

Motivations for a Crowdsourcing Operation: A Qualitative Exploratory Study

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In a spirit of open innovation, organizations mobilize the crowd in order to create value beyond their borders. Organizations therefore want to benefit from the crowd's resources and skills. Crowdsourcing is outsourcing a task or function previously performed by employees of the company to a number of people in the form of an online open call to solve a given problem. All literature on this topic is relatively recent, so it might be helpful to ask this basic question: What types of motivations would encourage individuals to participate in a crowdsourcing operation? In order to answer this question, we have chosen an exploratory qualitative research method. Interviews with people at different profiles were then conducted during six months. Three types of motivation, intrinsic, extrinsic and internalized extrinsic, emerged from the analysis of the collected data. Understanding these different types of motivation appears to be essential to a better development of a crowdsourcing operation.

Field: Management

1. Introduction

To cope with the current situation, today's companies are in need of innovation to satisfy their customers and to attract new consumers. «The need to provide innovative products is increasingly felt in light of global competition, more parity products, shorter product life cycles, and increasingly sophisticated and knowledgeable consumers» (Boyd and Mason, 1999). Because of this volatile environment, companies now face an inevitable need for innovation. They are then obliged to be creative and to use all necessary resources to achieve this objective. It is in this spirit that we are witnessing a revolution in ideas, means and styles. "Traditionally, firms have relied on internal R&D to increase their innovation capabilities" (Simula and Ahola, 2014). The company relies mostly on its employees to solve any problem. Whether it needs new ideas or needs to modify a product or service, it assigns someone from the company to take care of it. However, today's companies have decided to use other methods. "More recent efforts to capture and exploit novel ideas from external sources have expanded beyond the discrete set of an organization's customers to include open calls to the general public" (Gassenheimer et al., 2013). In fact, with the Internet and new technologies, new sources of innovation such as *crowdsourcing* have emerged. According to Alonso and Lease (2011), crowdsourcing is the outsourcing of tasks to a large group of people instead of assigning such tasks to an in-house employee. Crowdsourcing makes it possible to take advantage of the knowledge and to exploit the ideas of a large number of people who are not part of the company. "Crowdsourcing practices are likely to become a major managerial concern because customers have a considerable potential role in helping companies to innovate" (Von Hippel, 2005). "Managers must be aware that crowdsourcing is not a simple marketing promotional tool, but rather a complex process and a driver of open innovation that offers access to a wider range of innovation capabilities... It provides a great opportunity to increase

and optimize each organization's links with its customers and allows new solutions to be brought to market" (Djelassi, 2013). In order to achieve this objective, the company must discover the real motivations that drive the participants to be part of this operation. In spite of the power of crowdsourcing to facilitate the process of innovation thanks to the abundant information and knowledge which it grants, the phenomenon has only recently begun to attract the significant interest of researchers (Zhao and Zhu, 2014 ; Tarrell et al., 2013). Moreover, since the publication of Howe's 2006 article about crowdsourcing, there is considerable speculation about the reasons and motivations of participants to the operation (Brabham, 2008a). However, research conducted to investigate motivations of the public most often deals with a specific target. This is the case of Brabham (2010) who was interested in the motivations of members of Threadless.com, a clothing company that organizes online T-shirt design contests. In this case, results cannot be generalized since the sample is not representative and the results are unique to the members of the site.

In a complementary vein, our study would seek to study this phenomenon in a specific context, which is the Tunisian context. This is because Tunisia is a particular context of study for the crowdsourcing, since it is a country where this phenomenon is in growth and to our knowledge there is no study of the participants' motivations in this context. Given the cultural differences between the countries studied and Tunisia, we seek to understand the crowdsourcing phenomenon in the present context. All this leads us to ask the following question: What types of motivations could encourage individuals to participate in a crowdsourcing operation in Tunisia?

2. Literature Review

2.1. Definition and Typology of Crowdsourcing

In order to take up the key elements related to crowdsourcing, the body of this section will be subdivided into two parts: We will dedicate a first part to the definition of the central concept of this research, namely crowdsourcing. In a second part, we will try to present a typology of crowdsourcing.

