Case Study:
The Relationship between Employee Motivation and Performance

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Abstract

The primary purpose of this thesis was to explore the extent of the relationship between employee motivation and performance in a medium size organization, which produce parts for forestry machines. Empirical data was collected through the process of conducting qualitative interviews with production workers and an HR manager whom are currently employed by the studied organization. The qualitative approach was selected as a result of its ability to generate descriptive in-depth information of the studied phenomenon. Thus, the aim of the conducted interviews was to generate in-depth data regarding the interviewee’s perception and personal experience of work related motivation. The interviewees’ were asked to rank ten different factors according to their perceived importance and influence of the motivational level.

The interpretation and analysis of the empirical data revealed that the interviewed production workers are primarily motivated by factors that are related to work conditions, such as the relationships with coworkers. In addition, the results indicate that the managers’ perception of employee motivation is highly inaccurate, which is congruent with previous surveys conducted by Kovach (1987). Furthermore, as the research process progressed it became evident that the production workers within the studied are predominantly motivated by extrinsic factors, which means that their motivational orientations are dominated by extrinsic factors.

Thus, the findings indicate that the motivational strategy that is currently applied within the studied medium size organization is insufficient in terms of its ability to improve the production workers level of motivation and therefore the quality of the performance. Hence, the following research has generated descriptive data although further studies are required in order to fully comprehend the phenomenon of motivation.
Acknowledgement

We would like to take the chance to acknowledge the highlights of doing this thesis in the following section.

This thesis has taken a lot of time to complete, but it feels like you could have continued to do the research forever. We have now come to an end of our thesis and are proud of the work we accomplished. This thesis has helped us to gain experience in the field of motivation and performance, and we feel that a case study was a good way to see how the theory works in practice.

The thesis itself has been fun to accomplish and we would like to thank the company that let us do the research, for helping us and giving us insight in their markets HRM. Some of the staff were more helpful than others, and a special gratitude should be put to the department manager who showed us around in the manufacturing facility and explained all procedures. Furthermore, the supervisor also helped us with fast responses when questions emerged in a later stage of the writing process.

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1. Introduction

The purpose of the following chapter is to introduce the reader to the importance of employee motivation through a brief background discussion. The chapter will proceed by introducing two research questions that will be answered during the course of this report. Furthermore, it will end with a presentation of the thesis disposition, which allows the reader to know what to expect from the thesis.

The field of human resource management [HRM] has for several decades attracted a great deal of attention from organizational management consultants as well as researchers, which have attempted to determine whether a positive association exists between employee motivation and organizational performance (Vroom, 1964, p.191). As a consequence of the rapid growth of interest in the field a vast majority of researchers have successfully been able to establish a degree of relationship between the employee’s motivational level and the organizational outcome (Guest, 2011, p.3). Notwithstanding the substantial amount of previous research within this area, a great deal remains to be learned and understood about the association between the two concepts. As previously stated, the existence of a link between the two has been discovered and theoretically hypothesized by researchers such as Hertzberg and Vroom. Thus a large emphasis has been placed on theoretical theories rather than the generation of empirical evidence (Jiang et al., 2012, p.1265). Therefore, as researchers we have decided to investigate the topic further through the use of a qualitative research method, with the intent to generate empirical data which describes the studied phenomenon and its relation to employee performance.

1.1 Personal Interest
The topic of employee motivation and performance was primarily selected due to personal curiosity and interest in the field. During the last three years we have studied a variety of different business related subjects, some of which has been highly educational and interesting whilst others less so. Both authors of this thesis considered the subject of management and particularly HR practices to be highly captivating due to it focus on employee related aspects and issues.

Furthermore, during these past years of attending university we have briefly encountered but also worked with a wide variety of different individuals, who have managed to reach different standards/levels of performance and who have been motivated by different factors. Thus, when reflecting upon our experiences from university and other students it became clear that the topic of motivation would be interesting to explore extensively. Our moment of entering the real business environment is approaching rapidly which inspired the focus on employee motivation rather than that of students.

The hope is that the following thesis and research will generate some valuable knowledge that will be useful in our future professions whether as managers or employees. It is our belief that an extensive understanding of motivation will make us better managers and/or employees as a result of the experience and knowledge that will be gained from the following research.

1.2 Background
The area of employee motivation has been extensively researched for many decades; the intense interest is partially attributable to factors such as increasingly intense
competition brought on by globalization and the integration of the world market (Steers et al, 2004, p.383). As a consequence of the two assumptions previously mentioned the competitive relationship between organizations has been significantly altered and has thus been extended into new areas. This means that companies have been forced to compete for the recruitment and retention of highly valuable and talented human capital, an area that is closely associated with the human resource [HR] departmental practices.

Hence, the organization’s growth and performance is dependent upon the effectiveness of the HR department. According to Pereira (2012), its primary function is generally defined as a highly complex and sophisticated communicative mediator between the organization and its employees (Pereira, 2012, p.4302). Furthermore, Pereira (2012) argues that the organization’s ability to achieve the established goals is highly dependent on whether the HR department is able to transmit the messages/goals in an effective and proper manner (Pereira, 2012, p.4303). The association between employee motivation and the organizational outcome is based on the preposition that the HR department has implemented the intended actions and communicated the organizations objectives throughout the entire organization in an acceptable manner (Pereira, 2012, p.4302).

A great deal of previously conducted research, by researchers such as Steers and Mowday (2004), has concluded that the current organizational situation demands that skilled employees are retained within the organization. This is achievable partly through the implementation of motivational strategies that improves the level of motivation while simultaneously stimulating the workforce. Consequently, human capital constitutes a resource that is restricted, valuable, and non-substitutable due to specialization (Shaw, 2013, p.572).

The area of employee motivation has been explored over an extensive period of time, however, some theorists argues that the most influential motivational models were developed during the late 1960s until early 1970s. Hence, that specific time period is regarded as “the golden age” of employee motivation (Steers & Mowday, 2004, p.381). The theoretical models that will be presented below stems from this particular period and these continue to be highly influential with in the field to this day. However, the interest in the field decreased significantly in the 1990s, despite the fact that a great deal remains to be learned (Steers & Mowday, 2004, p.383). The last two decades have mainly consisted of minor explorations of the area without any major breakthrough developments (Steers & Mowday, 2004, p.383). The models that were developed during “the golden age” of motivational research remains current and usable, however, it is also important to develop new and fresh models which are appropriate for the current economical situation (Steers & Mowday, 2004, p.383).

Motivational theories such as the ones that were developed during the “golden age” of employee motivation lead to significant alterations in HRM practices, in terms of their approach to employee motivation. An organizations HR department is commonly involved in a variety of task, which is related to employee satisfaction and performance. In addition, the HRM department is faced with the difficult task of acting as a mediator between the organizational level and individual/group level. It is widely known that employees are motivated and remain within an organization for as long as they feel that the organization is able to provide an opportunity for self-actualization and personal development (Pereira, 2012, p.4302). The fulfillment of such conditions contributes to an improvement of the employees’ willingness to strive toward successfully achieving
the organizations’ goals and objectives (Pereira, 2012, p.4302).

For the purpose of ensuring that the relationship between employee motivation and organizational performance is extensively analyzed, the following research will approach the topic from various perspectives. Thus the subject of employee motivation will be approached from an individual view, in order to attempt to decipher the highly complex phenomenon of employee motivation and associated motivational factors.

1.3 Problem Statement

The managerial task of motivating employees in a highly effective manner is of great importance for the organizations ability to achieve success and to obtain a competitive advantage in relation to competing organizations. However, researchers, such as Kovach, have shown that the managerial perception of employee motivation and the employees’ own account of motivation differ significantly. This indicates that further efforts have to be directed toward informing managers of the benefits associated with highly effective motivational strategies as well as the importance of approaching motivation from an individual perspective (Kovach, 1987, p.60).

The managerial reluctance to explore which motivational factors are most influential among their employees may be attributable to various aspects such a laziness and comfort (Kovach, 1987, p.65). Furthermore, a comprehensive understanding of employee motivation requires that a great deal of time and effort is invested toward familiarizing oneself with the individuals that are active within the organization in order to identify their motivational orientation. Although it is much simpler to assume that the entire workforce is motivated by financial rewards and/or improving work conditions, rather than investing a great deal of time into designing interesting jobs by increasing task variety or degree of responsibility (Kovach, 1987, p.64).

This thesis will explore the relationship between employee motivation and performance in a medium size organization which produce parts for forestry machines. In-depth interviews will be held with one individual from the HR department, who is highly involved in motivational practices. Furthermore, several in-depth interviews will be held with administrative and production staff for the purpose of obtaining information regarding their motivational orientation and the effectiveness of the managements’ motivational practices.

As researchers, we hope that the research will generate a great deal of descriptive information regarding employee motivation, which act as a supplement to the knowledge gained from the theoretical sources. Researchers such as Amabile argue that employee motivation is constantly fluctuating (Amabile, 1993, p.185), an aspect that inspires a degree of doubt in relation to the literary sources relevance and applicability under the present economical circumstances. However, for the purpose of his thesis these motivational theories fill a vital function in terms of allowing for an in-depth understanding of motivation.

As previously stated, the business climate is currently and have during that past years experienced a continuously intensifying competitiveness among organizations for a variety of resources, such as potential customers but also highly skilled employees’. Thus, the research gap that the following thesis will address is related to the organizations ability to attract and more importantly retain highly valued employees’.
Maintaining a high motivational level among the employees’ is a commonly applied method to enhance the employee retention rate. By exploring the extent to which certain factors are influential on the employees’ overall level of motivation the research will contribute with valuable data which might enhances the organizations ability to retain employees’.

Thus, the topic of employee motivation will be explored from a managerial as well as a production workers perspective for the purpose of determining the degree of congruency. Such information would reveal a great deal regarding the effectiveness of the motivational strategy that is currently being applied, which in turn has a significant impact on the workers motivational level and thus performance. However, the attainability of the research purpose is highly dependent upon the type and quality of the empirical data. Thus, two research questions were developed for the purpose of ensuring that the collected data is relevant to the research. The research questions are presented in the following section.

1.4 Research Question
1. To what extent are certain predetermined motivational factors influential on the motivational level of production workers?
2. To what extent does employee motivation influence performance?

1.5 Purpose
This thesis will explore the relationship between employee motivation and performance in a medium sized organization that produces parts for forestry machines. Furthermore, the perceived importance of ten motivational factors will be explored with the intent to gain an in-depth understanding of the concept of motivation within a production factory. The motivational factors that will be explored are; work conditions, degree of responsibility, flexibility, financial rewards, job security, organizational transparency, decision involvement, workplace relationships, and work relationships. In order to fully understand the motivational circumstances within the studied organization a comparison will be made between the managerial and employee perception of motivation.

The purpose and research questions mentioned above will be analyzed and answered by conducting a qualitative study. Researchers, such as Ajang (2007), that have conducted studies within this particular area have expressed a need for further qualitative research in order to develop the existing knowledge on employee motivation.

The aim of the following thesis is to contribute with additional information regarding the motivational orientation of production workers. Such information is valuable to HR managers within production facilities that are similar to the one that was studied during the following study, since it may increase their understanding of the employees’ motivational orientation. Hence, managers who are aware of the motivational orientation of the employees’ are more likely to implement an effective motivational strategy, which in turn will enhance the level of performance.

