas for the rest of the study. This was done by the member of the team who conducted the interviews, who wrote some information about the behaviors he observed and the first ideas given by respondents’ answers he got.

### 4.4. Transcription

After the conduction of interviews came the transcription part. According to Bryman (2016, p. 479), the transcription allows researchers to examine more thoroughly what respondents answered, and it gives the opportunity to repeat the examination of the data. The answers of respondents remain intact thanks to transcription (Bryman, 2016, p. 481). Merriam (2009, p. 110) also wrote that through this transcription phase, researchers learn to get more familiar with their data, which is why young researchers who are not used to conduct study should really transcript their interviews themselves and not ask someone else to do it. Transcription also allows more than one researcher to consult the data (Bryman, 2016, p. 479). In our case, the member of the team who conducted the interviews also transcripted them, because he was the only one to know how to speak French. After the transcription, he also translated them, to allow the other member to understand the answers. Transcription and translation were made on computer, on Word, which was much quicker for the writer. According to Bryman (2016, p. 481), one hour of interview means approximately six hours of transcription. For us, who had around three hours of interviews, it was even longer because of the translation. Some time was also spent to make the transcription look clear and easy to consult for the analysis: an indication of number was made every five line and all the questions were written in italics, as Merriam (2009, p. 110) recommended to do.

### 4.5. Data Analysis Method

According to Gibbs (2007, p. 1), analysis refers to the transformation of data. The purpose is to go through a certain amount of data and treat them in order to draw relevant conclusions and make them clear and understandable for the reader. Several methods exist for researchers to analyze their data: some are specific for studies under a positivist paradigm (quantifying methods) and others for studies under an interpretivist paradigm (non-quantifying methods) (Collis & Hussey, 2014, p. 154). Since we were conducting a qualitative research with the use of interviews, which meant primary data, we decided to use a non-quantifying method for our study: the thematic analysis.

Braun & Clarke (2006, pp. 87-93) described the thematic analysis in six different phases. During phase one, the researcher has to get familiar with his data and immerse himself in the content in order to have a clear overview. For us, it was done through the transcription part and thanks to several readings of the overall conversations. Next comes phase two, and the coding of the data. We did this part almost as the same time as we got familiar
with our responses, and we grouped meaningful parts of answers together. During phase three, which refers to the search for themes on the basis of the coding part, we came out with several themes and sub-themes by connecting the groups we made in phase two. Those themes and sub-themes were then organized and refined during phase four: some of them were split into two because of their size, others were grouped when we discovered strong connections between them, and some others were set aside when we realized that they were not relevant. Once this part is done, researchers come to phase five and the definition of each theme. Themes have to be carefully analyzed, estimated and refined if necessary. We seriously considered our themes for a last time and fixed several details before being sure that everything was alright for us. Finally, when phase six comes, it is time to present the themes, write about them in a clear way and connect them with the theoretical framework. This part was carefully done, in order to make the analysis pleasant and interesting for readers.

4.6. Ethical Considerations

According to Collis and Hussey (2014, p. 30), research ethics refer to the moral values and principles that one has to follow when conducting a research. It can be defined as a set of basic rules that researchers have to respect in the way they conduct their study and they report their findings. Wiles (2013, p. 4) wrote about the ethical framework, defining it as a set of criteria which the researcher can refer to when he or she is facing an ethical dilemma. Since we investigated the relation between employee motivation and sustainable development, we were aware that this topic could, in a certain extent, disturb some of the respondents. Since it was for both of us the first time we conducted a research project, we thoroughly documented ourselves about the ethics to respect.

Collis and Hussey (2014, pp. 31-32) highlighted several criteria that one has to respect when conducting a study. Honesty is one of the main: researchers have to be honest with their respondents when informing them about the purpose of the study, in order to build trust. They also need to avoid deception, by lying or being dishonest in any way about the purpose of the research or the way data are going to be used. During our interviews, every respondent was clearly informed about the topic and the aim of the study, which was for us a logical step in order to build trust and gather honest data. Every respondent was also asked if everything was clear enough for him and if he had any questions before the beginning of the interview.

Collis and Hussey (2014, p. 31) also mentioned the importance of the informed consent: researchers need to be sure that respondents fully agree to participate in the study. Beside that, they must also have the guarantee that their anonymity will be respected (Wiles, 2013, p. 7). Both of those issues were cleared before the beginning of the interviews, and all our respondents gave their consent.

During the design of our interview guide and during the conduction of our interviews, we took a great care not to harm the participants in any psychological way, respecting their dignity and avoiding to cause them some discomforts like stress or anxiety. According to Collis and Hussey (2014, p. 31), it is an important point to consider, and researchers need to be sure before they start their interviews that their questions will not do any harm to anyone.
5. Empirical Results

In this chapter, we present the results of our qualitative interviews and try to give a clear vision of what our six respondents from Brocard answered. We structured this chapter one question after the other, for more clarity, starting with the general questions. We then move to the questions closely related to the three dimensions of sustainable development and employee motivation, and we conclude with the final questions.

5.1. General Questions

When asked about what sustainable development meant to them, all respondents emphasized different points. Interviewee (1) focused on the environmental dimension, stating that “sustainable development is something which becomes more and more important as time passes, and it is something that we need to take into account in our day-to-day life in order to let a healthy planet to our children. It is a set of everyday actions, like recycling, whether in our life at home or at work. In a business, it is a really important factor.”

“In Brocard, I think that it is a motivating factor for employees because when we go to work, we know that we are going to a company which operates like that, preserving the environment.”

“What we are doing in the vineyards, the work around organic agriculture, it is terribly important.” Two other respondents, interviewees (3) and (5), also mentioned the environmental part but added the social dimension. Interviewee (3) described sustainable development as “the Earth we are going to let to our next generations. It is composed of several things, but mainly environment for me. Trying to reduce our energetic consumption in order to let a decent environment to our children, for them to have at least as good as we had. I don’t think they will have better, because our generation and the pasts did a lot of damages. It is also a matter of ethics, especially in the company”. Interviewee (5) said that “Environment is the most important thing. In the company, we recycle a lot, we collect rainwater and half of the wine we produce is now organic. But the ethical and social aspects are also crucial. In Brocard, the communication is a really important point.” Interviewee (4) highlighted the economic dimension, saying that “the purpose of sustainable development is to search for savings in terms of time, of energy, of materials, in the financial way. It is always about trying to minimize costs.” Beside that, interviewees (2) and (6) were more concise and fast, simply quoting the three pillars. Interviewee (2) said that “sustainable development has an economic, an environmental and a social aspect. For me, all is in these three areas.” Interviewee (6) had almost the same quote, but adding few explanations, stating that “in sustainable development, you have environment, social and economy. The most important is to remain sustainable in these three dimensions. Doing that means not doing things only for yourself but also thinking about what comes next. It is all about non-selfishness. Things need to be sustainable, whether it is in the environmental, in the social or in the economic dimension.”