Crowdsourcing: A Definition

Howe (2006) popularized the term "crowdsourcing" and defines it as "the act of a company or institution taking a function once performed by employees and outsourcing it to an undefined (and generally large) network of people in the form of an open call" (Brabham, 2010). Crowdsourcing is therefore the outsourcing of a well-defined task or function, previously performed by employees, to a group of people who are not part of the company.

Estellés-Arolas and González-Ladrón-de-Guevara (2012), who, after studying forty definitions of crowdsourcing in the literature, proposed the following definition: "Crowdsourcing is a type of participative online activity in which an individual, an institution, a non-profit organization, or company proposes to a group of individuals of varying knowledge, heterogeneity, and number, via a flexible open call, the voluntary undertaking of a task. The undertaking of the task, of variable complexity and modularity, and in which the crowd should participate bringing their work, money, knowledge and/or experience, always entails mutual benefit. The user will receive the satisfaction of a given type of need, be it economic, social recognition, self-esteem, or

the development of individual skills, while the crowd-sourcer will obtain and utilize to their advantage what the user has brought to the venture, whose form will depend on the type of activity undertaken”.

Crowdsourcing would therefore appear as the outsourcing of a task or function previously performed by the company’s employees to a group of people with varied profiles in the form of an on-line open call in order to attract motivated participants interested in solving a given problem.

Crowdsourcing Typology

Crowdsourcing can take many forms. According to Schenk and Guittard (2011), it can be either integrative or selective:

Integrative Crowdsourcing “offers access to multiple and complementary information and data (e.g. geographical data)”. It collects as much information and data as possible from the different participants in order to create databases for the company. As an illustration of this situation, we can cite the case of the e-commerce company “Amazon.com”. The latter, specializing in selling books, subsequently diversified into other types of activities, such as digital activities. By adopting this approach, the company relies on integrative crowdsourcing in order to obtain diversified advice on their products. Participants are asked to contribute by making new product reports, or by commenting and voting on existing ones (Geiger et al., 2011).

Selective crowdsourcing, unlike the integrative one, follows a more competitive approach to achieving the expected results. Each contribution is compared to the others and only the “best” is selected (Geiger et al., 2011). According to Schenk and Guittard (2011), the company is asked to choose a contribution from all inputs provided by the participants. This type of crowdsourcing is appropriate when the company faces a specific need. When there is no internal solution identified for a given problem, the company puts in place a problem-solving process that involves formulating the problem, researching and selecting solutions and executing them (Schenk and Guittard, 2011).

2.2. Motivations for a Crowdsourcing Operation

In order for the company to collect as much data and information as possible through crowdsourcing, it must solicit collaboration from many participants. However, it seems difficult for the company to attract individuals to participate in a crowdsourcing operation without understanding their true motivations.

The concept of motivation has been defined in different ways and by several authors. Following a literature review, we were able to develop the summary table below of few various definitions:

Table1: Definitions of Motivation

Author	Definition
Gareth et al. (2000)	“psychological forces that determine the direction of a person’s behaviour , a person’s level of effort, and a person’s level of persistence in the face of obstacles”
Ryan and Deci (2000)	“To be motivated means <i>to be moved</i> to do something. A person who feels no impetus or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered motivated.”
Vernette (2008)	“A force that leads to action, triggered by an imperious need. Motivation creates a state of tension that sets the body in motion until it has reduced tension and recovered its unity”
Guay et al. (2010)	“the reasons underlying behavior”

Based on these different definitions, we can conclude that motivation is a need or desire that drives a person to behave in such a way as to satisfy the latter and direct it towards a well-defined goal.

The reasons why people participate in crowdsourcing differ from one person to another. There are people who seek to satisfy needs of self-esteem and self-fulfillment while others only think of tangible remuneration. In order to better understand these reasons, it is necessary to distinguish between motivations’ types.

Ryan and Deci (2000) distinguish between different types of motivation based on different reasons for action. The most basic distinction is between intrinsic motivation and extrinsic motivation.

Intrinsic Motivation

“Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards” (Ryan and Deci, 2000). People with intrinsic motivations do not seek remuneration for their participation in the crowdsourcing operation but want only to contribute without expecting anything in return. In this case, individuals seek to participate out of curiosity and without external incentives.