1.6 Thesis Disposition
The layout of the thesis was carefully designed in the following manner with the intention to construct a text that facilitates the readers understanding of the conducted study as well as the conclusion that was reached. Thus, the following section will briefly and descriptively summarize the content of the proceeding chapters. In addition,
each chapter will be stated with a brief summary of the content in order to allow the reader to predict the type of information that will be addressed.

The second chapter introduces the reader to the scientific approach to the study. The extent of the relationship between employee motivation and performance will be explored through five qualitative interviews. Furthermore, several aspects that are related to researcher perception and preconditions are addressed as well with the intent to establish a high degree of research transparency.

The third chapter will address existing motivational and performance theories. The majority of the theories were derived from previous research within the field such as the theories developed by Kovach (1978) and Amabile (2004). Furthermore, results and concepts from previous empirical studies are included with the aim to enhance the readers understanding of the studied association. However, the largest portion of the theoretical chapter addresses the highly complex phenomenon of employee motivation. The disproportionate division of text focused on defining and evaluating the existing theoretical knowledge regarding performance and motivation is intentional, since the authors focus more on employee motivation due to its high complexity.

The fourth chapter explores the manner the research process in a more detailed and descriptive manner. It addresses such aspects as the applied research design, the interview process as well as the sample selection. The decision to divide the methodological approach into two separate chapters was grounded upon intent to facilitate the readers understanding of the research process. Hence, the chapter initially explores the influence that the researcher may have on the study, due to the fact that qualitative research entails a high degree of researcher involvement.

The fifth chapter presents the empirical data that was derived from the conducted interviews. However, it initially introduces the reader to the organization which the interviewees belong to although the included information is general since the interviewees’ expressed a desire to remain anonymous.

The sixth chapter consists of an analysis of the empirical results, through a process of comparing and contrasting the results to existing motivational theories. Thus, the aim of chapter six is in connect the previous chapter in a manner that facilitates the readers understanding of the observed relationship between employee motivation and performance.

Lastly, the aim of the seventh chapter is to present the conclusion that was derived from the process of interpreting and analyzing the collected empirical data. In addition, the chapter also introduces the reader to our recommendations for future research which is relevant and/or complementary to this study. Furthermore, the last chapter ends with a section that addresses recommendations for the studied organization, in terms of improvements to the motivational strategy as well as advice for the HR management.
2. Scientific Approach

The following section contains information regarding the chosen research methodology and an extensive clarification of the researchers’ perspective. The purpose of this chapter is to enable any external individual to replicate the study in an accurate manner.

2.1 The Studied Organization

The organization within which the observations were conducted has expressed a desire to remain anonymous for various reasons. Hence, the following section will provide the reader with information regarding the organization that is highly generalized in order to honor the anonymity agreement.

The company was originally established in a medium size in Sweden, although it has undergone substantial growth since it was founded in 1940s. Its primary financial activity is within the market of producing agricultural devices and complementary accessories. Since its establishment the organization has grown at a high rate, in the 1940s it had a small-scale production and they began to export products worldwide in the late 1950s. By the middle of the 1960s the organization had managed to expand its operations into numerous international markets where it has established a world-leading position. The total share of the world market within the agricultural segment is approximately 25 percent. Furthermore, the company is continuously expanding its operations into new markets and is yearly increasing its market share. The organization currently has 250 workers employed in Sweden, whilst approximately 50 work at the factory where the interviews for this research were held.

The organization currently controls a substantial portion of the domestic market although 90 percent of the total production is exported to any of the other 39 countries. The company is mainly focusing on improving its position within foreign markets by introducing new high quality products and building a favorable reputation among its customers. Furthermore, the organization’s main objective is to become a market leader within all of the 40 markets where it has gained a substantial footing.

The customers are highly valued by the organization, hence the company goes to great length to please them and exceed their expectations. The managers are continuously striving to become the customer’s first choice brand within the relevant markets, which is achieved by always distributing high quality products at favorable delivery conditions.

2.2 Researchers Scientific View/ Ontology

Researchers are continuously guided and influenced by their philosophical perceptions, in terms of the selected research approach as well as the manner in which the studied phenomenon is approached (Creswell, 2009, p. 5). Therefore, the researcher should provide the reader with a holistic description of factors and perceptions that have guided the researchers toward a specific approach and/or understanding. Creswell refer to such guiding aspects as “worldviews” which is defined as “a basic set of belief that guide actions” (Creswell, 2009, p. 6). As researchers, we strive to achieve a high degree of transparency with regards to the research process in order to maximize the readers understanding of the study and the empirical results. Creswell also argues that a researchers worldview is derived from the students’ area of discipline, which in this
particular case is economy, as well as past research experiences, which in this case are moderate (Creswell, 2009, p. 6).

Furthermore, the worldview perception is also commonly referred to as the ontological approach to the research. Hence, it addresses the question pertaining to “what is the form and nature of reality and what can be known about it” (Bryman & Bell, 2011, p. 20). There are two common positions to the previously mentioned question which are called objectivism and constructivism (Bryman & Bell, 2011, pp. 20-21). The latter holds that social phenomenon have an existence that is independent of the social actors perception, whilst the former holds that social phenomena are continuously revised and thus generated by the social actors (Bryman & Bell, 2011, pp. 20-21).

The worldview perception that has guided us during the research is commonly referred to as the social constructivist worldview that is commonly associated with qualitative research approaches. Worldview perspective is defined as “the assumptions with which individuals seek an understanding of the world in which they live and work”. Individuals develop subjective meanings of their experiences- meanings directed toward certain objectives or things”(Creswell, 2009, p. 8). Therefore, the goal of the researcher that ascribes to the social constructivist perspective is to rely heavily on the interviewees’ perspective and experiences of the observed phenomenon (Creswell, 2009, p. 8). This perception is highly congruent with the manner in which we [the researchers] approached the study of employee motivation. This type of approach was adapted since motivation is highly individual and must therefore be understood from the individual perception of the interviewees’.

2.3 Epistemology
Bryman and Bell (2011, p. 15) describes epistemology as a concept which is guided by the question addressing what should be regarded as acceptable knowledge in a certain discipline. The following section will discuss the epistemological that was applied for the purpose of generating appropriate data that is congruent with the research purpose and question that was introduced in the introductory chapter.

Epistemology is commonly represented by two key approaches, which are either positivism or interpretivism (Saunders et al., 2012, p. 134). The latter holds that the world of social studies and that of natural research should be approached differently due to the high level of differentiation between the two fields (Bryman & Bell, 2011, pp. 15-17). Whereas the contrasting view of positivism argue that the two fields should be studied according to similar principles and procedures, in order to obtain valuable observations (Bryman & Bell, 2011, p.15).

The fact that the following study applies a deductive approach to theory complicated the selection process of which epistemological approach would be applied during the following study, however, after extensive deliberations and comparisons the authors’ arrived at the conclusion that interpretivism is more appropriate. This particular approach is considered to be highly relevant and appropriate since the empirical data was collected through the use of qualitative semi-structured interview. It is approaches which necessitates and thus require a high level of interpretation of the interviewees’ responses for the purpose of sense-making (Bryman & Bell, 2011, p. 16). Furthermore, the highly aim of the following study is to understand human behavior rather than to
explain it, which is congruent with the interpretive approach (Bryman & Bell, 2011, p. 16).

Consequently, the chosen epistemological and ontological approached selected in the two previous sections are congruent with the qualitative research method that was applied as a tool for data collection. Moreover, these approaches allows for the required interpretation of the interviewees’ responses.

2.4 Research Approach

The aim of this study is to determine whether a relationship exists between employee motivation and performance, which is highly current topic in an organizational context. Theorists have in the past proposed a variety of possible degrees and types of associations, although the availability of empirical data is limited. Thus, the intended research contribution of this study consists of valuable empirical data that either justifies or disproves the theoretical claims that were presented in the theoretical chapter. The high complexity of the phenomenon discussed necessitates a comprehensive understanding of its entirety. Therefore, the data collection process followed the guidelines of a qualitative research approach. Creswell argues that qualitative research is a research approach that is used to explore and understand individuals’ subjective interpretation of a social or human problem/phenomenon (Creswell, 2009, p. 4).

Qualitative studies are applied in research which aims to observe/study a phenomenon that requires a great deal of descriptive data and a need for an in-depth understanding of the concept (Holme & Solvang, 1997, p. 92). Experts within the field of research methodology suggest that the choice of method should be based upon the problem statement, thus the applied method must serve the research purpose in a satisfactory manner (Holme & Solvang, 1997, p. 79). While Morgan and Smircich argue that the suitability of a research methods, should be derived from the social phenomena that is being studies (Morgan & Smircich, 1980, p. 491). As a result of the chosen research subject little hesitation existent with regards to the most appropriate research approach, the fulfillment of the research question calls for an extensive identification of the factors which influence the motivational level of employees. Consequently, the desired data would be most effectively generated from a qualitative research approach. However, the functionality of the qualitative research was directed toward testing theories, whilst traditionally it is associated with theory generation (Bryman & Bell, 2011, p. 27).

Historically, qualitative research has been exclusively associated with an inductive approach, whereas quantitative research has exclusively been applying deductive approach. Although the distinction between the approaches have become less delineated during the last decades, due to the rarity of studies which exclusively apply one approach (Orton, 1997, p. 420). Research undertaken by academics such as Orton (1997) has applied a combination of the previously mentioned approaches for the purpose of improving the research (Orton, 1997, p. 419). Therefore, this study applies a deductive approach to theory even though a qualitative research approach is utilized.

The approach to the study is primarily deductive, since a theory was initially generated which later drove/influenced the process of collecting theoretical sources and data (Bryman & Bell, 2011, p. 11). This study was initiated through the generation of a theory, which states that a relationship between employee motivation and performance
exist and shall be proven/disproven. Subsequently, the research process was preceded through a thorough gathering of literary sources and research data. The newly acquired expertise enabled the identification of a research gap, which indicated the need for further empirical studies on the subject. Thus, the most appropriate manner of gaining extensive insight into the phenomena of employee motivation was through a qualitative research approach.

It is a common concession among motivational theorist that all individuals have a specific motivational predisposition (Mitchell, 1982, p. 81), hence in order to fully comprehend the gravity of motivation in an organizational context one must solicit the subjective opinions of organizational employees. The complexity of the motivation is attributable to the high degree of subjectivity and that employee motivators constantly change (Bowen & Radhakrishna, 1991), hence the most appropriate approach which would generate descriptive and explanatory information was through the use of qualitative interviews.

2.5 Researchers Perception
The aim of this section is to clarify and inform the reader of the researchers perception, in terms of their approach to the observed phenomenon and the interviewees’. The following research was mainly approached from the perspective of students as well as future actors in organizations. Hence, the obtained understanding of the importance of employee motivation in an organizational context will most likely be highly beneficial and applicable in our future professions. Furthermore, this knowledge may enable us to excel within managerial positions. Hence, a comprehensive understanding of motivational factors and strategies may contribute to an enhanced ability to successfully maintain a highly performing workforce.

In order to establish complete research transparency it is worth mentioning that the researchers’ preconceptions may have influenced the researchers’ interpretation of the gathered results to a certain extent. Preconceptions stem from the researchers background, expectation and previous experiences with the phenomenon. Hence, preconceptions constantly influence individuals in various ways although as a researcher one must take these into consideration in order to minimize its ability to influence the research.