In response to the question regarding what value they attached to sustainable development, all the respondents emphasized the extreme importance that it had for them nowadays, but not all for the same reasons. Interviewees (3) and (6) focused on personal matters. Interviewee (3) considered sustainable development as “a very important issue.
If we don’t pay attention to what we do now, effects will be catastrophic in the future. We are already trying to fix the mistakes of the past, because we were not informed, we did not have all this knowledge we have now about our energies and their consequences. We do now, and we are slowly trying to move on to green energies, like wind turbines which are very great because they don’t use fossil fuels. But it is the same, we still don’t know how to recycle, to retreat all of these. We are always about discovering, that is why we need to be very careful. It is also about things that we have to do every day, even in our personal consumption: turn off the lights, lower the radiators. If everyone does that, it will have really important consequences. It needs to be discussed every day to also involve reluctant people.” Interviewee (6) mentioned the “capital importance” of sustainable development, stating “I am already trying to recycle as much as I can, and to explain to my family why we need to avoid consuming too much and damaging the planet.”

“I am working in Brocard for two reasons: I am passionate about wine and I am passionate about the environment. I need to like the job but I also need to like the company’s values.”

Beside that, interviewees (4) and (5) were more concerned about the importance of sustainable development for the company. Interviewee (4) described it “as something which really matters. Here, we are thinking about that every day, asking us the same questions about our products, the ethics of the company. A lot of our clients are looking for these values, so it is really important today. I think that in the future, it will help us to differentiate from our competitors. But it is also the philosophy of the company, and it is important to keep that in mind every day. It is like a constant.” Interviewee (5) presented sustainable development as something “important”, but not like a “purpose”, saying “I consider it more like a way. Consumers like it, it is something that became really popular among people.” Finally, interviewees (1) and (2) simply defined it as something really important for everyone, interviewee (1) saying that “all the stakeholders of the world should consider it seriously” and interviewee (2) stating that “nowadays, sustainable development is extremely important for everyone. For Earth, for companies, for us. The list is really long, but it is something we desperately need to take into account.”

When asked about what factors were the most important for a company to do sustainable development, all of the respondents mainly mentioned the environmental dimension, except for interviewees (1) and (2) who only talked about the social part. Interviewee (2) said that “the social factor is the most important for me. The crucial point is to inform employees about the projects of the company. If everyone understands everything in a correct way, then all employees will be willing to work well.” Interviewee (1) stressed on the importance of the role of leaders in a company, stating that:

“The leaders of the company have to be strong supporters of these practices. It should not be just opportunities for trade, they really have to sincerely believe in their strategy.”

“And they have to involve the employees by explaining them the practices, why they are doing it, how, in what purpose. It is really important to show them the outcomes of all these practices around sustainable development. In our company, we are lucky to have a great supervising team highly trained in these practices. As employees, it gives us the opportunity to have a clear vision of what sustainable development is and what it brings to the company.” Interviewees (3) and (6) emphasized on factors related to both
environmental and social dimensions. Interviewee (3) concisely stated that “the most important factors are the one related to environment and ethics. It is all that a company needs to take into account.” Interviewee (6) developed more his answer, saying that “factors related to environmental and social axes really matter. Considering the environmental aspect, a company needs to implement actions to prevent pollution, plans to generate its own energy, recycle the rainwaters... Companies should try to weight as little as possible on the environment. In Brocard, the vineyard is a large potentially polluting sector, and we are able to act and fix that. What is annoying me the most in the chemical weeding. Of course, sometimes it is hard, sometimes it is raining, and it is boring to go and work under a bad weather, and you would prefer to use weedkiller instead of doing it with your hands, but you still have to do it. For the social part, employees need to feel valued, not just feel like simple workers. Of course, a company needs productivity, but people also have to know why they are doing what they are doing. They must have goals, they can’t come the morning without knowing what they will use their arms for.”

Interviewee (5) did not select any particular factor, stating that all of them were of importance, saying “For me, there are not really factors which can be considered as more important and other as less important. All the actions a company is doing towards sustainable development matter. For example, half of our wine production is now organic, which can represent a huge thing, when you think about it. Beside that, we re-use rainwater to clean agricultural machinery, which can seem less important but which is not! Every action matters!” Beside that, interviewee (4) stressed on two major factors: “employees and managers have to ask themselves the right question” and “a company can be considered as doing sustainable development when starting to work with other local companies and protecting the environment.”

To the question about how close they felt to sustainable development in their daily activities, four of the respondents mentioned the little actions. Interviewee (4) gave the example of the printing, arguing that “the difference in terms of consumption of paper is huge! Before, we used to print everything, now we do it when we really have to. We also systematically print double-sided.” Interviewee (3) decided to list the daily energy savings, quoting “water savings, energy savings, heating economy and recycling.” Interviewees (1) and (2) mentioned the same types of little everyday actions, interviewee (1) adding the reduction of travels, saying that “One of the issues that we have been asked to deal with is to reduce travels at maximum, in order to avoid pollution. We should not just move to say hi to a customer for fun”, and interviewee (2) mentioned the importance of communication and the good circulation of information. Beside that, interviewee (5) highlighted his relation with sustainable development “through the three keywords of the company, which are strength, accuracy and freshness. Respecting these three words allows us to make the difference with competitors. It really matters. If think that our strength is that we know the pitfalls of sustainable development, since we started to practice this policy a long time ago.” Finally, interviewee (6) talked with fervor about the plans related to sustainable development he was thinking about, saying that “every day, I am trying to think about actions that we could undertake to be even more efficient in sustainable development. For example, starting to use electric tractors, and produce our own electric energy or buy it to local companies.”
5.2. Environmental Dimension and Motivation

When asked in what extent working in an environmental-friendly company was motivating them, half of the respondents answered that it was because they were deeply concerned with this notion. Interviewees (2), (3) and (6) mentioned the fact that they were already doing a lot of things for the environment by themselves. Interviewee (2) said that he was “really concerned and interested in the matter. I am doing a lot of ecological things at home, I don’t use polluting products, I recycle. I personally think it is really important. It is very good for human health, since we are working in contact with all the products we use”, and interviewee (6) argued that “At work, when the company pursues environmental actions, I feel that it is big, it really matters because the level is high, and it is good! I could not have conciliated doing these type of actions at home and working at the same time in a company which does not respect that. Even if there are still things to improve at Brocard, which is also something good, it bothers me that we can’t improve them faster, even if we already do our best. I am really sensitive to that, and I hate people who consume, take advantage and totally don’t care about what is going to happen after they died.” Interviewee (3) also talked about his own actions, but also qualified the company as a source of inspiration, stating “I think it motivates people who already have this state of mind. Me, I already recycle a lot, so I am already concerned with all of this. At the company level, it is important because it shows that we are not doing bad things, that we respect others, nature. This is not something automatically acquired. Working in a company which is sorting the waste, which saves energy, it shows the right thing to do. It also gives us the boost to start doing these kind of things at home too.” Focusing on pleasure, interviewee (1) said that “When we wake up the morning, we prefer to go working for a company which is concerned with all these environmental issues rather than for a petrochemical polluting factory. I know it is a bit cliché, but it is the truth. For us, employees, it is a very good thing, a motivating factor, we know that we are working with people who have a vision of sustainable development, and besides the fact that we know that, we are thinking about a clean planet.”