Extrinsic Motivation

The behavior of an extrinsically motivated person is justified by an economic advantage. The motivation may be monetary or may take the form of free products or services (Battistella and Noino, 2012). Individuals or organizations with extrinsic motivations seek tangible compensation that can be in the form of a monetary reward. According to Gassenheimer et al. (2013), remuneration may be immediate in the form

of cash or long-term payments in the form of intellectual property rights. In both cases, a kind of economic motivation is used to encourage participants. According to Gassenheimer et al. (2013), there is another type of motivation, internalized extrinsic motivation, which is a combination of intrinsic and extrinsic motivation.

Internalized Extrinsic Motivation

The participants' engagement using their contributions to enhance their reputation in the community, to learn from others, to teach others, and / or to influence the outcome of the creative process, is explained by internalized extrinsic motivations (Gassenheimer et al., 2013). People with this type of motivation seek to satisfy both internal and environmental needs. These motivations connect participants to a community and to a belonging relationship. People in this category seek to influence others through their experiences and opinions and to be influenced by learning new things through others' contributions.

3. The Methodology

We opted for a qualitative orientation since the field of research in which this study is based is sparsely studied. This led us to undertake an exploratory study. Due to our objective's nature and based on the literature review on qualitative research, we opted for in-depth interviews as a data collection technique.

According to Andreani and Conchon (2002), "one of the interview's peculiarities is to be able to explore the imaginary" and since the situation of being asked to participate in a crowdsourcing contest is not yet popular in our context of study, we need to resort to the participants' imagination. Semi-directional interviews offer not only the advantage of offering well-reasoned answers, but also of exploring more widely the participants' motivations to take part in a crowdsourcing operation. As a result, we can consider that the interviews are particularly appropriate for this type of contextual situation. Since we are conducting semi-directive interviews, we therefore use interview guide as a collection tool.

The population choice for our study is based on two elements: anyone with an Internet connection and he/she must be over the age of 11 years old. The first criterion is justified by the fact that crowdsourcing takes place online and that it is therefore necessary to have an Internet connection to be able to participate in the operation. The second criterion is explained by the fact that participation in this type of approach requires a minimum of knowledge that can add value to the operation in question. The statements of Piaget (1952), for whom, the developments of logical and rational thoughts begin at the age of 11, support our second criterion. In this logic, anyone who meets these two criteria can be considered as a key informant.

The selected sample is finally composed of thirteen Tunisians with different profiles. Indeed, the sample for which we opted knows diversity in terms of social status, occupation, age and gender. The fact that the main criterion for selection for qualitative samples is diversification rather than statistical representativeness supports our choice (Glaser and Strauss, 1968, Michelat 1975). The following table presents respondents' profiles:

Table 2: Sample Characteristics

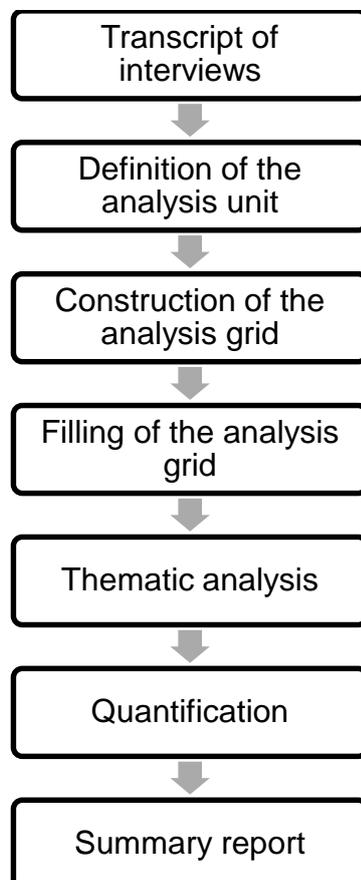
	Individual 1	Individual 2	Individual 3	Individual 4	Individual 5	Individual 6	Individual 7
Gender	Female	Male	Male	Female	Female	Female	Female
Age	25	24	39	45	25	27	53
Profession	Student	Student	Teacher	Teacher	Student	Engineer	Director
Status	Single	Single	Married	Married	Married	Single	Married