Researchers are rarely able to proclaim that their studies are based on completely objective observations and interpretation of the collective data. Since the individuals’ perception of occurrences are mainly based on preconceptions that stem from previous experiences and knowledge (Ajang, 2007, p. 25-26). Creswell argues that the researchers’ bias/preconceptions such as values, personal background (gender, culture, and socioeconomic status) may shape his/her interpretation of the phenomenon during the study (Creswell, 2009, p. 177). Thus, as researchers we are aware of the influence that preconceptions may have on the research although a great deal have been done as attempts to limit its impact on the study.

2.5.1 Linn’s Preconceptions
My previous experiences with motivation consist of an extensive knowledge regarding my personal values and desires related to work behavior, which are related to my motivational orientation. Personally, I strive for personal as well as professional development thus one might conclude that intrinsic motivators primarily influence my
cognitive work behavior. Therefore, my preconceptions mainly consist of a greater appreciation and reliance on motivational factors that are similar to those governing my own behavior. Such preconceptions may distort my interpretation of the data, which in turn may have affected the research validity in a negative manner although the presence of another researcher limits the occurrence of such distortions.

2.5.2 Lisa’s Preconceptions
My knowledge within employee motivation and performance was very limited prior to this study. I have read some management and business development courses at the university but nothing entirely based on employee motivation. For me it is an interesting research area which have been of great importance for companies prior but also is a major concern of companies today as the availability of skilled workers are diminishing. We chose to investigate the production market as we saw it being the best way to measure productivity of workers. We believe it would have been tougher to measure productivity of the workers in a contrary market such as service companies.

Further we decided to send requests to different companies in this market that would be able to take time to conduct this study on them. We sent out requests to the major production companies in the forestry industry and similar industries and got responses from a company that we later conducted our study on.

The company we investigated has its base in northern Sweden but have some of their offices in Umeå. I am from Umeå but have had no interest in this company before. One of my family members does some computer work for this company but as the company is not aware of this and we have not been in contact with those people that the family member works with I do not see that I would be bias in this research. This is a company that I have only heard the name of and nothing else.

2.6 Literary Review and Criticism
The literature that was included in this thesis was selected with great care with the intent to present general motivational theories that are relevant for the purpose of exploring the relationship between employee motivation and performance, in a medium size organization that produce parts for forestry machines. The process of collecting literary sources was approached from a narrative perceptive, which means that it was used to obtain an initial understanding of the existing knowledge of employee motivation (Bryman & Bell, 2011, p. 101). Furthermore, the literature filled a valuable function in the sense that they approached the subject of motivation from different perspectives such as academic and managerial, which illustrated the observed phenomenon from a wider perception and thus enabled a more comprehensive understanding. Furthermore, theoretical models and factors relating to employee motivation was collected from books (e.g. course literature) as well as research journals with the intent to illustrate a variety of contrasting views on the subject.

The literary sources included in the theoretical chapter consisted exclusively of secondary source, which means that the data and theories were generated by another researcher/author. Consequently, these theories were established from research that was conducted in various different countries, however, they remain relevant for this thesis since motivation is not considered to be a phenomenon that is specific to certain geographical locations (Steers & Mowday, 2004).
As previously mentioned, the majority of the theoretical sources were established during a period that span from the 1960s to the 1970s. This may be perceived as a limitation, since their relevance may be questioned since they were developed many years ago. However, these sources were primarily included since they addressed highly influential motivational theories, whilst more recent sources were used when addressing relevant research regarding employee motivation and performance. It is our belief that these theoretical sources remain highly accurate and applicable despite they advanced age because they are constantly addressed and referred to in newly published literary work and researches. Thus, these sources are vital for an in-depth understanding of motivation and must therefore not be disregarded as outdated.

Furthermore, the vast majority of the information regarding the studied organization that is presented in the following chapter was collected from their website. Although it is important to mention that certain details were alter slightly with the intent to ensure anonymity, while other details were derived from the managers/supervisors, who were willing to discuss various operational areas.
3. Theoretical Frame of Reference

The purpose of the following chapter is to provide the reader with relevant theories and concepts from previous research that has been conducted within the areas of SHRM [strategic human resource management] and HRM [human resource management]. The inclusion of these concepts enables the reader to obtain a deeper understanding of the field and the relationship that will be proven during the course of the study. Furthermore, the development of motivational strategies within Swedish organizations will be discussed toward the end of this chapter.

3.1 Motivation in an Organizational Context

The aim of the following section is to clarify and explain the concept of employee motivation. A considerable amount of researchers, such as Vroom and Mitchell, have during the last decades attempted to define the concept with the intent of applying it to an organizational context. The continuous discovery of new findings has resulted to an organizational perception and behavior that is constantly altered in response to the new discoveries. Despite the endless establishment of new theories a limited amount of underlying principles that still remain current to this day, which became evident during the process of gathering literary sources for this research. Recently published journals and educational literature continues to discuss motivational theories that were developed by Maslow and Herzberg, even though, they were developed several decades ago. For instance the two-factor theory on motivation established by Herzberg in 1966, who is considered to be one of the founders of the field, still remains highly influential. Herzberg’s theories are commonly integrated with those of Maslow, who developed the hierarchy of needs theory. Thus, the two theories previously mentioned as well as Vrooms’ expectancy theory will be presented in the following section for the purpose of generating an in-depth comprehension of employee motivation.

3.1.1 What is Motivation?

The achievability of the research purpose in the study is highly dependent upon an extensive understanding of the concept of motivation. The studied concept has been defined in a variety of different ways by researchers who have dedicated a great deal of time and effort into exploring the subject of motivation. In the past, researchers have discussed and disagreed on how to accurately define motivation. A few of those suggestions will be presented in the following section.

Ryan & Deci (2000) proposed the functional and highly general definition that suggests that individuals are motivated when they are “moved to do something”. This particular definition is simplistic although it successfully expresses the underlying principle of motivation.

Vroom (1964) defines motivation as “a process governing choices made by person…among alternative forms of voluntary activates”. He argued that employees are consciously and rationally selecting different job related behaviors that they believe would yield the most desirable reward (Steers et al, 2004, p. 382).

Social scientists have in the past argued that motivation is “a psychological process that causes arousal, direction, and persistence of behavior” (Mitchell, 1982, p.81). However, Mitchell (1982) later on introduced a more descriptive definition which states: “that motivation becomes the degree to which an individual wants and chooses to engage in certain specified behaviors”. This definition was derived through the integration of
underlying properties and has been collectively approved by the motivational research community.

The following thesis will adapt the definition that was proposed by Mitchell, due to its ability to successfully describe motivation in a simplistic and highly descriptive manner. In addition, the authors’ of this thesis regard employee motivation as a conscious phenomenon in the sense that individuals are purposefully selecting their work related behavior based on their level of motivation and thus the available rewards. A few underlying principles pertaining to the concept of motivation, such as whether motivation is a conscious phenomenon, will be discussed further below. The previously stated definition of motivation was also selected due to the fact that it gained recognition from the research community as an acceptable and accurate definition.

After having read a variety of different research journals, such as psychology review and HRM [human resource management] review, on the subject it became clear that academics have in the past generated theories that are highly diverse with some underlying perceptions that are congruent. Motivational theorists commonly hold that motivation is an individual phenomenon (Mitchell, 1982, p. 81). Therefore the influence of motivational factors differ significantly between individuals due to the existence of different goals, values, expectations and needs.

Researchers have also accepted the notion that motivation is intentional (Mitchell, 1982, p. 81). The essence of the principle maintains that behaviors that are influenced by motivation shall be regarded as conscious actions (e.g. employee productivity, efficiency, dedication). Furthermore, Mitchell (1982) holds that motivation is multifaceted (Mitchell, 1982, p. 81). A principle which focuses on the fundamental aspects of arousal (what motivates individuals to perform?) and direction (how can the individuals’ actions be influenced?). Lastly, the main objective of motivational theories and research is to predict individuals’ behaviors (Mitchell, 1982, p.81).

Thus, when applying the concept of motivation to an organizational context, one might conclude that the purpose of integrating motivational models into the organizations activities is to shape the employees’ behavior in a manner that will serve its business objective. Therefore, the motivational theories that will be discussed in the subsequent section represent the type of motivational aspects which are commonly integrated into an organizations HR practices.

3.2 Motivational Theories
A substantial amount of research has been aimed at exploring the phenomenon of employee motivation and its ability to enhance the level of individual as well as organizational performance. The high interest in the field is attributable to research journals and management periodicals, which has in the past inspired researcher to explore the field of employee motivation since these highlighted the need for further research (Steers el al, 2004, p.379). The models and theories that were established based on these findings are highly diverse and occasionally contradictory. For example, a considerable amount of contradiction exists with regards to interaction between intrinsic and extrinsic motivators (Amabile, 2004, p.193). The motivational theories that were briefly mentioned above constitute a few of the most recognized theories for researchers and managers. Thus, these will be presented more extensively in the subsequent sections.
3.2.1 Expectancy Theory

Expectancy theory was derived from the early works of Lewin and Tolman, however, it did not gain a higher level of recognition until it was expanded by Vroom (Steers et al, 2004, p.382). Who further developed it by arguing that employees are prone to rationally evaluate various work behaviors in terms of the associated rewards and the perceived desirability of the offered reward (Streers et al, 2004, p.382). Hence, the theory maintains that employees evaluate their ability to perform a task successfully in relation to the rewards offered upon the successful completion of the assigned work task. Thus, the rewards level of desirability will determine to what extent the employee will pursue a successful task outcome (Halepota, 2005, p. 16). In other words, highly desirable rewards will inspire the employee to invest more effort into the assigned task, because the employee believes that the additional effort is admissible once the reward is received (Halepota, 2005, p.16).

The expectancy theory is regarded as a cognitive choice approach to work related motivation, which basically means that employees are making conscious decisions that determine the degree of involvement. The aim of the theory is to predict and to influence employee behavior through the offering of highly desirable rewards, whilst simultaneously discouraging undesirable behavior (Ajang, 2007, p. 15).

The expectancy theory approaches motivation as a process that is constantly changing dependent upon the individuals’ situation (Boxall & Purcell, 2011, p.223). Which means that motivation is not a static concept rather it changes during the course of an employees’ life, as a result of changes in the individuals’ values and desires. Furthermore, Boxall and Purcell identify three important aspects of employee motivation, which will be presented below.

Firstly, the organizational tasks and goals must be achievable. The establishment of impossible goals will result in frustration rather than motivation, which may lead to lower productivity and performance. Therefore, it is vital that the employee is confident that his/her ability is sufficient for a successful achievement of the goals. Thus, the organizational goals should be perceived as challenging but not impossible. Secondly, managers should be aware that employees are reward seekers in the sense that unrewarded goals are commonly disregarded because the additional effort is perceived as worthless. Lastly, employees are highly critical of the rewards. In order words, managers must offer rewards that the employees regard as valuable and/or desirable in order to enhance the level of motivation (Boxall & Purcell, 2011, p. 223).

For this particular thesis the expectancy theory was included for the purpose of evaluating its impact on the motivational level of production workers. As previously stated, the aim of the thesis is to explore the relationship between employee motivation and performance which means that the expectancy theory is highly relevant in terms of achieving the thesis purpose. Since the offering of desirable rewards constitutes a traditional and commonly applied motivational strategy within organizations. Therefore, it is important to determine whether the observed organization is applying such a strategy or whether they would benefit by doing so, depending on the motivational orientation of the workers.