“We have all these factors for the environment in the company, and the morning we are happy to come.”

More temperate, interviewee (4) simply said that he felt motivated by this idea of a company “going in the right direction, by respecting nature and putting forward its sustainable development policy.” Beside that, interviewee (5) mentioned the clarity and the pride he felt through his work, stating that he liked it because “we know what we are talking about. You just have to go to the vineyard and compare organic and conventional plantations. I really like to see the spark in the clients’ eyes when they see that. It is enough to make me proud. We can be proud of our work. Today, we have this crisis about pesticides, and we anticipated it thanks to our policy. It is not new, we work on it since a long time and again, I am really proud we did that.”

To the question about the limits they may perceive in such policy, interviewees (2) and (5) simply answered “none”. Interviewees (1) and (4) either conceived nothing serious, as long as “the process is not brought up too roughly” for interviewee (1), and as long as “there are still things to do, creativity is a motor for future!” for interviewee (4). Interviewees (3) and (6), after a good time for reflection, respectively quoted “the volume problem: an organic vineyard will not grow grapes as big as a conventional one” and
fungicide treatments; the vineyard still need them but even organic ones can be damaging over time.”

5.3. Social Dimension and Motivation

In response to the question about how motivated they felt by working in a company strengthening social cohesion, four of the respondents immediately mentioned pleasure. Interviewees (1), (2) and (3) were really concise, respectively saying that “it is really pleasant to come and work in such a good general atmosphere”, “it feels like a family” and “it is healthy for us and the company.” Interviewee (6) was really enthusiastic too, but also talked about the pragmatic part of this policy, arguing that:

“The human dimension really matters; if you are happy to work with you colleagues, to live a human adventure, firstly, you really enjoy your life, and secondly, you are much more efficient for the company.”

Work remains the place where we spend most of our time. It is a virtuous circle for me. I can’t come to work just for the financial aspect, even if of course it is important.” In the continuation of these ideas, interviewee (5) stressed on the pragmatic outcomes, stating that “the most important is that the company commitments make sense for employees, because it is something we will communicate to customers, maybe without even realizing it. It is motivating in the way that the opposite would be meaningless.” Beside that, interviewee (4) wanted to emphasize the progress made in this dimension, saying that “the focus is now on the well-being of employees, which is important. Today, employees have their word, good ideas are more than welcome and managers are here like coaches.”

All of the respondents also talked about the big dinners, planned by Brocard every three months, and gathering all the employees. They mentioned several different outcomes about this dinners, like the pleasure to be here, the opportunity to learn about the plans of the company, the life of others. Interviewee (1) described it as a friendly moment, saying that “it is rewarding not to feel isolated in his office and it opens the mind to see that there are other jobs within the company. It gives us the opportunity to talk about our different daily tasks, and understand the ones of others.” Interviewee (3) had the same arguments, adding that “we all work for the same company, it would be very sad not to know each other. It is also a way to know about post changes, about who evolved, and it is motivating to see that it is possible to climb inside the company.”

“We say: “Hey, this person arrived at the very first ladder and now he managed to climb the ladder, so why not me?" It pushes people to work more.”

Interviewees (2) and (4) highlighted the benefits for the well-being of employees, saying that these kind of actions were motivating for the mood and for the performance. Remaining pragmatic, interviewee (5) said that “when we all talk about the same topic around a friendly dinner, and we catch questions, doubts, etc, I think it is good and it will save a lot of time by keeping us away from misunderstandings that could have happen because of a lack of clarity. I really think feedback is an important tool, and these dinners are of course a sort of feedback. It is also motivating to think that we are in the truth.” Interviewee (6) stressed on the point that “there is no better motivation than to be at the
right position in the company according to your personality, your values, and your expectations. And we can see such examples during the dinners.”

Four of the respondents also mentioned the partnerships with associations, and how they felt about that. Interviewees (1) and (3) thought it was a really important point, and they showed a real enthusiasm. Interviewee (1) felt “concerned with this ethical approach which benefits to both sides. It is coherent with all the things the company already does”, and interviewee (3) greatly appreciated the existence of those partnerships, because “they show that the company is not doing everything for itself but also think about others, about solidarity. Smaller than us exist, and I’m really glad we help them, so they can be able to share their values too. It also gives us the opportunity to expand our vision.” Interviewees (2) and (4) considered them in a more pragmatic way. Interviewee (2) stated that “partnerships with associations are very good, they give the opportunity to people from outside the company to discover it, and through word of mouth it can bring potential clients.” Interviewee (4) argued that “partnerships with associations are not a bad thing, they are following the company philosophy. We communicate a lot about them, and I think it is good because it can attract customers.”

When talking about the limits of such policy and such initiatives, none of the respondents could find one, expect interviewee (6) who talked about the time-consuming aspect. He said that “the planning of the dinners gets every time harder, people inside the company have to take care of everything, and they need to find time for that. I am also thinking about the internships, we need time to take care of these people and we really have a lot of work. But it is really important to give them the time to learn. If we don’t share knowledge with the next generations, then all we do is pointless.”

5.4. Economic Dimension and Motivation

When asked about how motivated they felt in working for a company promoting a responsible economy, some of the respondents had difficulties to answer. Interviewees (1) and (2) declared that most of the things they quoted before were also linked to the economic dimension. Interviewee (1) saw nothing to add, except that he felt “really proud to work in a company which manages to stay economically sustainable and also respect the environment. It is a great challenge, and I think we handle it well.” Interviewees (3) and (4) stressed on the importance of working with local businesses, feeling also proud about that. Interviewee (3) said that “we try to work locally. When we have repairs to do for example, most of the time we give the work to local craftsmen. The company is not looking for the cheapest but for the local, and this is good. We are in an economy of responsible consumption.” Interviewee (4) argued that “the company developed its relation with local businesses since the beginning.”

“We are not opportunists looking immediately for the cheapest, we have our faithful suppliers and we are faithful to them. It is motivating, because everyone knows each other.”

Interviewee (5) quoted the same examples and showed the same pride, but he also mentioned the recycling, which was part of the economic dimension, according to him, saying that “we recycle as much as we can. It helps us to save money and it is totally consistent with our social and environmental commitments. We also sometimes help
employees who experience economic difficulties. It is not our first vocation, but it still matters.” More concerned with the vision of economic sustainability, interviewee (6) stated that he “would not be interested in working in a company only looking for profit. It is important not to base everything on profit. Of course, the company has to be sustainable, and even us, as employees, we need to bring some money home, but it is not the main point. It is a huge motivation for me, not to take the maximum advantage of the system.”

Moving to the limits of such policy, none of the respondents could come with one, except interviewee (4) who said that “it can sometimes represent a loss of money, but it is just to find a new type of opportunities which will bring different things, which will meet our values.”

