

THESIS SUMMARY

Student name:	Zhanel Bekenova
Neptun code	JBOOIF
Full time/part time	Full time
Programme/specialisation	Business Administration and Management
	Enterprise Management
Address:	Budapest, Alsó erdősor 36, 1074
Mobile phone	+36 70 724 24 22
E-mail address:	zhanel.bekenova22@gmail.com
 Thesis title:	 Cultivating Intrinsic Motivation in Employees: A Comparative Analysis of Supervisor Strategies in Small Enterprises and Large Corporations
 Basis for writing the thesis :	
Company name:	BP Business Service Centre Kft.
Company address:	Budapest, Árbóc utca 1-3, 1133
External consultant Name, post:	Aigerim Amangeldinova, AR Specialist
E-mail address, phone number:	aigerim.amangeldinova@bp.com +36 20 488 15 66

SUMMARY

The thesis investigates the ways in which supervisory approaches to fostering intrinsic motivation vary between small and large businesses. Understanding leadership's role in promoting internal motivation is both timely and practically relevant, as employee engagement and well-being are increasingly emphasized as drivers of organizational success. Few studies have provided a direct, comparative analysis of supervisory practices across varying organizational sizes and employee tenures, despite the fact that motivational theories have been extensively studied. By providing a methodical, theory-based analysis based on accepted organizational and motivational frameworks, this study fills that knowledge gap.

This study's main research question is: How do supervisor strategies for cultivating intrinsic motivation differ between small enterprises and large corporations? The study examines how leadership behaviors affect motivation through the psychological needs of autonomy, competence and relatedness. It draws on Herzberg's Two-Factor Theory, Mintzberg's organizational structure theories and Self-Determination Theory. The literature review lays out fundamental ideas, draws attention to differences in communication and organizational culture, and notes a dearth of empirical studies comparing motivational leadership across employee tenure and company size.

Using a structured questionnaire given to 221 employees in both small and large organizations, a quantitative research design was chosen. One question on the survey specifically asked about the frequency of supervisor support (Q19), and the other 27 items measured perceptions of feedback, autonomy, recognition, emotional support, communication and inclusivity. In order to facilitate stratified analysis, demographic and tenure-related data were gathered.

Distinct patterns were found through analysis. Small business employees consistently expressed greater agreement with statements related to intrinsic motivation, especially when it came to autonomy, personalised feedback and recognition. Additionally, these companies were seen as more responsive and inclusive, particularly by long-term employees. Employees in large corporations, on the other hand, especially those with more than 7 years of experience, reported a decrease in motivational support, such as emotional availability, decision-making empowerment and the frequency of interactions with supervisors (Q19). This decline was particularly noticeable in areas that are important for emotional support and relatedness.

The results were discussed in relation to the theoretical frameworks. Small businesses seem better suited to meet the fundamental psychological needs described by Self-Determination Theory because they have more intimate relationships and less hierarchical structures. Herzberg's motivator-hygiene distinction helped to explain why factors like recognition and personal growth were more important in smaller organizations. Despite having abundant resources and an efficient organizational structure, large corporations struggle to maintain motivation-boosting behaviours after initial stages of employment.

The study has both theoretical and practical implications. Practically speaking, it emphasizes the necessity of tenure-sensitive leadership techniques, especially in big

businesses where employees' motivation seems to decline with time. While HR departments should incorporate motivational feedback mechanisms and create accountability tools, supervisors should receive training on how to sustain engagement long after onboarding. The results highlight organisational structure and employee tenure as important but little-studied factors, theoretically reinforcing the applicability of SDT and Herzberg's model.

The study's limitations include its use of convenience sampling, self-reported data and a binary classification of organization size. Generalisability may be limited if sectoral, cultural and leadership-style differences are not included. However, by showing how organizational context influences the motivational impact of supervisory behavior, the thesis makes a significant contribution to both academic discourse and managerial practice.

Qualitative interviews, cross-cultural or sector-specific studies and longitudinal studies should all be used in future research to build on these findings. To improve long-term employee engagement and organisational success, this thesis emphasizes the significance of developing leadership strategies that are tenure-aware, contextually informed and centred on maintaining intrinsic motivation.