The topic of motivational orientation and/or individual differences was briefly touched upon in the previous section. Thus for the purpose of obtaining an in-depth
understanding of motivation that discussion will be expanded in the proceeding section, by approaching it from an individual perspective through the use of Maslow’s hierarchy of needs theory.

2.2.2 Hierarchy of Needs

As stated in the previous section, the highly influential theory developed by Maslow will be discussed in the following section. The hierarchy of needs theory is highly controversial, due to the lack of validating evidence, although it remains widely accepted within the research as well as managerial community (Bolman, 2003, p. 117-118). Maslow claims that the following five categories of basic needs motivate individuals: physiological, safety, love, esteem, and self-actualization (Maslow, 1943, p.18).

The name of the theory originates from the fact that Maslow arranged the needs in a hierarchy of pre-potency, which means that the “lower-order” needs must be sufficiently satisfied before the individual proceeds to be motivated by the “higher-order” needs (Maslow, 1943, p. 14-15). The five types of needs previously mentioned are divided into categories in the following manner (see figure 1); lower-order needs includes psychological, safety, love whilst self-esteem and self-actualization are considered to be higher-order needs (Maslow, 1943, p. 5-6).

Maslow made a point of clarifying that different individuals process of advancing through the motivational stages may differ to some extent although the underlying advancement are congruent. Furthermore, individuals who have satisfied all the lower level needs, may return to a stage where he/she is motivated by lower level need as a result of drastic life changes (Halepota, 2005, p. 15). Maslow approached the phenomenon of motivation in terms of a process rather than as a static factor.

The hierarchy of needs theory is constantly referred to in literature addressing the subject of employee motivation, which is one of the primary reasons for including it in the following thesis. As mentioned in the section of literary sources, the theory has existed for several decades although it is the authors [our] belief that the human nature of needs is rather static, which means that the theory is highly relevant for the following study. Since the aim of the following study is to explore motivation through a process of
obtaining an in-depth understanding it is crucial to include basic theories such as the hierarchy of needs theory as well as those that are rather more complex, such as the two-factor theory that will be discussed in the following section.

3.2.3 The Motivator-Hygiene Theory; Intrinsic and Extrinsic Motivation

The American researcher Herzberg developed the theory commonly known as the two-factor theory, which distinguishes between motivators and hygiene factors. These factors were discovered through an extensive study on different categories of workers. However, it is also important to mention that Herzberg was the first researcher to propose that job design is a highly influential factor on employee motivation and work attitude (Steers et al., 2004, p.381). Furthermore, the two-factor theory originates from a combination of factors from the two motivational theories discussed previously in this chapter.

The two-factor theory is similar to that of Maslow in the sense that both are constantly reoccurring in motivational literature with its primary focus on employee motivation. Therefore Herzberg’s theory has been extended and clarified by academics such as Bolman (2003) who claim that motivators cause the employees to experience the internal sensation of happiness and/or an improved work attitude. While hygiene factors are evidently connected to the sensation of unhappiness and/or bad attitudes (Bolman, 2003, p. 147-148). Motivators are intrinsic motivational factors related to the work itself and hygiene factors are extrinsic motivational factors related to the work context (Bolman, 2003, p.148). The motivators and hygiene’s are presented in a simple and descriptive manner in figure 2.

Herzberg was considered to be a pioneer within the field of motivational research, due to the revolutionary proposal that motivation is divisible into intrinsic and extrinsic motivation. The discovery of these motivational types instigated a substantial amount of research, such as those conducted by Amabile (1994), which later confirmed its relevance and applicability within a variety of fields. Furthermore, the following theory has had a great impact on HR practices in the sense that managers must determine the type of motivation that is common among the employees in order to be able to implement an effective and appropriate motivational strategy.

Herzberg’s two-factor theory is perceived to be relevant to this research since it allows the authors’ [us] to determine the motivational orientation of the interviewed production workers. Such knowledge is required in order for the HR management to implement motivational strategies and rewards that are congruent with the employees’ needs and desires. For example, an inadequate understanding of employee motivation constitutes an obstacle to achieving a high level of employee motivation. Hence, the aim of the following section is to present and analyze the two-factor theory in an organizational context.
Historically, leaders and managers have invested a substantial amount of time and effort into discovering a feasible solution to the issue of employee motivation (Mitchell, 1982). However, researcher such as Amabile (2004) argues that the effectiveness and appropriateness of a motivational solution is dependent upon the organizational circumstances as well as the employees’ motivational orientation. Hence, the principal objective of motivational research is to predict behavior and discern effective methods for influencing the directionality of employees’ efforts (Mitchell, 1982).

Employee motivation is known to have a substantial implication on the success of the organization, according to academics such as Jiang et al. (2012). Thus, highly motivated employees are prone to be more productive, dedicated, produce high quality work than employees that are unmotivated (Amabile, 1993, p. 185). Robert H Warren is a behavioral scientist who has clarified the relationship between motivation and performance by stating that they are interdependent (Halepota, 2005, p.15).

Furthermore, managers’ ability to motivate the workforce is dependent upon his/her understanding of intrinsic and extrinsic motivation. A survey that was conducted by Kovach revealed that managers are commonly unaware of the most effective strategy for enhancing employee motivation. The survey required that managers/supervisors ranked ten motivational factors in correspondence to their perceived importance. The results revealed that the vast majority of managers ranked wages and other financial motivators among the most important motivational factors whereas interesting work assignments were perceived as much less important (Kovach, 1987, p. 60-63). Kovach attribute the managerial inaccuracy to a concept called “self-reference” which states that managers offer rewards to the employees that they personally feel are motivational and desirable, even though the employees does not regard such rewards as motivational (Kovach, 1987, p. 60).

The concept of intrinsic motivation was mentioned briefly in a previous section, however, a more comprehensive evaluation of the concept will take place in below. In congruence with the definition of motivation, a variety of definitions of intrinsic motivation exist depending of the researchers’ area of expertise. McClelland (1951) has described intrinsic motivation as the fulfillment of a need for achievement (Staw, 1974,
The statement suggests that the motivation originates from within the individual, a perception which has earned a great deal of support from the research community (Ryan & Deci, 2000, p.56). Amabile’s define intrinsic motivation as follows; “individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work” (Amabile, 1994, p.188).

Research conducted with the intent to further expanding the understanding of intrinsic motivation has uncovered a variety of applicable strategies, which are known to increase employee’s intrinsic motivation. The implementation of motivational strategies has in the past yielded improvements in productivity and work experience, which ultimately increases the organizational performance (Hackman & Oldham, 1971, p.250).

The prominent motivational strategies that are known to increase intrinsic motivation are commonly concerned with job enrichment as well as work redesign (Hackman & Oldham, 1971, p.251). Hackman’s theory of job enrichment was an extension of Herzberg’s theory. According to the theory, there are three highly critical factors must be taken into consideration during the process of job enrichment. Firstly, the work must to be perceived as meaningful, in other words a clear purpose. Secondly, the employee must be allowed a degree of responsibility in order to feel accountable for the results. Lastly, feedback regarding their performance should be given continuously to allow for personal development (Bolman, 2003, p.148). Hackman’s theory is congruent with that of Shaw, who claims that the most effective strategy is to alter the work task itself. This would allow the individual to experience a greater sense of satisfaction from the accomplishment (Staw, 1974, p.15). Several researchers have agreed upon the fact that individuals are highly intrinsically motivated in job situations where the difficulty of the task is appropriate to the person’s skill level (Amabile, 1993, p.188, [Vroom, 1964, p.198]).

However, a complete understanding of motivation necessitates an evaluation of extrinsic motivation as well. Amabile (1993) define it as follows “individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself”. Whereas Deci claims that extrinsic motivation is attributable to factors external to the individual such as salary or verbal reinforcement (Deci, 1972, p. 217).

Traditionally, the most popular motivational strategy applied for the purpose of altering an individual’s task behavior has been to offer extrinsic rewards (Staw, 1974, p. 11). Although a great degree of importance is attached to improving employees’ intrinsic motivation there are undoubtedly advantages with the implementation of an extrinsic reward system. The extrinsic nature of individuals is considered to be highly complex, due to the uniqueness of each individual. The effectiveness of the reward is dependent whether the employee associates it with great utility. Furthermore, the strategy is based upon the assumption that managers are aware of the needs and desires of the individual that is performing the task (Staw, 1974, p.12). However, it is crucial to be consistent in terms of awarding extrinsic rewards otherwise the inconsistency and insufficiency will have a de-motivating effect (Deci, 1972, p. 218).
A considerable controversy exists among researchers with regards whether a causality exist between intrinsic and extrinsic motivation (Amabile, 1994, p.194). Shaw claims that the relationship the motivational strategies is positive under certain conditions whilst negative under others, hence the relationship is highly situational (Staw, 1974, p.46). A claim that is congruent with that of Deci who describes those situations as follows; if extrinsic rewards (money) are awarded to intrinsically motivated individual contingently, than the internal level of motivation will decrease. Whereas when such a reward is bestowed non-contingently than it may have a reinforcing effect on the individuals’ motivation (Deci, 1972, p.227). Amabile concur with the claim that a positive relationship exists between intrinsic and extrinsic motivation. Moreover she added that the motivational effects might differ significantly between the two strategies (Amabile, 1994, p.194). In addition, she argues that individuals are commonly oriented toward intrinsic and/or extrinsic motivators. However, the individual orientation may be temporarily altered by aspects such as the offering of a substantial extrinsic reward or significant changes in the work situation (Amabile, 1994, p. 193). Thus, if a worker that is commonly intrinsically motivated is offered a substantial monetary reward, than he/she may experience a noticeable increase in the level of motivation. This means that an employees’ motivational orientation is not necessarily static.

The essential views presented in the previous discussion are as follows; an employee’s task behavior can be effectively influenced by both intrinsic and extrinsic motivational strategies. Both of the strategies requires a considerable amount of managerial awareness with regards to whether the employee’s are mainly intrinsically or extrinsically motivated, otherwise the attempt to increase motivation may have the opposite effect.

Herzberg’s and Maslow’s theories demonstrate certain level of resemblance whilst there are aspects that are highly distinguishable. Researchers have traditionally regarded them as complementary in the sense that a great deal can be learned by combining the Two-Factor Theory and the Hierarchy of needs theory. Herzberg has in the past stated that motivators improve the employees work attitude because they cater to the employees need and desire for self-actualization (Maslow, 1954).

Herzberg’s intrinsic motivation is highly related to Maslow’s need for self-actualization. Maslow states in his book from 1943 that intrinsic motivators are intertwined with “higher-order” needs, which means that all lower needs must be sufficiently satisfied before an individual will attempt to achieve personal growth (Maslow, 1943, p.5-6). Whereas, “lower-order” needs are associated with extrinsic motivators, thus the appropriateness of motivational strategies is dependent upon whether the individual is motivated by “lower-order” or “higher-order” needs (Maslow, 1943, p.5-6). For example, an individual that is struggling financially is extrinsically motivated by additional pay, rather than an intrinsic motivator such as job enrichment that mainly caters to higher needs.