Table 2: Continued

	Individual 8	Individual 9	Individual 10	Individual 11	Individual 12	Individual 13
Gender	Female	Male	Male	Female	Female	Male
Age	25	25	24	25	26	27
Profession	Manager	Student	Student	Student	Manager	Auditor
Status	Married	Single	Single	Single	Single	Married

We opted for a thematic content analysis which is “... the most widely used method for studying interviews or qualitative observations” (Krippendorff, 2004). This type of analysis requires going through seven successive steps (Verette and Giannelloni, 1999). The following figure describes the process in a summary way:

Figure 1: Steps of a Content Analysis



4. The Findings

4.1. Internalized Extrinsic Motivations

Following the data collected analysis, we obtained three categories: The first category, *the internalized extrinsic motivations*, consists of five themes: adding value, a challenge, helping others, benefit from the experience and others' recommendations.

Adding Value

Six participants mentioned that being able to add value is a motivating incentive to participate in a crowdsourcing operation.

Individual 2 insisted that adding value is the only thing that counts for him and that he is not seeking any material reward or anything in return for his participation:

'Personally, adding value to others and to society is the most important thing'

'I seek above all to contribute and add value to others'

Individual 5 also stated that if his participation adds value, he will certainly participate:

'If I can add value, I would not hesitate to participate'

'If I have solutions or value to add to a company, I will participate'

'Adding value to others is enough for me'

Individual 7 indicated that adding value would be a reason for his participation in a crowdsourcing contest:

'If I have an idea that can help one way or another by adding value to the business, why not! I will probably participate'

Individual 10 has declared a dedication to give value through his participation:

'The prosperity of my community is the most important thing! That is what concerns me the most. So if I can contribute to that, it would be great'

Individuals 11 and 12 have revealed that they are looking to add value since the crowdsourcing operation's results will affect them. Therefore, it would be better for them to have their words to say about this result:

'The product will be aimed to the general public so I like to add something and give my opinion on the product I will use'

'If this company is really going to add some value and if it's really interesting for me, I'll surely get involved!'

Six out of thirteen confessed that adding a value is motivating for them. This motive is therefore solicited by 46.15% of the individuals making up our sample.

For these individuals, adding value to a company is a reward in itself. The fact to see a product resulting from their efforts is the reward they seek. We noticed that the majority of these individuals are less than thirty years old. This may justify the fact that they want to add value. Their young age may be the incentive to be active in society and to contribute to such an operation.

A Challenge

When collecting data, four out of the 13 surveyed individuals (individuals 5, 6, 8 and 9) stated that, they enjoy challenges and that feeling superior than their peers is the reason for participating in a crowdsourcing operation:

'I feel fulfilled when I am at an advanced level compared to my friends and especially when I beat their scores'

'I like to participate in online contests because it is a challenge for me to win these games and be the best'

'I like to participate to win challenges with other people'

'If it's a contest where I can challenge my friends, I would probably participate'

30.77% of interviewees said that they are looking for a challenge to win through their participation in a crowdsourcing contest. For these interviewees, this feeling of being 'better' than others is the incentive to participate in this type of competition. These individuals, with a challenging spirit, seek to compete with their peers and to prove that they are better than them. This may be justified by the fact that these individuals seek to satisfy their need for social belonging.

Helping Others

Three individuals out of thirteen (2, 7, and 10), 23.08% of the sample surveyed, said that helping a struggling business is a pleasure for them and a reason for participating in a crowdsourcing operation:

'Knowing that I am going to help this struggling company is very important to me and a great motivation for my participation because for me the feeling I get helping someone in trouble is a reward itself'

'If I have the opportunity to help this business with my ideas, I will participate!'

'It's an honor for me to help a company deal with a problem!'

For these interviewees, the fact of being able to help this company in difficulty by their ideas is the reason for their participation. This feeling of helping someone, for these individuals, through their ideas is a reward.

Benefit from the Experience

Nearly 16% of the population surveyed said that they wanted to benefit from the experience through their participation.