5.5. Final Questions

When asked about which one of the three dimensions mentioned before was inspiring them the most, four of the respondents answered environmental. Interviewee (1) concisely said “Environment. For sure. Simply, it is what mainly motivates me to come the morning.” Interviewees (2) and (5) emphasized on how they appreciated the policy of the company towards the environment, interviewee (5) especially stressing on “the commitment to organic wine.” Interviewee (6) also stated environment, but added the social dimension, saying that:

“It is important for me to feel valued by my company, to work with people I like and to do something I like. And I like doing organic wine, it matters a lot to me.”

Interviewee (4) also quoted social, arguing “I truly believe in social. At the beginning, there was not that much for social in the company, and now we can literally see the motivation of people.” Interviewee (3) was the only one to answer economic, saying that “nowadays, we are in a society where the economy is not going well and where the only problem is to buy and consume for cheap, no matter the impacts. We abandoned our principles. In Brocard, we’re not doing that, and it boosts me.”

Finally, when asked about what they were expecting from the company for the future in terms of sustainable development, all respondents answered that they simply wanted Brocard to keep going in the same direction. Interviewee (4) expected the company to be soon “really recognized for that”, and interviewee (3) encouraged Brocard to keep showing “new discoveries” that employees could “develop at home”. According to interviewee (1), this direction is the good one because “the increase of the sales in organic stores is huge, you see that there is really a market for what we do. And it is going to increase more. People are moving to a healthier way of consumption.” Interviewee (6) stressed on the point that Brocard should evolve even quicker, keeping the good work on “the projects already started and develop new ones.”
6. Analysis and Discussion

The purpose of this chapter is to analyze the data we gathered from our interviews by following the data analysis method we chose: the thematic analysis. We identified three main themes (see Appendix 2) - satisfaction, working environment and performance – composed with several sub-themes, thanks to the answers of our respondents. We present and discuss them, in connection with our theoretical framework.

6.1. Satisfaction

The first theme that we identified is satisfaction, that all respondents mentioned in one way or another. This theme is composed with five sub-themes: pleasure, curiosity, personal challenge, values, and duty. Some of those sub-themes belong to intrinsic motivation when others are more close to extrinsic motivation. As Amabile (1993, p. 198) said, the satisfaction of an employee will be reached if he can meet his expectations in both intrinsic and extrinsic motivation, which is why we decided to structure this theme with those five concepts. The answers we used to build those concepts are presented in Appendix 3, connected to their corresponding questions.

6.1.1. Pleasure

One of the main things we noticed in our respondents’ answers was the notion of pleasure, which came back a lot of time, either in their words or in their attitudes. Some declared that they were happy to come the morning to work in Brocard, and others mentioned their real passion for sustainable development. And for all those cases, the interviewer saw enthusiasm when they pronounced those words. According to Amabile (1993, p. 188), people are considered to be intrinsically motivated by pleasure, and Ryan and Deci (2000, p. 55) highlighted the fact that people were intrinsically motivated in performing actions because they find it pleasant. This notion of pleasure, when brought up by the respondents, was always in relation to sustainable development. We can, therefore, say that the policy towards environment implemented by the company acts as a motivator for employee’s pleasure, whether it is a pleasure to perform their activities or a pleasure to simply come.

6.1.2. Curiosity

The second sub-theme that we identified in the answers was the satisfaction of curiosity. According to Amabile (1993, p. 188), the satisfaction of curiosity is an intrinsic motivator. Through the interviews, we noticed two different types of curiosity among respondents. The first one was just the basic curiosity about knowing a fact, and we identified it when interviewees came to talk about how they liked to get to know people during the quarterly dinners, how they enjoyed discovering the last details of their lives. The second one was the curiosity to learn techniques about reducing the waste or recycling that could be reproduced at home. This desire to learn, whether it is skills or knowledge, is considered as a motivational factor in Herzberg’s Motivation-Hygiene theory: the factor of growth (Singh, 2010, p. 140). According to Ryan and Deci (2000, p. 54), it is even more important: it is the basis of intrinsic motivation, which is considered as a natural human state in tending to learn and assimilate things. This satisfaction of curiosity is not one of the main purpose of Brocard, but its effects are really appreciated by employees and contribute to increase their intrinsic motivation.
6.1.3. Personal Challenge

Another concept that we noticed by going through the transcription of interviews was the concept of personal challenge. It first appeared when one of the interviewees mentioned the fact that there were opportunities to climb in the company and to reach positions with more responsibilities. We also identified this concept when another interviewee talked about the things that remained to be implemented or improved by Brocard in order to protect the environment, and how he felt satisfied that those challenges existed. A third interviewee said that he thought that creativity would be the motor for the future of the company. According to Amabile (1993, p. 197), a company is likely to reach a high level of creativity if its employees are highly intrinsically motivated. Amabile (1993, p. 188) also said that personal challenge was considered as an intrinsic motivator. Therefore, we can consider that personal challenge in Brocard is another intrinsic motivator that motivates employees and that can lead to the expression of the creativity of some of them. According to Herzberg’s motivation theory, the need for job challenge is considered as a motivational factor, and results in people liking their jobs (Singh, 2010, p. 140). Personal challenge could then be directly connected with the concept of pleasure mentioned just above.

6.1.4. Values

The fourth sub-theme that we identified is the one of values. Several respondents highlighted the importance of the values of the company, stating that it was a very serious point for them: their values had to meet Brocard’s values. When talking about that, they were making reference to the values towards sustainable development developed by the company: environmental protection and social cohesion. According to Bartik et al. (2013, p. 64), values and actions regarding sustainable development are now of a great interest for employees and have high motivating effects. Knowing the values and actions of their company, employees will give their best for the performance of the organization and the protection of the planet (Froese, 2013, p. 2). All the employees from Brocard who mentioned the importance of values also mentioned how connected they felt to them inside the company. One of them also talked about the importance of the transmission of knowledge and values within the company, which is one of the point of the definition of McKenzie (2004, p. 12) of social sustainability: it is a set of values that has to be transmitted to next generations. We can then consider that values are of a strong importance for employees when considering a company which claims to do sustainable development.

6.1.5. Duty

The last concept that we identified and related to the theme of satisfaction was duty. All the respondents emphasized the importance of sustainable development nowadays for different reasons: prevent global warming, reduce waste, let a healthy planet for the next generations… They all highlighted its priority, and some of them described it as the right thing to do. When hearing that, and later transcribing it, the interviewer also wrote about the behavior respondents were showing at that moment: they were all extremely serious, not smiling, and he could feel that it was really important to them. This is why we decided to create the sub-theme duty to characterize those reactions, instead of simply mentioning them with the concept of values, which is a different thing according to us. This concept
of duty can be explained with what Ryan & Deci (2000, p. 62) called *identification*, when talking about extrinsic motivation: they described this type of behavior as an important one for the person because it will enable him of her to reach a personal level of achievement. In other words, employees have integrated the idea that sustainable development was the right thing to do in order to make the world a healthier place to live. This is supported by the research of Patzelt and Shepherd (2011, p. 638) who concluded that motivation towards environmental protection could arise when individuals realized that their physical or psychological well-being was in danger. We can then consider this feeling of duty as an extrinsic motivator for employees working at Brocard; the right thing to do, and an important point to satisfy.