One should understand from the previous discussion that the task that managers are facing in terms of employee motivation is highly complex and therefore requires an extensive expertise of the subject. As previously stated, the success and effectively of a motivational strategy is dependent whether the manager is able to determine the motivational orientation of the individual who’s task behavior must be altered.
For the purpose of this study, the theoretical sources that were discussed in the following section provide the reader with sufficient information regarding the observed phenomenon. In other words, one’s ability to accurately comprehend and analyze the empirical data that will be presented in the next chapter requires a basic understanding of these theoretical models. As researchers, it was important to obtain in-depth information regarding employee motivation and the theoretical models previously discussed allowed us to design highly relevant and formational qualitative questions for the interviews.

Herzberg’s theory is relevant to this study in the sense that a great deal of valuable information regarding the phenomenon of motivation was retrieved from the Two-Factor theory, such as the usefulness of separating motivation into intrinsic and extrinsic motivators. The intrinsic and extrinsic factors were applied during the process of designing the interview guide that was utilized with the intent of ensuring a degree of interview consistence. Yet another area of relevance is related to the fact that Herzberg argues that intrinsic motivation is positively linked with performance to a greater extent than extrinsic motivators.

Herzberg’s two-factor theory as well as Kovach survey concept is highly appropriate in terms of facilitating the process of fulfilling the aim of this study. Since a comprehensive understanding of the observed concept is required in order to be able to determine the level of influence that different factors have on the level of motivation. Furthermore, the theory presented in this section is relevant since it takes into account different motivational aspect and factors that were integrated into the data collection tool. Moreover, Herzberg’s theory allows for an in-depth comprehension of motivation of an individual perspective.

The second research question is aimed at determining the extent to which employee motivation and performance are associated. Thus this chapter will proceed by presenting job performance theories that are primarily included for the purpose of answering the second question.

### 3.3 Job Performance

As mentioned in the introductory chapter, the following study will approach the phenomenon of employee motivation from an employee as well as a managers’ perspective. The current theoretical literature pertaining to performance will be evaluated in the following section, for the purpose of determining to which extent these factors are known to influence the performance quality. The topic of performance is closely linked to the HR department, which is primarily concerned with sets of activates aimed at improving the employees’ performance (Boxall & Purcell, 2011, p.4). This includes managerial practices such as: recruiting, selection, retaining employees, training, and most importantly the implementation of motivational strategies (Boxall & Purcell, 2011, p.5).

#### 3.3.1 Employee Performance

The highly regarded and commonly used AMO model of individual performance (see figure 3), attach great emphasis on aspects such as employee ability, motivation and the opportunity for personal development. The management constitutes a significant determinant of employee performance, in the sense that “*if managers want to enhance individual performance, they need to influence these three variables positively*” (Boxall
Although the discussed model also includes financial investments and availability technology as highly influential determinants, since these variables may lessen the individual workload which allows for a higher degree of efficiency. However, the achievability of sustainable organizational success requires constant managerial vigilance and adaptation to the continuously evolving business environment. Hence, managers must not disregard the importance of reinvesting in the company which increases the likelihood of attaining long-term motivation and efficiency.

A great deal of resources has been directed toward determining the perfect combination of ability, motivation and opportunity to perform in relation to achieving the maximum level of employee performance (Boxall et al., 2011, p.6). The identification of such a formula remains unattainable for researchers although the achievability of high quality performance necessitates the existence of all three organizational qualities. Consequently, the feasibility of organizational success is highly dependent upon the managements’ ability to incorporate a stimulating work environment which motivates the employees to perform to their fullest potential (Boxall et al., 2011, p.6).

![Figure 3, The AMO model of individual performance. (Boxall & Purcell (2011) pp. 5)](image)

This model enables us to see what different aspects needs to be interoperated in order to create individual performance that will benefit the company. We need to investigate how the HRM department work with policies and practical issues that involves the employees but also the managerial aspects of investment. This thesis will be focused on how the HRM department motivates their employees and see if it is sufficient or if it could be changed in order to create better employee performance.

### 3.4 Job Satisfaction

Employee motivation and performance have been discussed previously in the thesis; however, an extensive comprehension of the link between the concepts requires a combined analysis. Thus, the purpose of the following section is to illustrate and present theories which argue for the existence of such a relationship.

The highly complex association between employee motivation and performance has fascinated researchers for decades, although a great deal remains to be discovered. Previously conducted research has successfully managed to establish that an unmistakable connection exists, however, the precise aspects remain hazy (Guest, 2011, p.3). Furthermore, researchers have also discovered that a clear and strong association
exist between motivation, job satisfaction, and performance. Hence, when an individual is highly motivated, intrinsically and/or extrinsically, while simultaneously experiencing a high level of job satisfaction the work performance will be of a high standard (Hackman & Oldham, 1971, p.251). An in-depth comprehension of the relationship that was previously described requires a basic understanding of job satisfaction.

A variety of theories exist regarding the importance of job satisfaction in terms of performance and the vast majority of them are based on Herzberg’s Two-Factor Theory. Previous research data have determined that job satisfaction is linked to intrinsic motivation, or more specifically motivators. Herzberg maintains that a job’s contribution to increased motivation and satisfaction is limited/dependent upon the degree to which motivators are integrated in the work itself (Hackman & Oldham, 1971, p. 251). Consequently, intrinsic motivation represents the most significant determinant of job satisfaction, although extrinsic motivation may temporarily improve satisfaction and attitude (Tietjen & Myers, 1998, p.227). Researchers have agreed upon the fact that job satisfaction results in confidence, loyalty and ultimately improve the quality of the employee’s performance (Tietjen & Myers, 1998, p.226).

Research has shown that there are a variety of influential factors which determines the degree of employee motivation. Consequently, managers are crucial to the performance and success of the organization. Managers are highly involved in the process of shaping/re-shaping the organizational structure in a manner that encourages and improves the level of motivation. Hence, the managerial position requires an extensive understanding of motivational factors and an ability to effectively implement appropriate motivational strategies (Amabile, 1994, p. 187). Theorists have concluded that the vast majority of jobs contain certain tasks that are exclusively extrinsically motivated whilst others are intrinsically motivated. This means that individuals that are receptive to both extrinsic as well as intrinsic motivators are prone to a superior level of performance (Amabile, 1994, p.189).

Several motivational theorists such as Herzberg have proclaimed that a series of job characteristics must be present within an organization in order to foster intrinsic motivation in the workforce, which would ultimately result in a high organizational performance. The necessary job characteristics are related to skill variety, task identity, task significance, autonomy, and continuous feedback ([Hackman & Oldham, 1971, p. 254], [Amabile, 1994, p. 187]). The previously mentioned job characteristic theory is congruent with research conducted by Hackman et al. which proposes the existence of four core dimensions with the exception of task significance (Hackman & Lawler, 1971, p. 259).

Skill variety is related to the extent to which the work tasks are differentiated and varied, whereas task identity refers to whether the nature of the work allows the employee to feel responsible for a substantial portion of the task, both success and failures (Hackman & Lawler, 1971, p. 262). Autonomy in an organizational context evaluates the degree to which the individual is allowed to feel responsible for his/her work (Hackman & Lawler, 1971, pp. 263-265). Lastly, consistent feedback is required with regards to the job accomplishments; inconsistent feedback or lack thereof hampers the individual’s personal development. This means that inconsistent feedback may
function as a demotivation and thus hurt the organizational performance (Hackman & Lawler, 1971, p. 263).

Furthermore, Hackman and Lawler (1971) states that employees that are motivated by “higher-order” needs, that is intrinsically motivated, are inclined to experience an elevated degree of dedication as well as satisfaction when these four core dimensions are present in the organization (Hackman & Lawler, 1971, p. 282). Hence, the future success of an organization is highly dependent upon the existence of specific job characteristics that enables employee’s to achieve a high quality performance. Furthermore, when employees are performing well their internal satisfaction as well as motivation is automatically improved. The advantages associated with an intrinsically motivated workforce are to a certain degree financial, in the sense that intrinsic motivator does not require a substantial investment of capital.

As previously stated, motivational theorists have through extensive research determined that extrinsic motivators does not lead to a higher performance quality in exclusivity. While when combined with either intrinsic motivators or prominently existing core dimensions hygiene factors may have an elevating effect on satisfaction and motivation ((Amabile, 1994, p. 194), (Tietjen & Myers, 1998, p. 227)). Extrinsic motivators such as financial rewards have been used extensively in the past in the belief that they contribute to a superior work performance, although the opposite have been proven by recent research. Thus, previous research has successfully established a positive relationship between motivation and work performance.

Consequently, the aim of the proceeding chapter was to present the reader with general motivational and employee performance theories that have been accepted by the researcher community. The motivational models derived from Maslow, Vroom and Herzberg has contributed to significant developments and imprints on the current understanding of individual motivation. These models were discussed in greater extent previously in this chapter, however, the theoretical sources will be briefly summarized in the following section.

3.5 The Development of Motivational Strategies Within Sweden

A variety of motivational theories have been discussed previously in this chapter, however, since the following research takes place within a Swedish organization it is vital to determine the impact and development of motivational strategies within a Swedish context. Thus, the purpose of the following section is to introduce the reader to the concept of employee motivation within Swedish organizations, which ultimately aims to enhance the readers understanding of motivation within an international as well as national context.

A variety of motivational studies have has been carried out in Swedish and more specifically in the Nordic countries which aimed to promote good work within an organizational context (Gustavsen, 2011, p. 471). The transformations period included in the following research includes several research programs that were initiated in 1969 and continued until 1995. A great deal was learned from these particular programs in terms of how to increase productivity within organizations.
The initial program referred to as URAF, which was initiated in 1969 until 1976 explored different “control” mechanism within several industrial settings (Hamde, 2000, p. 72). Thus, the experiment mainly consisted of delegating a degree of authority and/or autonomy to workgroups rather than to supervisors, for the purpose of observing whether it has an impact on productivity (Hamde, 2000). Researchers’ involved in the program found that the employees’ should be allowed a degree of ability to decision involvement in order to enhance the productivity, which is congruent with Hackman and Lawler’s (1971) theory of job design where autonomy is an important factor. Consequently, the previously mentioned researchers’ suggest that when autonomous groups are allowed to work independently with a greater sense of responsibility and job satisfaction than the level of productivity is believed to increase ((Hackman & Lawler, 1971, p. 263), (Hamde, 2000, p. 86)).

The development of performance and production related strategies proceeded by a second program which is commonly known as the New Factor approach and was undertaken between 1974-1979 (Hamde, 2000, p. 82). The objective of this reform was to design better jobs for the employees’ in terms of group work, involvement, organizational transparency, and the possibility for personal development (Hamde, 2000, p. 82). The majority of these work related factors should be recognized from the previous section pertaining to important job characteristics that are proposed to increase employee motivation by researchers’ such as Herzberg, Hackman and Lawler (1971). Thus, from the following discussion a pattern begin to protrude which suggest that the theories that were previously discussed have significantly impacted organizational operations related to effectiveness and productivity.

Furthermore, the New Factory approach includes the discussion of ensuring that individuals perceive work as meaningful, interesting and most importantly to make the work itself into a process of personal development (Hamde, 2000, p. 83). Researcher such as Maslow and Herzberg discussed the concept of personal development extensively, although it was referred to as a need for self-actualization or intrinsic motivation. Yet again it is evident that those highly influential theories have had a significant impact on organizational practices that are related to employee motivation and performance.

