

INTERNATIONAL BUSINESS & MANAGEMENT - 2018

evaluation of the master's thesis.

INGÓLFUR PÁLL INGÓLFSSON

Student ID number: 1810622001

MCI MANAGEMENT CENTER INNSBRUCK
Internationale Hochschule GmbH
Universitätsstrasse 15, 6020 Innsbruck, Austria
tel: +43 512 2070-3100, fax: -3199
www.mci.edu

EVALUATION OF THE MASTER'S THESIS

Master's thesis title:	The Role of HR Management in Reducing Voluntary Employee Turnover Rate in a VUCA Business Environment		
Examinee:	Ingólfur Páll Ingólfsson	Student ID number:	1810622001
Supervisor:	FH-Prof. Dr. Gabriela Leiß, MBA	Overall Grade:	Sufficient

SCORES – OVERALL GRADING SCALE:

100 – 90	excellent (1)
89 – 80	good (2)
79 – 70	satisfactory (3)
69 – 60	sufficient (4)
59 – 0	unsatisfactory (5)

City, Date: Innsbruck, 15 June 2020



Signature:

FH-Prof. Dr. Gabriela Leiß, MBA

EVALUATION CRITERIA		COMMENTS	MAX. %	REACHED %
Conception and Definition of Topic				
- The topic chosen is relevant, up-to-date and contributes to the current state of research - Topic is clearly defined and delimited from other subject areas; the purpose of the thesis is clear - The problem statement is formulated precisely and deduced from theory and practice - The aims of the thesis are clearly defined; significant and challenging claim - Research question(s) is narrowed down with a clear focus; link to problem definition is clearly comprehensible		- Especially at the beginning, the introduction lacks a coherent line of argumentation and focus. Self-management, the relevance of HR correlated jobs, VUCA etc. are not well linked to the core topic. - Overall, the problem definition touches many topics ranging from the adaptability of IT companies, employee satisfaction and motivation to the dedication of HR managers, HR retention strategies, the evaluation of communication between employees and HR, sustainable careers, employee safety and mental well-being. With the elaborations being so broad, the research focus is not clear. - The research objective is put into an "if" question which should be translated into a "how" question. - The guiding research questions are also too broad and not well linked to the problem statement.	15	9
Theoretical Approach				
- A relevant theoretical framework is demonstrated; the current state of research in the respective research area is presented (theoretical background, empirical studies etc.) - An appropriate number of sources has been used to present the theoretical background; the sources meet the quality criteria for scientific references - Clear link between the theoretical discourse presented and the underlying research question - Argumentation is given in a structured and logical way; meaningful connections between and among ideas are made - Analysis/synthesis/evaluation/interpretation of theoretical input is effective and consistent		- Most of the paragraphs are not well connected, e.g. the elaborations on exhaustion and Moore's research are not clear (the term "burnout" is only mentioned at the end of the paragraph). - The elaborations on Herzberg's Two Factor Theory are not completely logic: How can growth and achievement (=motivators) be classified as "an environmental factor" (= extrinsic?) that is, at the same time, "managed by the employee"? - The overall structure of the theoretical chapter lacks consistency and depth. A variety of topics including the history and future of HR management as well as "The VUCA environment" are briefly addressed, but not clearly linked to the research topic. Instead, the core topic – employee retention, motivation and satisfaction – should be presented in a more systematic way.	15	9

Independent thinking is evident; content of literature sources is not only summed up			
Method/Approach - The chosen method(s) is/are adequate for answering the underlying research question - The chosen method(s) (with reference to data collection and analysis) is/are correctly applied - Documentation of the method(s) applied is profound and transparent	- The chosen – qualitative - research approach – is appropriate, with the underlying argumentation being reasonable. - The method for the data collection by means of in-depth resp. semi-structured interviews is only partially transparent, since there is no information on the development and structure of the interview guideline consisting of "Block 1" and "Block 2". The concepts presented in the theoretical part (e.g. two-factor theory, psychological safety and trust) are not translated into corresponding themes or questions. - The interview style is rather directive with a lot of interpretations and closed questions.	20	12
Results - The results are completely, accurately and appropriately displayed - The analysis is objective / respectively intersubjective and transparent - The argumentation is consistent and of high quality	- The author mentions different methods of data analysis – including theoretical thematic analysis (p. 26), and "five steps" (p. 31) without providing any details on how the data was "systematically organized". - The final "keywords" (themes) are based on the literature review, which does not fit the "inductive approach" as explained in chapter 3.1.2. - Direct quotes from the interviews are very long and not cited correctly (with line numbers from the interviews).	20	12
Discussion			

▪ The results are discussed and interpreted with reference to the problem statement and the fulfillment of the aims (including the leading research question(s)) ▪ The results are compared with the theory previously presented ▪ The method/approach is critically reflected (limitations) ▪ Implications for theory and practice are carefully considered and presented (future research and managerial implications)	▪ The last chapter provides answers to the research questions and final recommendations. A sub-structure including a clear synthesis of theoretical concepts and empirical findings is missing. ▪ Herzberg's Two Factor Theory is in the focus of the final part, other models like psychological safety are not mentioned anymore.	20	12
Formal Aspects ▪ Overall layout is appropriate (type face, lists, tables, figures etc.) ▪ The overall structure of the thesis is clear and appropriate; meaningful paragraphing; good use of connectives; complete directories/appendices ▪ Correct application of APA and MCI standards throughout thesis (text, figures, tables) ▪ Reference list and additional relevant lists are complete and formulated according to APA standards ▪ Vocabulary/Grammar: Wide range of vocabulary; accurate form and usage, hardly any errors of agreement, spelling mistakes; clear meaning; accurate use of grammar and structure	▪ Some language problems (wording, grammar etc.) ▪ Level of sub-chapters not always correctly applied (2.1.1, 3.1) ▪ Names and concepts are not always cited correctly, e.g. Dave Ulrich, VUCA, Two Factor Theory (p.7), authentic leadership (p. 23) ▪ Structure not always clear (e.g. p. 12, first paragraph: the sentence on the interviewees' assumed turnover status is (a) not clear and (b) at the wrong place; theoretical part; methodological part: two chapters titled "data collection" (3.1.2 and 3.1.3)	10	6
OVERALL ASSESSMENT		100	60

CONCLUDING EVALUATION

The thesis addresses a relevant topic, but lacks academic rigor and consistency in all parts.