The theme “satisfaction” and all of its sub-themes have been created thanks to many different answers that are presented in Appendix 3. Those answers have been mostly collected thanks to the questions belonging to the parts *general questions, environmental dimension* and *social dimension*. The part *economic dimension* hasn’t been used a lot probably because this pillar has been more difficult to picture for respondents. The questions belonging to the part *final questions* were also fewly used for this theme.

### 6.2. Working Environment

The second theme that we identified in relation to sustainable development and motivation was the *working environment*. In many ways, respondents mentioned the importance of their working environment in their daily activities. After having connected and refined the answers, we decided to keep three sub-themes in direct relation with the working environment: *communication, sense of belonging* and *sense of usefulness*. Each of them has been carefully discussed and developed. The answers we used to build those concepts are presented in Appendix 4, connected to their corresponding questions.

#### 6.2.1. Communication

The first sub-theme that we noticed for this part was *communication*. Our respondents felt really concerned with the plans of Brocard for the future of the company and the way the leading team was taking care of involving them into those projects by explaining and showing them what was going to be done. For one employee, this communication was also a good way to involve reluctant people. Some respondents admitted that this feeling of being aware contributed to build trust and encouraged them into working well. They emphasized the importance of the good circulation of information. One employee also highlighted the importance of the role of the leaders as the main supporters of a company’s policy. It is in connexion with what Bartik et al (2013, p. 64) said about the importance for companies and their leaders to seriously promote their values regarding environmental protection, sustainability, and corporate social responsibility because they were of a great interest for employees and highly contributed to motivate them. We could also notice the importance of the quarterly dinners organized by Brocard, which was an opportunity to explain the future projects of the company but also a way to get the feedback of employees. According to Amabile (1993, pp. 194-195), the feedback can be considered as a *synergistic extrinsic motivator*, which means an extrinsic motivator that can act in a certain way to reinforce intrinsic motivation. Those types of feedback, provided during the dinners, could be considered like that because they contributed to reinforce employee motivation through their sense of usefulness and their feeling of
belonging. Individual interviews of performance that some employees also mentioned also fit in those synergistic extrinsic motivators, because they are beneficial for employees and advise him or her how to be more efficient. We then considered the sub-theme of communication as a really important one because related to many other sub-themes. Because of that, it is more a way to motivate employees than a purpose they are trying to reach.

6.2.2. Sense of Belonging

Another concept that we identified was the *sense of belonging*. Through the answers of our respondents, we realized that it was an important point which motivated them a lot. When talking about the really good work atmosphere they felt, they were all very enthusiastic. Coming to the quarterly dinners, they highlighted the friendly mood, and some of them even said that it felt like a family. This sense of belonging can be connected with Maslow’s theory of needs (Maslow, 1943, p. 381), and in particular the *social needs*: people want to feel the sense of belonging to a group. It can also be linked with Alderfer’s ERG theory (Singh, 2010, p. 142) and the needs for *relatedness*: people want to have a special link with someone else or with a group, and it can be achieved in the workplace with co-workers. One of the employees also emphasized the fact that he personally needed to work with people he liked. According to Herzberg’ theory (Singh, 2010, p. 140), co-workers, when they don’t fulfill one’s expectations, can be considered as *hygiene factors* and lead to dissatisfaction. We can then consider that this sense of belonging is a concept quite important for Brocard’s employees, and contribute to extrinsically motivate them. We considered it as extrinsic because it is a motivator apart from the work itself (Amabile, 1993, p. 188).

6.2.3. Sense of Usefulness

The third sub-theme that we identified was the *sense of usefulness*. Several employees told us that it was important for them to feel valued in their daily activities, and to feel that they had some responsibilities. According to Herzberg’s theory, those needs for recognition and responsibility are motivational factors which respectively give employees a better sense of self-esteem and a better consideration of themselves. One employee especially highlighted the importance of being at the right place according to his values, expectations, and personality. Maslow (1943, p. 382) and Alderfer (Singh, 2010, p. 142) discussed this need in their theories. Maslow described it as a *self-esteem need* and Alderfer mentioned it in his *growth needs*, saying that this need could be fulfilled thanks to a satisfying career. When talking about the quarterly dinners, a lot of employees mentioned the fact that they felt useful in proposing ideas and saying what they thought about Brocard’s projects. One of the employees also said that, in the company, good ideas were more than welcome and managers acted especially like coaches. This relates to Froese’s advise (2013, p. 2) for companies to involve employees in sustainable actions in order to make them understand that their job is meaningful. Like the sense of belonging, we considered the sense of usefulness as an extrinsic motivator, that employees perceive as really important once they are working for the company.

The theme “working environment” and all of its sub-themes have been created thanks to many different answers that are presented in Appendix 4. Those answers have been
mostly collected thanks to the questions belonging to the parts social dimension and final questions, but the parts general questions and environmental dimension were of interest too. The predominance of answers from the social dimension part makes sense, since it is really this pillar of sustainable development which is the most concerned with communication and relation between co-workers. The part economic dimension hasn’t been used here at all, probably again because this pillar has been more difficult to picture for respondents, but also because the answers for this part were less connected to the theme than the ones from the other two pillars.

6.3. Performance

The third and last theme that we identified in relation to sustainable development and motivation was performance. Among the answers, we noticed several times that employees were caring about Brocard’s performance, not only for them but also for the own good of the company. After refining the answers, we managed to highlight three sub-themes that were prevalent according to us: company’s interests, customers’ values, and pride. The answers we used to build those concepts are presented in Appendix 5, connected to their corresponding questions.

6.3.1. Company’s Interests

The first sub-theme that we highlighted was the company’s interests. Two interviewees emphasized the fact that, even if they cared about sustainable development, they perceived it not as a purpose but more as a way to increase Brocard’s performance, which was also, besides all the ethical part of sustainable development, an important point to consider. According to them, sustainable development would be a crucial competitive advantage in the future, and already started to be now. But in order to be seriously considered as sustainable, a company needed to fulfill several criteria to be consistent with governments and labels’ rules. According to Ryan & Deci (2000, pp. 54-55), people are extrinsically motivated to do something when they are searching for a separable outcome than the one that the actual action will provide them. We can then say that this purpose of fulfilling Brocard’s interests could be considered as an extrinsic motivator, framed with rules and deadlines to respect, which are extrinsic motivators too. Beside that, some interviewees also mentioned what they thought about the partnerships with associations, stating that it was a good thing that could help to attract customers. We then noticed a lot of care for Brocard’s interests among the respondents’ answers, and we thought this feeling closely connected with the sustainable development policy of the company. According to Bartik et al (2013, p. 64), if a company really emphasizes its values and actions towards sustainable development, it will highly contribute to employee motivation. Since Brocard is seriously proud of its policies towards sustainable development and communicates a lot about them, it is quite normal to see how motivated employees are by its interests.