The third program spanned over a period of five years from 1985-1990 and it is commonly referred to as the democratic dialogue approach. This particular program was implemented into organizations in all Scandinavian countries at different times, which is why it is considered to be foundational to the Scandinavian model of work organization (Gustavsen, 2007, pp. 652-654). Furthermore, the aim of the program was to encourage participants to develop valuable competencies in applying the approach of democratic dialogue as well as the collective participation of all types of employees’ within the organization with such notions as activity and equality (Gustavsen & Egelstad, 1986, p.108). Thus, the program contributed with valuable information pertaining to the most effective manner in which organizational changes should be carried out in the most effective manner (Hamde, 2000, p. 101). Therefore, the fundamental principle of the dialogue approach is that all employees’, regardless of level, possess valuable knowledge and experience regarding the organizations practices that should be taken into consideration during the process of decision-making and change.
The democratic dialogue approach is interlinked with motivational factors such as decision involvement and organizational transparency, both of which were discussed previously in this chapter. Furthermore, these factors will also be explored in term of their importance to the production workers.

The final program that was undertaken from 1990 and lasted until 1995 is more commonly known as The Work Life Program, which primarily focused in the integration of teamwork into organizations (Hamde, 2000, p. 105). It is aimed at enhancing work organizations, productivity, rehabilitation of long-term sick employees’ and improving the physical work environment through competence development (Hamde, 2000, p. 105). The program advocated for different types of organizational flexibilities such as human capital development, higher degree of individual responsibility, and lastly the integration of an employee compensation system which took into account different individual criteria when setting wages (Hamde, 2000, p. 107). In addition, researchers concluded that the performance resulting from teamwork is dependent upon the level of skill variety as well as the integration of different operational procedures in to the group environment.

Based on the previous discussion of the development of different productivity related practices within Swedish organization, one can conclude that the primary focus has been on the collective performance of several individuals in the form or workgroups. Furthermore, it is also evident that the programs have integrated several motivational factors such as decision involvement and self-actualization from the theories that were discussed previously. Thus, from the following section it is clear that the theories developed by Herzberg, Maslow, and Vroom have had a significant impact of Swedish organizations despite the fact that they were initially develop in different organizational contexts.

3.6 Summary
At this particular stage in the thesis it is important to briefly summarize the theoretical models previously discussed in this chapter. The decision to include the theories produced by Maslow, Herzberg and Vroom was largely based upon their constant reoccurrence when exploring the field of motivation. These theories have existed for a considerable amount of years, under which time other theorists have introduced complementary extensions where some have been more successful than others. Therefore, the most logical alternative for this study was to return to the basic theories that have been widely accepted by experts within the field. As previously discussed, the expectancy theory is regarded as a compilation of Maslow’s and Herzberg’s theories.

The hierarchy of needs theory argues that individuals are motivated by five stages of needs. Hence, a managers’ ability to successfully motivate an employee is dependent upon his/her understanding of which need the employee is currently striving to fulfill. While Herzberg’s theory introduced the famous notion that individuals/employees may be either intrinsically or extrinsically motivated. Which basically means that motivation may be enhanced by either external factors, such as money or appraisal, or by internal factors, such as a genuine desire for achievement and/or personal growth. Furthermore, the two-factor theory went further by arguing that each individual have an underlying motivational orientation, that is either mainly intrinsic or extrinsic. Lastly, Vroom expanded the expectancy theory by integrating an organizational perspective. The expectancy theory mainly argues that the employees’ motivational level is improved by
the awareness that a highly valued reward will be available to them upon the successful completion of a work task, thus, if the offered reward (e.g. promotion, bonus) is sufficiently valuable to the employee than the additional effort required to complete the task will be justified.

Furthermore, the subject of job satisfaction and job characteristics were addressed in this chapter. These models are relevant to this thesis since they have been proven to influence the level of employee performance by theorists such as Hackman and Oldham. Therefore, these theories must be taken into consideration for the purpose of obtaining an in-depth understanding of employee motivation within production companies. Work tasks within companies that are mainly involved with production of goods tend to be quite static and monotone, which allows for an exploration of the extent to which these performance theories influence the motivational level of production workers. Hence, the theoretical models related to job satisfaction and job characteristics will be revisited during the analysis. However, certain aspects of these theories have were included in the interview guide for the purpose of exploring to which extent they influence the motivational level of production workers.

Lastly, fragments of a survey that initially developed by Kovach (1987) were integrated into the interview protocol for the interview with the manager as well as the employees. Kovach conducted a survey were the interviewees’, managers and employees, had to rank ten motivational factors based on their level of importance. A similar question was posed to this study’s interviewees’; for the purpose of determine whether the management’s perception of employee motivation is congruent with that of the interviewed employees.

The motivational theories will be revisited in the empirical analysis and certain aspects of them will be taken into consideration when designing the interview protocol, hence these will be reoccurring throughout the thesis.
4. Practical Method

In the following chapter, the research processes that were used to gather the empirical data necessary to answer the research question will be discussed in greater detail. Hence, this chapter will provide the reader information that is needed for a deeper understanding of the study, knowledge that is needed when evaluating the relevance and accuracy of the study.

The empirical data generated by this research was collected through the use of a case study. The selected research design was primarily grounded in the desire to obtain a highly descriptive and an in-depth understanding of the relationship between employee motivation and performance (Bryman & Bell, 2011, p. 59). A case study is commonly defined as an empirical investigation concerning a current phenomenon that is conducted in a real-life context through the use of multiple sources of evidence (Noor, 2008, p. 1602). The validity of qualitative methods, and more so case studies, has in the past been intensively discussed/criticized by the research community (Morgan & Smircich, 1980, p. 491). Authors/researchers have argued that case studies lack scientific objectivity/accuracy and that it does not allow for generalizability, however it has gained more support during the last decades (Morgan & Smircich, 1980, p. 491). Several highly regarded researchers have begun to advocate for its substantial scientific contribution as well as for the valuable insight generated by case studies (Flyvbjerg, 2006, p. 220).

Morgan argues that the suitability of different research methods is dependent upon the nature of the phenomenon that is being explored (Morgan & Smircich, 1980, p. 491), therefore case studies are particularly appropriate when dealing with highly complex phenomenon and processes in great-depth (Noor, 2008, p. 1602). The primary advantage with case studies is enables the researcher to experience real-life situations and conduct studies connection to phenomenon as they unfold (Flyvbjerg, 2006, p. 235). Consequently, this study fulfilled all the necessary prerequisites that were required in order to achieve the research purpose and to answer the research question. Although the decision to select this particular research design was primarily associated with a degree of hesitation, due to the high controversy commonly associated with case studies. The hesitation quickly subsided once a substantial amount of literature on the subject has been gathered and studied. The literature revealed that researcher that were previously critical of case studies had during the last decade become the primary advocates for the method, due to recent research which disproves the common misconceptions about case-study research (Flyvbjerg, 2006, p. 222).

As previously mentioned, the primary argument against the validity of case studies concerns the lack of generalizability. Flyvbjerg (2006) have in congruence with other researcher responded as follows; “that knowledge cannot be formally generalized does not mean that it cannot enter into collective process of knowledge accumulation in a given field or a society” (Flyvbjerg, 2006, p. 227). Furthermore, he argues that empirical data generated by case studies have contributed with valuable knowledge and developed scientifically innovative processes (Flyvbjerg, 2006, p. 227). Another common misconception is that case studies enable researchers’ to maintain a bias toward verification, which suggests that researchers have a tendency to interpret the data in a manner which confirms their preconceived theories (Flyvbjerg, 2006, p. 234). His response to such claim is that subjectivism/bias is a part of the human nature and thus applies to all research methods, not simply case studies or qualitative approaches.
In the case of qualitative research the interviewees' can easily correct such verification bias. The aim of this study was to obtain an in-depth understanding for motivation and some argue that the most productive form of learning/understanding occurs when the researcher actively participate within the context that is being studied (Flyvbjerg, 2006, p. 236).

4.1 Data Collection

The empirical data generated by this study was collected through semi-structured interviews, which were conducted in a face-to-face fashion at the interviewees’ workplace. Interviewing constitutes one of the most commonly applied methods for data collection in qualitative research (Longhurst, 2010, p. 104). Bryman and Bell (2011) maintain that qualitative interviewing is highly suitable when researchers are probing for rich and detailed answers pertaining to the investigated phenomenon (Bryman & Bell, 2011, p. 467). Hence, this type of research format enables the interviewer to explore the interviewees’ social and personal experiences that are connected with the observed entity (DiCicco-Bloom, 2006, p. 315).

The decision to conduct semi-structured interviews was derived from the desire to obtain in-depth information regarding the interviewees’ motivational experiences. For that purpose it was more suitable to enlist a flexible and less structured interview format, which primarily unfolded as a conversation between interviewers and interviewees (Longhurst, 2010, p. 104). Furthermore, Bryman and Bell (2011) argues that unstructured interview formats, including semi-structured, limit the researchers ability to project ones own assumptions and/or expectations on to the research. Consequently, the researcher is more prone to absorbing the interviewees’ perspectives and experiences (Bryman & Bell, 2011, p. 472).

The interviewees’ were presented with a few open-ended questions that were designed to inspire the interviewees’ to device a genuine answer pertaining to his/her previous experiences of organizational motivation. The open-ended question design was selected because it allows for a discussion between the interviewer and the interviewee. Yet another advantage is that those types of questions enables that interviewees’ to device an answer in their own terms, which improves the likelihood that the interviewees’ will remain truthful and feel confident in the interview situation (Bryman & Bell, 2011, p. 249).

Prior to commencing the process of data collection an interview guide (see appendix) was produced with the intent to facilitate interview congruency. As previously mentioned, semi-structured interviews allows for a certain level of flexibility although the validity and credibility is dependent upon the researchers ability to address the predetermined topics in order to generate comparable data (Bryman & Bell, 2011, p. 467). The interviews were held individually with the objective to establish a comfortable and secure research environment for the interviewees’, which would allow them to disclose of personal information without being judged by coworkers. Both researchers were present during the interviews in order to ensure that all interviews were conducted in a similar manner, but also to limit the possibility for misinterpretation. Furthermore, the interviews were recorded with reliable audio devices and the answers were included in transcripts (see appendix), in order to demonstrate complete transparency. Hence, the research design was executed with great care with
the intent to provide the reader with all the relevant details that are needed in order to establish a holistic perception of the study.

4.2 Interview Questions
The phenomenon that was observed during the following study required an extensive in-depth comprehension of employee motivation which was only achievable through interviews with a selected group of interviewees’. In order to establish a degree of interview congruency a protocol/interview guide was produced with a set of questions that are separate for the managers and the employees. These questions will be discussed in the following section with the intent to discuss their relevance to the study.

The questions were initially written in English although were later translated in to Swedish, in order to facilitate and enhance the interviewees’ understanding. A great deal of care was taken during the process of translating the questions due to the importance of ensuring that the wording and the underlying message is the same in both languages. If such care is not taken there is a possibility that the empirical data and ultimately the entire study may be negatively affected due to a high degree of inaccuracy. Furthermore, the language was intentionally made simple with the aim to further enhance minimize the possibility for misunderstandings. Furthermore, the questions were made available to the interviewees prior to the scheduled date for data collection; this was done with the intention to allow the interviewees’ to reflect upon their answers as well as to instigate a thought process. As researchers, we feel that the process of data collection was made more efficient by saving time that could be used to pose complementary questions instead.