Individual 8 and individual 10 said that they are looking to profit from their participation in a crowdsourcing operation:

'I would like to participate to make convenient acquaintances for my professional life'

'The desire to profit from each new opportunity and experience is the thing that will make me participate in this kind of competition'

Individual 10 seeks to profit from his participation. His motivation is to learn new things through his participation in a crowdsourcing contest.

For individual 8, participating in this kind of contest would offer him the chance to meet new people enabling him to build a professional network.

Brabham (2010) found that participants in the Threadless site solicit 'the opportunity to develop one's creative skills'. In addition, Brabham (2008b) found that 79.1% of participants in the Istockphoto site were seeking to 'improve their skills', 49.8% wanted to 'earn a reputation' by their participation, and 36.7% wanted to 'build a network'.

However, within our research, we found only 15.38% of those interviewed interested in the opportunity to benefit from the experience. This difference between the results of Brabham and those resulting from our study may be due to cultural differences or to the concern of the interviewees to be judged. Indeed, interviewees who did not mention this motive may think that they will be perceived as opportunists or profiteers. This is why we have identified only a minority of individuals requiring this type of motivation to participate in a crowdsourcing competition.

Others' Recommendations

Individual 6 and individual 8 have indicated that the opinion of other people affects their decisions to participate:

'If there are people who have participated before me and they recommend it, I think I will participate! For me, the opinion and experience of others are very important'

'I'm not too interested in online games and contests but if I find my friends are participating, I'll probably participate'

This proportion, representing 15.38% of the interviewees, is interested in feedback of its peers. In case their friends give them a positive opinion on the contest, they will participate. For these interviewees, the opinion and recommendations of others have an effect on their decision to effectively participate in this type of operation. The decision to participate in a crowdsourcing contest depends on the appreciation of the people who have already been part of this type of operation.

Furthermore, these individuals may be in search of interaction with other individuals in order to satisfy a need for social belonging. The desire to satisfy this need may be the reason why these individuals seek this motive to participate in a crowdsourcing contest. We can see that the internalized extrinsic motivation is the most requested type of motivation by interviewees with an appearance frequency equal to 38.63%. This result is in line with the fact that the verbatim 'adding value', with the highest percentage (13.64%), belongs to this type of motivation.

4.2. Intrinsic Motivations

The second category, representing *intrinsic motivations*, is detailed in four themes: pleasure, a means of entertainment, interesting product and a fascinating field.

Pleasure

Six interviewees out of 13 mentioned the verbatim 'pleasure', this representing a proportion of more than 45% of the sample solicited.

Individual 1, having previously participated in an online contest, described the pleasure experienced in his participation as the most important reason:

'I knew I was not going to win because there were professionals, who had more skills and knowledge than me, but I did participate and I cannot describe the pleasure I felt participating'

Individuals 3, 4, 5, 9 and 10 mentioned that pleasure is more a prerequisite to their participations than a motive.

'My pleasure is more important to me than any reward! If I don't feel pleased participating, I will not participate'

'It's essential that it interest me and that I feel pleasure in participating'

'For me the feeling of pleasure is more important!'

'I'm only going to participate for my pleasure and to have fun. I'm not looking for anything else'

'If I have fun participating, I will surely be part of this contest'

For these interviewees, their own pleasure is more important than any reward. Their participation in a crowdsourcing contest depends on the contentment of being part of this operation. For them, feeling good and happy by participating is the prime motive that can drive them to be part of a crowdsourcing contest.

A Means of Entertainment

Four interviewees indicated that when the crowdsourcing operation is amusing, this encourages participation:

'I will participate to have fun! I think that this type of competition must be a tool for pleasure and to have a little fun'

'I think I will participate because I find that these competitions are nowadays the most solicited way to escape from the daily routine and to be entertained a little'

'I would like to participate to have a little time for myself and have fun'

'The tasks to do for this competition must be simple tasks, just to relax! When I am stressed or tired, I like playing online to relax'

30.77% of interviewees consider that a crowdsourcing contest must be amusing to participate. They seek to entertain themselves through their participation. For those interviewees, distraction is the main motive for their participation in a crowdsourcing contest.