6.3.2. Customers’ Values

The second concept that we noticed by going through answers was the customers’ values. Several interviewees highlighted the importance of the customers’ point of view, stating that now they were also looking for values when buying a product. It was about meeting
their needs, because people were moving to a healthier way of consumption. According to Amabile (1993, p. 188) and her definition of extrinsic motivation stated above, this care for customers’ values and their recognition can be considered as an extrinsic motivator. In Brocard, which is a company really involved in sustainable development, this care is not surprising, even if it does not seem to be a prior motivator for employees.

6.3.3. Pride

Finally, the last sub-theme that we identified in respondents’ answers was pride. All the interviewees were proud of what they were doing and the way they were doing it. Some of them even wanted the company to be more recognized for its implication in sustainable development because their leaders had a high perception of the right things to do. They stated how proud they were that Brocard was an example of solidarity and a provider of ideas to realize. We identified this feeling of pride as what Maslow (1943, p. 382) called the “desire for reputation or prestige” in its self-esteem needs, and we considered it as an extrinsic motivator.

The theme “performance” and all of its sub-themes have been created thanks to many different answers that are presented in Appendix 5. Those answers have been collected thanks to the questions belonging to the parts general questions, environmental dimension, social dimension and economic dimension. For this theme, there is no predominance of a specific part of questions, probably because all were equally concerned in a way with the notion of performance.

6.4. Summary of the Qualitative Findings

<table>
<thead>
<tr>
<th>Meaning of the theme</th>
<th>Satisfaction</th>
<th>Working Environment</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values and expectations that employees hope to meet in their relationship with sustainable development in the company</td>
<td>Place where employees meet and develop their motivators</td>
<td>Considerations that employees show for themselves and for the main stakeholders</td>
<td></td>
</tr>
<tr>
<td>Concepts connected to the theme</td>
<td>Pleasure to be here, curiosity to learn and develop new skills, personal challenge, values to meet and duty</td>
<td>Communication between the leading team and employees but also between employees, sense of belonging and feeling of being valued</td>
<td>Considerations for the company’s interests, the customers’ values and pride for its own actions but also for the company reputation</td>
</tr>
</tbody>
</table>

Table 2 - Thematic Network Summary

Source - developed by authors
7. Concluding chapter

This chapter aims to give a last overview of the research by stating the general conclusions we draw from our investigations. The theoretical and practical contributions of the study are discussed, and the limitations are also developed. The chapter ends with the suggestions for further researches.

7.1. General Conclusions

Our study aimed to give a deeper understanding of the relation between sustainable development and intrinsic and extrinsic employee motivation within a company practicing that type of policy. More specifically, our objective was to investigate how sustainable development influenced employee motivation, and identify and explain what types of intrinsic and extrinsic motivators were triggered among employees. This approach led us to the following research question: “How do sustainable development influence intrinsic and extrinsic employee motivation?”

For this research project, we contacted Brocard, a French wine producer seriously involved in sustainable development for almost 20 years. All employees that we interviewed showed strong signs of motivation towards the three pillars of sustainable development, signs that we considered as strongly connected with their values and expectations, but also resulted from a well-developed communication from the leading team. We also noticed a real pride among employees; the pride to contribute to protect the environment but also the pride of working for a company recognized for that.

Beyond highlighting the key role of communication between managers and employees, our study revealed the importance of the working environment in a company that has taken a great care to develop it. We identified among employees a sense of belonging almost created by the social policy of the company, through regular cohesive initiatives, and strongly connected to a feeling of being valued. Those extrinsic motivators, which also exist in companies not practicing sustainable development policies, appeared very strong in this one.

We also discovered that sustainable development was giving employees the opportunity to meet more than adequately their values and expectations in their daily activities. Beyond taking pleasure in their work, they also satisfied their curiosity and more than half found personal challenge in their job. Those intrinsic motivations were even sometimes supplemented by the extrinsic motivation of duty, some employees considering the actions of the company towards the environment as the right thing to do, and performing their tasks in this regard.

In conclusion, this study managed to deepen the strong bond between sustainable development and employee motivation, enhancing and developing the intrinsic as well as extrinsic motivators that were triggered by this connection.

7.2. Theoretical Contributions

This research project examined the relationship between sustainable development and employee motivation. In this study, we investigated the point of view of employees under
a qualitative perspective, which is, to our best knowledge, far to be common in this area, the employee population usually being questioned in a quantitative way. This way of thinking allowed us to put them at the very core of our topic, and to deeply investigate their intrinsic and extrinsic motivation.

To our best knowledge, the connection between sustainable development and employee motivation had never been investigated under that perspective before. Some researchers had already highlighted the positive impact of sustainable development on motivation, and even recommended companies to emphasize on their values, but none of them wondered what types of intrinsic and extrinsic motivators were triggered by this connection and in which way. We considered that our investigation brought some answers to this question, allowing to bridge a gap considering the true relationship between employee motivation and sustainable behavior, and increasing the body of knowledge of both areas. We identified and explained different concepts at stake in this connection, and evaluated the extent of their importance for employees and for the company.

### 7.3. Practical Contributions

From a practical perspective, this research project developed a deeper comprehension of employee motivation towards sustainable development, and then a better understanding of employees’ expectations towards such policies inside the company. Since Brocard was strongly involved in sustainable development, we considered our data as highly relevant, and then these results could benefit to the managers of the company, or, to a broader extent, to managers or leaders of every company seriously committed to sustainable development or planning to be. Managers could then understand in a better way the needs of their employees and create policies even more adapted to fulfill those values and expectations while also increasing the performance of the company.

This study could also benefit to employees, by giving them the opportunity to consider the real impact of sustainable development on their motivation. The answers we collected were, of course, subjective, but reading through the analysis of how other employees felt about sustainable development could reveal to people the place they really attribute to this concept.

### 7.4. Societal Contributions

In parallel with our work, the research project we carried out also gave some insights about the evolution of society. Through the literature, we discovered the place every day more important that sustainable development was taking, not only for companies but also for governments and individuals. We also understood, thanks to our interviews, that people were moving to a healthier way of consumption, and that the role of every stakeholder, near or far connected to sustainable development, would probably become more important during the coming years.
7.5. **Truth Criteria**

After the conduction of their study, researchers need to evaluate the quality of their work. In order to do that, they use what is called *truth criteria*, and *reliability, validity, and generalizability* are the main ones (Collis & Hussey, 2014, pp. 52-54). However, Lincoln and Guba (1990, cited in Potter, 1996, p. 195), recommended different criteria for researchers conducting a qualitative research. These criteria are *credibility, transferability, dependability, and confirmability*.