A portion of the interviews was held with a manager at the HRM department and he/she was asked the questions specifically designed for managers (see appendix). These questions were intentionally designed to generate data regarding the motivational practices that are currently being practiced at the selected organization, while simultaneously allowing us to determine the accuracy of the managerial perception of how employees are most effectively motivated. Data that will be utilized in the empirical analysis as a comparison to the employees responses.

The second interview guide was designed to retrieve as much in-depth information as possible regarding the interviewees’ motivational orientation. The first three questions are intentionally designed to be of a highly general nature, these are mainly concerned with the interviewees’ background. The purpose of these questions is to determine whether some degree of congruency exists between interviewees’ belonging to a certain category such as age, similar educational background. We found that such information could be valuable for categorical purposes since it could potentially enable us to discover a reoccurring pattern between the general background information and the answer to the questions regarding motivational orientation. Although the empirical data generated during this study is not generalizable it may be valuable for future research purpose. For example, the discovery of an undisputable pattern between age and motivational orientation may inspire the instigation of supplementary research which intends to investigate the relationship further through more extensive studies.

The remaining questions in the interview protocol are designed to retrieve in-depth information regarding the interviewees’ motivational orientation. The questions posed to the employees are related to their current work situation as well as personal preferences, which allows for an accurate comparison of the motivational strategies that
are currently implemented in the observed organization. Furthermore, the inclusion of various perspectives allows the researcher to identify and present a more complete and accurate representation of the observed phenomenon.

4.3 Research Sample
This thesis will explore the relationship between employee motivation and performance in a medium size organization which produce parts for forestry machines. The fulfillment of that purpose requires an in-depth understanding of which motivational strategies are being applied within an organization as well as an understanding of the motivational orientation of a few of the employee within the same company. After which one may proceed by comparing the collected data, for the purpose of evaluating the congruency between the divers motivational perspectives, while simultaneously incorporate performance.

Qualitative research sampling consists of a variety of different strategies for selecting the most appropriate interviewees’, whom are able to contribute with highly relevant information regarding the studied phenomenon. As previously mentioned, one of the foundational objectives of this study was to integrate a high level of research transparency for the purpose of enhancing the readers understanding of the research process. Hence, the following section will largely consist of a discussion of the selection process of the observed as well as the interviewees.

The sample selection process of this study is a combination of convenience and purposive sample, a quite odd combination one may think (Bryman & Bell, 2011, p. 441). The organization to which the interviewees belong was selected based on the fact that its main economical activity is production of agricultural utilities. An aspect that was perceived as desirable due to the ease of obtaining valid data regarding the organizations as well as individual employees’ performance. In this particular case the standard and level of performance is evaluated in terms of the production workers ability to achieve the weekly and monthly production goals, which differ significantly based on the number of orders received.

Initially, several organizations engaged in the production of different agricultural products were contacted and asked whether they would be willing to participate in this study although the majority of them declined by referring to reasons such as an inability to set aside the necessary time for the interviews rather than to focus exclusively on production. Following several declined requests for organizations to participate in this study the authors’ received a suggestion from an acquaintance which had previously worked with the management and workers of the observed organization. Thus, the authors’ received the necessary contact information from this individual as a result of a previously shown interest in participating and allowing for different types of studies to take place on their business premises. However, during the initial contact with the organization the authors’ refrained from revealing the name of the individual who contributed with the initial suggestion of the organization due to an expressed desire to remain unattached to this study.

Upon the initial contact with an HR manager of the observed organization and immediate interest was expressed in the topic of this study due to this individuals previous experience with the concept of employee motivation and its relationship to employee performance. Furthermore, the HR manager demonstrated a willingness to
invest time and effort into personally participating as interviewees as well as putting aside time in order to allow several production workers to be interviewed for this study. Although the time was limited to approximately 20 minutes due to the high importance of maintaining a steady pace of production, which was decreased when the amount of production workers was lower during approximately an hour.

The aim of purposive sampling is to select interviewees’ based on the belief that those individuals have valuable knowledge that is relevant to the research question that is being explored (Bryman & Bell, 2011, p. 442). While the interviewees’ were selected based on certain criteria that was determined prior to the date at which the interviews were conducted. Firstly, the manager was selected based on the extensive experience and expertise he/she possess in terms of the organizations motivational strategies as well as his/her involvement in the yearly evaluations of employee motivations in the organization. Furthermore, the interviewed HR manager was believed to posses valuable and useful expertise within the field of employee motivation, which he/she demonstrated when the authors’ first contacted the organization. In addition the HR manager was also believed to be appropriate to include in this study due to the fact that he/she had access and showed a willingness to share some of the results from the yearly motivational evaluations that are conducted within the observed organization. Thus, as authors’ those results were perceived as desirable due to their ability to formulate a holistic picture of the current as well as past motivational orientation and circumstances that the production workers have been exposed to (data which is not included in the appendix due to anonymity factors).

One of the interviewees differs significantly from the other in terms of age, work frequency, education and the number of years of working for the company. This interviewee was selected as an interviewee with the intent of exploring the motivation of a younger person who is at an entirely different stage in life than the remaining interviewees’. Hence, a young employee may be motivated by factors which differ from individuals that are of a more advanced age. Partially due to the fact that this young individuals has not had the same amount of time to fulfill as many of Maslow’s proposed motivational needs. We assume that the inclusion of individuals that differ significantly in terms of individuals’ perspective as well as motivational orientation may lead to a more holistic view of the motivational strategies that the organization is currently applying, while simultaneously enabling us to approach the phenomenon from a variety of angles.

The remaining three interviewees were initially approached and thus selected based on the fact that they had worker at the factory for many years, which was perceived as desirable since these individuals had experiences several changes of the HR management and thus the implementation of different motivational strategies. Therefore, the authors’ believed that these workers would probably be more aware of their own motivational orientation and would therefore be able to share their preferences with a greater degree of certainty. Furthermore, as stated in the introduction the relevance of the following topic is related to the attraction and retention of valuable labor, which made these individuals highly interesting since the authors’ felt a desire to determine whether these production workers had remained with the organization for several decades had anything to do with a high level of motivation or performance. In addition these production workers were regarded as highly skilled and experienced within the industry due to past work experiences from working within different
departments of the organization. Therefore, the multiple departmental experiences is an indication that their knowledge of the organization is extensive and valuable for this research.

All the interviewees, apart from the HR manager, currently work the same shift, which was beneficial since the majority of the interviewees were competed at a single occasion. The authors’ were offered the possibility to conduct the interviews at different occasions although the observed organization clearly demonstrated a preference to complete the research sessions during the same day since it would impede the production to a lesser degree.

Once the interviewees were completed the interviews were asked whether the authors’ could contact them by phone or email at a later date if any clarifications and/or additional questions appeared as the thesis progressed further.

4.4 Limitations
Some research limitations were previously mentioned which are generally associated with qualitative methods. The limitation that is most frequently addressed is the lack of generalizability of the generated data, however, since all individuals have a unique motivational orientation there is little opportunity for generalizability within the field of motivation. Hence, the empirical data produced from this study is highly relevant for the organization that participated in the research although one should not reject the study for the sole reason that it does not project aspects of an entire population. One should keep an open mind and evaluate the individual cases because only then can a pattern emerge which enhance the general understanding of the phenomenon. Another limitation commonly associated with semi-structured qualitative interviews is that they require that interviewees’ invest a great deal of time and effort when taking part in the research (Bryman & Bell, 2011, p. 249). Attempts were made to ensure that the duration of the interviews were reasonable which allowed the interviewees to remain focused and open to responding to the questions in a honest manner. During the data collection process the interviewees’ demonstrated a willingness and desire to aid the research by taking part in the interviews.

The anonymity of the organization as well as the interviewees may be perceived as a limitation since individuals external to the study cannot verify the data collected from the interviewees. Participant anonymity is by no means ideal for qualitative research, due to the lack of data verifiability and more importantly due to the difficulty that is associated ensuring that the organization/individuals remain unidentifiable. Thus, observant anonymity is commonly associated with issues related to the data analysis and an accurate portrayal of the participating individuals/organizations (Gibson et al., 2013, p.19). Hence, the purpose of qualitative research interviews is to generate in-depth data regarding the studied phenomenon, however, the presentation and analysis of that data is impeded by anonymity.

As researcher during the following study, we experienced contradicting obligations due to the interviewees’ expressed desire to remain anonymous. On one hand, we were obliged to represent the interviewees’ and their motivational experiences in a highly detailed and accurate manner. While constantly remaining vigilant as to manner in which the data is presented, in order to honor the anonymity agreement by withholding information/details that may lead to the discovery of their identity. On the other hand,
the validity of the research and the readers understanding is highly dependent upon the inclusion of all relevant information related to the research process and the interviewees. Hence, anonymity results in additional pressure being put on the researchers since the interviewees’ may reveal sensitive information during the interview that would have been withheld during any other circumstances.

However, there are a several benefits associated with participant anonymity as well, some of these will be discussed briefly in the following section. Firstly, it may result in a higher level of response reliability since the interviewees may feel more at ease by knowing that they cannot be punished for having an opinion that differ or is contradicting to that of the management. Therefore, anonymity may function as an instrument to increase interviewees’ truthfulness.

Furthermore, the validity of qualitative research is highly dependent upon the researchers’ ability to generate transparency in terms of conscious as well as uncurious decisions that influenced the research direction. For that reason, one must include the researchers’ preconceptions and personal experiences of the observed phenomenon as a potential limitation. The extent of research bias cannot be accurately established, although, the level of influence of personal bias is lessened since two researches with considerably different backgrounds are supervising the interpretation and analysis of the collected data. Yet, in order to prevent researcher bias a complete set of transcripts from the interview have been included in the appendix, which allows the reader to evaluate the validity of the entire research as well as the interpretations.

4.5 Research Quality

The quality and validity of qualitative research is evaluated from variables that differ from those that are applied for quantitative studies, although some measures are to a degree similar. Therefore, the purpose of the following section is to evaluate the quality of this research. Furthermore, the researchers have an ability to significantly influence the quality of the research since he/she is able to influence the research environments as well as the interviewees’ openness. Hence, the researcher may either enhance or divert the accuracy of the research outcome.

4.5.1 Truth Criteria

Truth criteria in qualitative studies are commonly evaluated in terms of credibility, transferability and conformability (Bryman & Bell, 2011, p. 395). All of these categorize will be discussed and applied to this study in the following section. The first criterion is credibility which is related to aspects such as good research practices and a correct interpretation of the interviewees’ responses (Bryman & Bell, 2011, p. 396). The credibility of this particular study was achieved by investing a substantial amount of time and effort into ensuring that our interpretation of the responses. As the interviews were progressing we ask additional questions with the intent so clarify the interviewees’ answers, in order to ensure that the interpretation and the understanding of motivation is based on an accurate mirroring of the interviewees’ perception. Furthermore, when the empirical and analytical chapters were completed, they were sent to the interviewees who read them and later responded whether the interpretation/analysis of the statements were acceptable.