Brabham (2008b) found that 71.9% of participants felt that participating in a crowdsourcing operation was 'fun'. However, we found less than half of this percentage in our study. It should be noted that in the Brabham study, the interviewees have already experienced a crowdsourcing competition and are therefore describing an experience. However, in our research, the situation to participate in a crowdsourcing contest is imaginary. It is likely that the interviewees took the competition too seriously and only thought of winning. They may not have considered being entertained at the same time. This may be the reason why we only identified 30.77% of those interviewed as wanting the crowdsourcing contest to be entertaining to participate.

Interesting Product

Four interviewees (individuals 3, 4, 11 and 12) linked their participation to the nature of the product. It must be interesting for them:

'It depends on what product I'm dealing with. If it's a product that I like or I'm interested in, I'll definitely get involved'

'The reward they are offering doesn't matter, if the product interests me and I have free time I will participate'

'If it is really interesting for me, I will participate because in my opinion, my answer will not be useful if the product does not interest me'

'Frankly, the important thing for me is the nature of the product. It must be fascinating'

For these interviewees, it is necessary to know the product and that it is at the same time worthy of interest. If they like the product, they will participate in a crowdsourcing contest. This is probably related to the fact that interviewees feel that if the product does not interest them, they will have no adequate knowledge to participate. Indeed, if these individuals do not have the knowledge required to participate and eventually win, they will not be able to highlight their potential.

Fascinating Field

One interviewee (individual 1) mentioned that the field of competition must be interesting to be able to participate:

'I cannot participate in such a competition if the domain does not interest me. The problem to be solved must be about a domain that fascinates me'

For this interviewee, this field is not necessarily similar to his own but it must be an area of interest and knowledge for him. The reasons for needing this motive may be similar to those of the previous theme (interesting product). Indeed, requiring that the domain must be fascinating is probably due to the need to have a proper knowledge to participate in a crowdsourcing contest.

Intrinsic motivation is the second most requested type of motivation by interviewees with an appearance frequency equal to 34.09%. The fact that the verbatim 'pleasure' also has the highest percentage (13.64%) can justify the importance given to this type of motivation. However, despite the importance and high percentage of intrinsic motivation, the verbatim with the lowest percentage (2.27%), 'fascinating field', belongs to this type of motivation.

4.3. Extrinsic Motivation

The third and final category, extrinsic motivation, has four themes. A tangible reward, a financial reward, a possibility of recruitment and winning the product are the themes of this last category.

A Tangible Reward

Five interviewees (individuals 1, 3, 8, 9 and 13) admitted that they are looking for a tangible reward to participate in a crowdsourcing operation:

'The reward must be tangible to participate in an online contest'

'Any gift offered by this company is a reason to participate'

'A tangible reward, even symbolic, for my added value is necessary'

'If there is no tangible reward, I will not participate'

'The reward must be a gift that is worth something like a tablet, a phone, a trip or a free year of subscription. That kind of reward. It is essentially a tangible reward'

These interviewees' sayings, representing more than 38% of the participants in our study, can be justified. Indeed, these interviewees think that in return for their efforts, they must receive a tangible reward. This reward can take many forms. As indicated by individual 13, it can be 'a phone or a trip'. The most important thing to them would be that they feel rewarded for their efforts.

A Financial Reward

The possibility of earning a sum of money was the ideal reason for three interviewees (individual 3, 7 and 11):

'Speaking of reward, it must be money'

'Money would be the ideal reward. That way, I will participate and take my chances to win this sum of money.'

'Winning a sum of money for my effort will be perfect'

This reward choice to participate in a crowdsourcing contest can be explained. Indeed, a financial reward would be the ideal motive for risk averse people. These interviewees would probably want to avoid getting a reward that they will dislike.

Our results are in contrast with the work of Brabham (2008b). Brabham found that 'the opportunity to make money' is more important than intrinsic motivations and this motive is solicited by 89.8% of participants. However, in our research, we only found 23.08% of the interviewees interested in the financial reward. The reasons for this difference in our research and Brabham's result may be the same as those cited in the 'benefit from

the experience' motive. Indeed, the other interviewees may have chosen not to mention this motive by fear of being judged materialistic. That is why we only found that 23.08% of our sample seeking a financial reward as a motive to participate in a crowdsourcing contest.