7.5.1. **Credibility**

Credibility is concerned with establishing the “truth value” of the study (Lincoln & Guba, 1985, cited in Miller & Whicker, 1999, p. 194), which means that researchers have to carefully consider the setting of their study, their theoretical framework, and also the population they select. All of these things were done pretty seriously: we selected early but logically our two main theories for the theoretical framework, and we decided to contact a company really involved in sustainable development, in order to collect really relevant data and deduce credible results.

7.5.2. **Transferability**

Lincoln and Guba (1985, cited in Miller & Whicker, 1999, p. 194) defined transferability as the ability of one set of findings to be transferred to another context. In qualitative studies, considering the importance of the setting, the theoretical parameters of the research have to be carefully stated if one wants to allow other researchers to generalize the approach in their own settings. Regarding our study, we considered our results as hardly transferable because a lot of factors were at stake. We interviewed a small number of employees, working in a particular sector (wine production), in a particular country (France) and connected to an area that quickly evolves (sustainable development). For all these reasons, it was difficult to consider our results as seriously transferable.

7.5.3. **Dependability**

Dependability is concerned with the consistency of the study (Lincoln & Guba, 1985, cited in Miller & Whicker, 1999, p. 194). Bryman and Bell (2011, p. 392) emphasized the fact that records of all the phases of the research should be kept in an accessible way during the research. Concerning our study, all our drafts, our ideas and all the parts we wrote are still on our computers. Regarding the interviews, we conserved the audio records and the transcriptions in both languages. However, those records will be deleted soon after the thesis is handed, as we promised to interviewees. Regarding the care we took to conserve our work in progress, in order to be able to come back to consult our former ideas if we needed to, we consider our dependability as high.

7.5.4. **Confirmability**

According to Lincoln and Guba (1985, cited in Miller & Whicker, 1999, p. 194), confirmability deals with the neutrality of the research. This criterion is concerned with the objectivity of the researcher when he conducts the research and the collection of data (Bryman & Bell, 2011, p. 392). We tried as much as possible to avoid passing our
personal opinion when writing parts like the theoretical framework, and we also remained very professional with the interviews, both in their conduction and analysis.

7.6. Limitations

Several limitations can be underlined in our research project. The main one concerns our interviews: since they were carried out in a French company, the data had to be translated, which probably resulted in a transformation of some intentions, feelings, and thoughts, even if the member of the team who translated the data took a great care to remain as close as possible to the meaning of the information. Also, these interviews were done via Skype, which was great but which could have been far better in a real face to face.

Regarding all the literature we consulted, it happened that everything was in English. Here again, it was not our mother tongue, and we probably lost time and missed some information during this search.

7.7. Suggestions for Further Research

This research project, even if it was written and developed in Sweden, could be considered as limited to France, since all the primary data we got came from this country. Our suggestion would be to develop it to other countries or other areas of the world, in order to compare the results and see if criteria like nationality or culture are also at stake in the connection between sustainable development and employee motivation. It would also be interested to interview employees from a different sector than wine production, to see if the results are still similar or no. Also, it may be interested to try other data collection methods, like focus groups, because it may give the opportunity to attend real discussions and maybe gather different types of arguments, interesting in different ways.
List of References


Appendix 1 - Interview Guide for Employees

I. Questions Générales / General Questions

1. Qu’est-ce que le développement durable signifie pour vous ?
   What does sustainable development mean to you?

2. Comment est-ce que vous l’évalueriez ?
   How would you value sustainable development?

3. D’après-vous, quels sont les facteurs les plus importants pour qu’une entreprise puisse se déclarer “développement durable” ?
   According to you, what factors are the most relevant for a company to be “sustainable”?

4. Dans quelle mesure êtes-vous proche du développement durable dans vos activités de tous les jours ?
   In what extent do you feel close to sustainable development in your daily activities in the company?

II. Environmental Dimension and Motivation

5. Dans quelle mesure le fait de travailler dans une entreprise qui respecte l’environnement vous motive-t-il ?
   In what extent working in an environmental-friendly company is motivating you?

6. Quelles peuvent être les limites à travailler dans une entreprise qui respecte l’environnement ?
   What can be the limits of such policy?

III. Social Dimension and Motivation

7. En quoi le fait de travailler dans une entreprise qui favorise la cohésion sociale vous motive-t-il ?
   In what extent working in a company which promotes social cohesion is motivating you?

8. Que pensez-vous des dîners semestriels ? Et des partenariats avec les associations ?
   What do you think about the quarterly dinners? The partnerships with associations?

9. Quelles peuvent être les limites à travailler dans une entreprise qui favorise la cohésion sociale ?
   What can be the limits of such policy?
IV. **Economic Dimension and Motivation**

10. Dans quelle mesure le fait de travailler dans une entreprise qui promeut une économie responsable vous motive-t-il ?
   In what extent working in a company which promotes a responsible economy is motivating you?

11. Quelles peuvent-être les limites à travailler dans une entreprise qui promeut une économie responsable ?
   What can be the limits of such policy?

V. **Final Questions**

12. Parmi les trois dimensions que nous venons d’évoquer, laquelle vous inspire le plus ?
   Among the three dimensions we just discussed, which one is inspiring you the most?

13. Qu’attendez-vous du développement durable dans l’entreprise à l’avenir ?
   What are you expecting from sustainable development in the future of the company?
Appendix 2 – Thematic Network Analysis

Satisfaction

- Pleasure
- Duty
- Curiosity
- Values
- Personal Challenge

Working Environment

- Communication
- Sense of Belonging
- Sense of Usefulness

Performance

- Company’s Interests
- Customer’s Values
- Pride
### Appendix 3 – Theme “Satisfaction”

This table presents the answers that led us to the elaboration of the theme “satisfaction” and all its sub-themes, and thanks to which questions we collected them.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Questions</th>
<th>Interviewees</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasure</td>
<td>How would you value sustainable development?</td>
<td>6</td>
<td>“I am working in Brocard for two reasons: I am passionate about wine and I am passionate about the environment. I need to like the job but I also need to like the company’s values.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td>1</td>
<td>“We have all these factors for the environment in the company, and the morning we are happy to come.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>1</td>
<td>“It is really pleasant to come and work in such a good general atmosphere.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>6</td>
<td>“The human dimension really matters; if you are happy to work with you colleagues, to live a human adventure, firstly, you really enjoy your life, and secondly, you are much more efficient for the company.”</td>
</tr>
<tr>
<td>Curiosity</td>
<td>What do you think about the quarterly dinners? The partnerships with associations?</td>
<td>1</td>
<td>“It is rewarding not to feel isolated in his office and it opens the mind to see that there are other jobs within the company. It gives us the opportunity to talk about our different daily tasks, and understand the ones of others.”</td>
</tr>
<tr>
<td></td>
<td>What are you expecting from sustainable development in the future of the company?</td>
<td>3</td>
<td>“The company shows us new discoveries to develop at home.”</td>
</tr>
<tr>
<td>Personal challenge</td>
<td>In what extent do you feel close to sustainable development in your daily activities in the company?</td>
<td>6</td>
<td>“Every day, I am trying to think about actions that we could undertake to be even more efficient in sustainable development. For example, starting to use electric tractors, and produce our own electric energy or buy it to local companies.”</td>
</tr>
<tr>
<td></td>
<td>What can be the limits of such policy?</td>
<td>4</td>
<td>“There are still things to do, creativity is a motor for future!”</td>
</tr>
<tr>
<td></td>
<td>What do you think about the quarterly dinners? The partnerships with associations?</td>
<td>3</td>
<td>“We all work for the same company, it would be very sad not to know each other. It is also a way to know about post changes, about who evolved, and it is motivating to see that it is possible to climb inside the company.” “We say: “Hey, this person arrived at the very first ladder and now he managed to climb the ladder, so why not me?” It pushes people to work more.”</td>
</tr>
<tr>
<td>Values</td>
<td></td>
<td>6</td>
<td>“Not doing things only for yourself but also thinking about what comes next. It is all about non-selfishness.”</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>----------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>How would you value sustainable development?</td>
<td></td>
<td>6</td>
<td>“I am working in Brocard for two reasons: I am passionate about wine and I am passionate about the environment. I need to like the job but I also need to like the company’s values.”</td>
</tr>
<tr>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td></td>
<td>1</td>
<td>“For us, employees, it is a very good thing, a motivating factor, we know that we are working with people who have a vision of sustainable development, and besides the fact that we know that, we are thinking about a clean planet.”</td>
</tr>
<tr>
<td>In what extent working in a company which promotes a responsible economy is motivating you?</td>
<td></td>
<td>4</td>
<td>“We are not opportunists looking immediately for the cheapest, we have our faithful suppliers and we are faithful to them. It is motivating, because everyone knows each other.”</td>
</tr>
<tr>
<td>Duty</td>
<td></td>
<td>3</td>
<td>“If we don’t pay attention to what we do now, effects will be catastrophic in the future.”</td>
</tr>
<tr>
<td>How would you value sustainable development?</td>
<td></td>
<td>2</td>
<td>“Nowadays, sustainable development is extremely important for everyone. For Earth, for companies, for us. The list is really long, but it is something we desperately need to take into account.”</td>
</tr>
<tr>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td></td>
<td>6</td>
<td>“I am really sensitive to that, and I hate people who consume, take advantage and totally don’t care about what is going to happen after they died.”</td>
</tr>
</tbody>
</table>
**Appendix 4 – Theme “Working environment”**

This table presents the answers that led us to the elaboration of the theme “working environment” and all its sub-themes, and thanks to which questions we collected them.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Questions</th>
<th>Interviewees</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication</td>
<td>What does sustainable development mean to you?</td>
<td>1</td>
<td>“In Brocard, I think that it is a motivating factor for employees because when we go to work, we know that we are going to a company which operates like that, preserving the environment.”</td>
</tr>
<tr>
<td></td>
<td>How would you value sustainable development?</td>
<td>5</td>
<td>“In Brocard, the communication is a really important point.”</td>
</tr>
<tr>
<td></td>
<td>According to you, what factors are the most relevant for a company to be “sustainable”?</td>
<td>3</td>
<td>“It needs to be discussed every day to also involve reluctant people.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td>1</td>
<td>“The crucial point is to inform employees about the projects of the company. If everyone understands everything in a correct way, then all employees will be willing to work well.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>2</td>
<td>“The leaders of the company have to be strong supporters of these practices. It should not be just opportunities for trade, they really have to sincerely believe in their strategy. “And they have to involve the employees by explaining them the practices, why they are doing it, how, in what purpose.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>6</td>
<td>“For us, employees, it is a very good thing, a motivating factor, we know that we are working with people who have a vision of sustainable development, and besides the fact that we know that, we are thinking about a clean planet.”</td>
</tr>
<tr>
<td>Sense of belonging</td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>2</td>
<td>“It feels like a family.”</td>
</tr>
<tr>
<td></td>
<td>Among the three dimensions we just discussed, which one is inspiring you the most?</td>
<td>6</td>
<td>“Today, employees have their word, good ideas are more than welcome and managers are here like coaches.”</td>
</tr>
<tr>
<td></td>
<td>What does sustainable development mean to you?</td>
<td>1</td>
<td>“What we are doing in the vineyards, the work around organic agriculture, it is terribly important.”</td>
</tr>
<tr>
<td>Sense of usefulness</td>
<td>What do you think about the quarterly dinners? The partnerships with associations?</td>
<td>6</td>
<td>“There is no better motivation than to be at the right position in the company according to your personality, your values, and your expectations. And we can see such examples during the dinners.”</td>
</tr>
<tr>
<td></td>
<td>Among the three dimensions we just discussed, which one is inspiring you the most?</td>
<td>6</td>
<td>“It is important for me to feel valued by my company, to work with people I like and to do something I like. And I like doing organic wine, it matters a lot to me.”</td>
</tr>
</tbody>
</table>
**Appendix 5 – Theme “Performance”**

This table presents the answers that led us to the elaboration of the theme “performance” and all its sub-themes, and thanks to which questions we collected them.

<table>
<thead>
<tr>
<th>Themes</th>
<th>Questions</th>
<th>Interviewees</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company’s interests</td>
<td>In what extent working in a company which promotes social cohesion is motivating you?</td>
<td>3</td>
<td>“It is healthy for us and the company.”</td>
</tr>
<tr>
<td></td>
<td>What do you think about the quarterly dinners? The partnerships with associations?</td>
<td>6</td>
<td>“The human dimension really matters; if you are happy to work with you colleagues, to live a human adventure, firstly, you really enjoy your life, and secondly, you are much more efficient for the company.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>“When we all talk about the same topic around a friendly dinner, and we catch questions, doubts, etc, I think it is good and it will save a lot of time by keeping us away from misunderstandings that could have happen because of a lack of clarity.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>“Partnerships with associations are very good, they give the opportunity to people from outside the company to discover it, and through word of mouth it can bring potential clients.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>“Partnerships with associations are not a bad thing, they are following the company philosophy. We communicate a lot about them, and I think it is good because it can attract customers.”</td>
</tr>
<tr>
<td>Customers’s values</td>
<td>How would you value sustainable development?</td>
<td>4</td>
<td>“Here, we are thinking about that every day, asking us the same questions about our products, the ethics of the company. A lot of our clients are looking for these values, so it is really important today.”</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5</td>
<td>“Consumers like it, it is something that became really popular among people.”</td>
</tr>
<tr>
<td>Pride</td>
<td>In what extent working in an environmental-friendly company is motivating you?</td>
<td>5</td>
<td>“You just have to go to the vineyard and compare organic and conventional plantations. I really like to see the spark in the clients’ eyes when they see that. It is enough to make me proud. We can be proud of our work.”</td>
</tr>
<tr>
<td></td>
<td>In what extent working in a company which promotes a responsible economy is motivating you?</td>
<td>1</td>
<td>“Really proud to work in a company which manages to stay economically sustainable and also respect the environment.”</td>
</tr>
</tbody>
</table>