A Possibility of Recruitment

Individuals 1 and 6 expressed that they cannot resist a recruitment opportunity and that coming across such a reward, they will surely participate in a crowdsourcing operation:

'The best reward would be a job offer. Frankly, with that in mind, I would not hesitate a second to participate'

'Coming across a recruitment opportunity is very motivating for me. For me, this opportunity can make me participate in any contest'

15.38% of the interviewees were looking for a job offer as a motive to participate in a crowdsourcing contest. Brabham (2010) identified as a result that 'the potential to take up freelance work' motivated the participants in the Threadless site. In our study, we identified two out of thirteen individuals seeking this motive to participate in a crowdsourcing contest. However, it should be noted that the participants in the Brabham survey were professionals in the site's field of activity. This has made the desire to seize the opportunity for possible work more realistic since they are part of this field. On the other hand, our sample belongs to different domains and a crowdsourcing contest is an imaginary situation.

Winning the Product

Two interviewees (individuals 9 and 11) indicated that they are seeking to win the product in question. 15.38% of the interviewees think that since they have contributed to the creation or development of the product, they deserve to have it.

'The ideal reward would be to have the product in question'

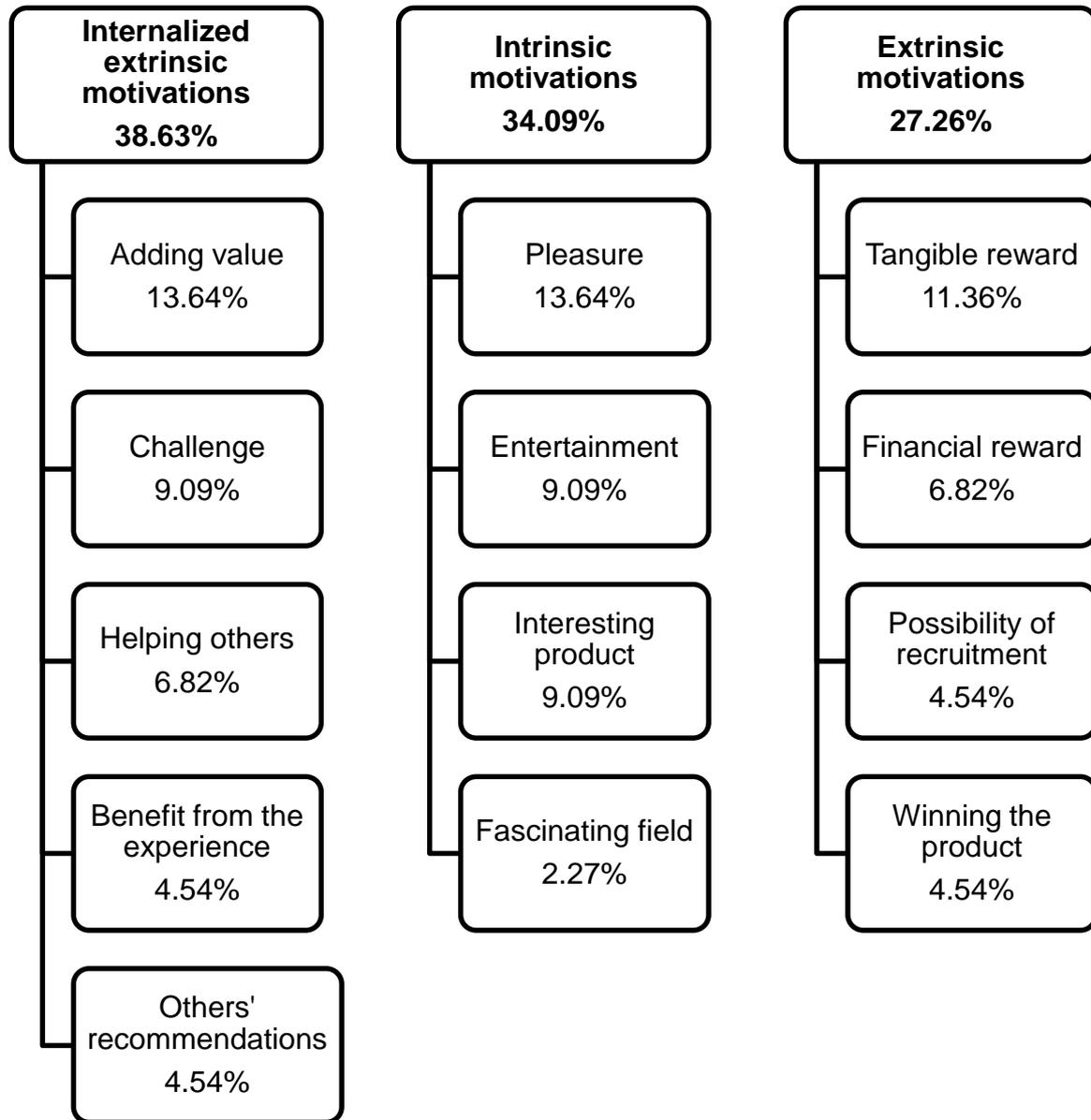
'I would like to win the product that I will participate in its development'

These sayings can be explained by the fact that these interviewees feel proud of their contributions and want to have this product as a reminder of their effort.

With 27.26% as appearance frequency, extrinsic motivation is last in the ranking of motivation types according to their importance for the respondents. However, it should be noted that eight interviewees out of thirteen mentioned a theme belonging to this category. Thus, even if the category of extrinsic motivations does not have a high appearance frequency, it is still very important since it is solicited by more than 60% of our sample.

The following figure is a summary of the percentages found in our research:

Figure 2: Frequency of Appearance of Themes



5. Summary and Conclusions

Crowdsourcing phenomenon redistributed the roles and allowed the consumer to be actively involved through competitions. It is important to note that information and communication technologies have made this conversion, or rather this variety of roles, possible. With regard to motivations behind this change of attitude and involvement in this process, they remain several. Some people are just looking for pleasure and entertainment through their participation while others do so with expectations of possible tangible compensation. Hence, a difference of attitude as in any human act deriving from an intrinsic or extrinsic motivation.

The objective of our research was to identify the type of motivation that drives most people to participate in a crowdsourcing contest. We can say that to participate in a crowdsourcing contest, our sample seeks three types of motivation namely, intrinsic

motivations, extrinsic motivations and internalized extrinsic motivations. We found that this last type of motivation is the most requested one.

By understanding participants' motivations in a crowdsourcing contest, managers can better plan a crowdsourcing operation. According to our results, internalized extrinsic motivations have the highest frequency of appearance, indicating that it would be more favorable to use this type of motive to encourage more people to participate in this type of operation. Therefore, when a company is facing a product development problem, we recommended emphasizing that it would be beneficial to society. In addition, the company that will launch the crowdsourcing contest should highlight that by developing this product, it will help many people by facilitating their lives.

Moreover, since the seeking 'pleasure' motive has the highest appearance frequency (13.64%), this type of motivation should not be overlooked. Managers wanting to create a new packaging for their product or even those wishing to change an existing one, can launch a crowdsourcing contest. The company that launched this operation will then use the best design. These managers must focus on planning an 'entertaining' contest. Indeed, they should indicate to the persons solicited for this competition that this operation will be pleasant and will not be complicated to do.

Finally, we should not omit the factor 'site design'. Therefore, managers should work both on the design of the site and on the content of the operation. A company facing a problem and wanting to involve the consumer in order to find a solution should launch a crowdsourcing contest in a well-designed site. The site where participants will find this contest should be created using nice graphic and sound effects.

Our study's results confirm the variety of motivations but require even more research. Indeed, there are some limits in this research work. The first limitation is that the interviewees never participated in a crowdsourcing operation. Future work should attempt to address this research theme by interviewing people who have experienced this phenomenon at least once. A second limit refers to the characteristics of our sample, which is composed of people belonging to a single city. Therefore, future work should try to interview people from other cities. Subsequent research should involve a sample with much more diversified profiles. Additional research should be conducted to extend our knowledge of motivations to a crowdsourcing operation. Finding out why participants are making efforts in this operation is crucial to better develop the crowdsourcing process.

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