The next quality measure is transferability which is related to whether the findings from a qualitative study are applicable to some other context (Bryman & Bell, 2011, p. 298).
Guba and Lincoln argue that the degree of transferability may be enhanced by a highly extensive and descriptive description of the culture within which the phenomenon was observed (Bryman & Bell, 2011, p. 298). However, when evaluating the transferability in terms of this study a few obstacles appear, such as the fact that the participating organization as well as the interviewees decided to remain anonymous. This severely limits our [the researchers] ability to provide the reader with a highly descriptive presentation of the organizational context within which the observations were collected. Furthermore, the description of the interviewees that is in the sample section has purposefully been written in a general manner, for the purpose of protection the identity of these individuals. Consequently, great obstacles were encountered when trying to achieve a high degree of transferability due to the interviewees’ expressed desire to remain anonymous. Although a great deal of effort have been directed toward providing the reader with as many descriptive details as possible.

The third quality measure that was mentioned previously is confirmability that is related to researchers’ objectivity (Bryman & Bell, 2011, p. 398). It is impossible for researchers to be completely objective due to human nature, which entails forming ones judgments and understanding based on personal values. The alternatives for decreasing such personal bias are limited; therefore, awareness is the most effective manner of restricting the influence of personal values as well as other types of individual bias. Hence, during this study we [the researchers] constantly remained vigilant and acted proactively in terms of interpreting and analyzing the collected data. Furthermore, the fact that multiple researchers conducted this study is perceived as an advantage since each individual functioned as a control mechanism toward the other individuals’ interpretation of the data. Therefore, a level of confirmability was achieved through a high degree of awareness as well as by continuously supervising the other researchers’ interpretation with the aim of detecting any infringements by personal values.

The process of determining the quality of qualitative research is an extensively discussed topic within the research community (Bryman & Bells, 2011, p. 399). Furthermore, to determine the quality of this study was obstructed further by participant anonymity. Although during the research process and while writing the thesis we have strived to achieved a high degree of research transparency despite the restrictions that occurred due to impeding factors such as anonymity.

**4.6 Qualitative Research Ethics**

Ethical issues commonly associated with the researcher in qualitative were discussed previously, in the sections regarding researcher preconceptions and perception. The following section will discuss several ethical aspects that were taken into consideration as the research progressed, mainly with regards to obligations toward the interviewees’ as well as the studied organization. Silverman (2011) clearly stated that qualitative researchers must be aware of a variety of ethical pitfalls and values that must be taken into consideration, such as interviewee deception and informed consent. Furthermore, social studies necessitate a high degree of ethical awareness due to extensive researcher involvement and interaction with the interviewees’ (Silverman, 2011, p. 87-88).

As the following research study unfolded a great emphasis was placed on ethical aspects, such obtaining informed consent from the interviewees’ as well as the organization. Prior to commencing the interviews the interviewees’ were informed of
the intended purpose of the study and the occasional question regarding the research was answered with great care. Hence, as researchers we made sure that the interviewee were fully aware of the purpose, but also that their identity will not be published. Furthermore, consent was obtained for recoding and transcription the interviews. The interviewees’ were informed that the recordings would be destroyed once the thesis was written and that external individuals to the research would not be allowed to part take of the recording. Silverman (2011) defined informed consent as follows “potential research subjects should be given a detailed but non-technical account of the nature and aims of you research” (Silverman, 2011, p. 98). An obligation that was successfully met and the interviewees’ showed a clear comprehension of the research intent. In the sense that they understood the importance of the subject and that their participation would not result in any future harm.

The interview questions were made available to the research interviewees’ a few days prior to the commencement of the interviews. This allows the interviewees’ to reflect upon their response, but also for the purpose of enabling the interviewees to determine whether they feel comfortable to respond to the questions. Thus, each interviewee was informed that he/she should not feel obliged to answer any question that they perceive as sensitive and that they may terminate the interview at any point. The ethical precautions discussed above are congruent with a set of ethical guidelines that were developed by Silverman (2011).

4.7 Methodological Summary

The following thesis consist of a chapter regarding the scientific approach as well as the practical methodology, the division and separate placement of these might complicate the readers understanding and recognition of the different methodological approaches that were applied during the following research. Thus, for the purpose of facilitate the readers understanding the following section will summarize the previously discussed methodological approaches. The section will be structures by initially presenting more general approaches such as the applied research method and proceed by briefly presenting more narrow and descriptive approaches such as the epistemological perception.

The qualitative research method that was applied was primarily selected because it allowed the authors’ to gather highly descriptive and in-depth data regarding employee motivation and thus its association to performance. Therefore, qualitative research is perceived as the most appropriate since the research purpose and questions requires such data in order to be fulfilled and answered in a satisfactory manner.

Furthermore, the following thesis applies interpretivism as an approach to the existence of knowledge, which was selected since it allows the authors’ to interviewees’ responses in an effective ad necessary manner. Whereas the following thesis applies a social constructivist approach to reality, which was deemed as appropriate since the purpose of the thesis is to explore and understand the interviewees’ perception of work motivation. Thus, the combination of these approaches allows and is suitable for the interpretation of the gathered data.

Theory and thus literary sources was approached in a primarily deductive manner although there are elements of an inductive approach, which according to Orton (1997) is common in the sense that research is rarely adopting one approach exclusively.
Based on the qualitative methodology the authors’ selected a research design that consist of semi-structured interviews, due benefits such as its explorative nature and its ability to allow to generate in-depth data in a highly flexible manner, which allows for the posing of additional question for the purpose of clarification.

Lastly, the authors’ came into contact with the selected organization through a source that has a personal relationship with one of the authors’. Whilst the interviewees’ were selected based upon their extensive knowledge of the organization and thus their awareness of the motivational strategies that have been applied by the HR department.
5. Empirical Findings

In the following chapter the empirical data generated from the case study will be presented. However, the first section consists of a brief description of the studied organization as well as some background information. Which will be followed by a presentation of the interviewees’ responses, these will be divided into section based on organizational level (e.g. management and production staff).

5.1 General Empirical Results

The proceeding sections will present the data that was collected from the interviews although some complementary details derived from the tour of the factory were included, with the intent to further clarify the readers understanding of the interviewees’ current work situation. The presentation of the data is divided into motivational subsections, hence each section address a specific motivational factor.

It is important to mention that 75 percent or 3/4 of the employees that were interviewed have worked at the factory for more than 18 years. Furthermore, during the tour of the facilities is become clear that the majority of the production workers have remained with the company for the entirety of their professional lives, which is an indication that the employee turnover within that particular factory is quite low. The low employee turnover rate will be evaluated to a greater extent in the analysis as well as its association to employee motivation. With the intent to determine whether the low turnover rate is a product of highly motivated employees.

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<th>4 Average value</th>
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<tr>
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Figure 4 Interviewee Ranking Results

5.1.1 Current Motivational Level

All the interviewees’ replied that their current motivational level is quite high, which means that the level of dedication to the factory and the closest supervisors is noticeable. Although the interviewees’ attribute their willingness to direct a great deal effort toward ensuring that the production goals are successfully reached to different well know motivational factors, such as a sense of responsibility toward the organization as well as the co-worker. For example, the youngest interviewee stated that he is partially motivated by financial factors in the sense that he perceives the salary to be at a satisfactory level. Interviewee 1 expanded the analysis of his/her motivational level further by stating “some of the stations are actually competitive, funny and stimulating which makes me want to work”.

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Furthermore, the interviewees’ generally attributed their current motivational level to such factors as satisfactory work conditions and favorable relationships with coworkers. The third interviewee who has been working for the organization for 23 years attribute his many years of service to “the presence of a lot of friends and goods work relationships. I think that as long as you enjoy working with you colleagues than the work task doesn’t matter that much”, which is congruent with the interviewees’ ranking of its importance as a motivational factor.

The managements’ perception of the importance of different motivational factors differs significantly from the employees’ responses. The workers are primarily motivated by such factors as work conditions, responsibility, flexibility and work relationships. Whereas the HR manager considered transparency, feedback, growth opportunity and decision involvement as the most important determinants with regards to the employees’ motivational level.

5.1.2 Work Conditions
As mentioned in previous chapter, employee motivation differs significantly between individuals based on the motivational orientation. However, as the research progressed it became evident that the production workers were primarily motivated by factors such as the work conditions. Work conditions include such aspects that affect your workplace. It includes work environment, performance expectations etc.

Once the ranking values from the interviewed workers had been tallied it became clear that work conditions are regarded as the most important motivational factor. On the other hand, the managers that were interviewed considered it to be of low importance and thus not influential on the level of employee motivation. For example, interviewee 2 accredited his twenty-five years of service to the organization to the following factors “there is a strong sense of belonging, I like my coworkers which is something that I have always done and that is probably the main reason why I am still working here”.

Furthermore, the employees’ motivational orientation is simple and effectively summarized as follows “ I think that as long as you enjoy working with your colleagues than the work task doesn’t matter that much”.

5.1.3 Flexibility
Flexibility at in the workplace involves the amount of movement that every employee can have in terms of work hours and shifts of assignment, which in this case would include changes between workstations. Flexibility was ranked as the third most important motivational factor and it reoccurred throughout all the interviews. The gathered data reveals that production workers value flexibility highly and the interviewee agreed that the managers allowed for a high degree of flexibility in term of work schedules.

The high degree of flexibility has motivated several workers to remain within the organization, since the management allows them to alter their work situation to correspond to their personal situation (e.g. family, vacations, and work tasks). Thus, the managers/ supervisors takes the workers personal situation into consideration, an aspect that commonly is associated with a sense of gratitude and dedication toward the management as well as the organization.
Furthermore, the managers and the employees’ ranking of the perceived importance of flexibility differ significantly. The manager ranked flexibility among the least important factors, which means that little conscious attention, is directed toward implementing procedures that allows for a high degree of employee involvement during the process of producing schedules. However, the factory supervisor mainly conducts the scheduling at the factory, which consists of a workforce that is reasonable in size. Thus, the supervisor has some type of relationship with all of the employees’ and he/she is therefore aware of their personal situation. The supervisor obtained his/her position as factory supervisor approximately three month ago and is therefore still learning the customs as well as procedures. He/she immediately implemented an open-door policy, which encourage openness and mutual respect within the factory. Thus, the production workers situation is taken into consideration and the necessary changes are made to adapt the work situation to the current work conditions.

5.1.4 Growth opportunity

Furthermore, the workers were asked a few questions regarding the possibility to grow and achieve personal development of the organization. Growth opportunity will indicate the desire to move to a better vertical position within the organization in other words, promotion opportunities within the company. The yielded responses were rather surprising for the researchers due to the fact that they differed extensively from previous motivational models and theories, however, this aspect will be explored further in the proceeding analytical chapter.

Firstly, the majority of the interviewee ranked promotion and growth opportunity to be of low importance in relation to other motivational factors. However, it is also important to clarify that the youngest differed significantly by ranking growth opportunity as the most important motivational factor. The difference in perspective may be attributed to a variety of factors that range from age, ambition as well as personal traits such as self-actualization. The remaining interviewees’ approached the subject of growth opportunity within the organization in a similar manner by stating that that such possibility are limited for the production workers. Although all of the interviewees’ added that the management is currently, at least has in the past, recruited internally when new positions has become available. Interviewee 2 explained the situation as follows “the position as supervisor is always offered to current employees, but if certain positions requires some type of educational background than external individuals are commonly hired”. The majorities of the workers has a limited educational background and are for that reason perceived as unfit for higher positions. However, according to interviewee 2 the trend of internal recruitment for available positions has changed and thus it has become less common for production workers to be promoted to supervisors.

The majority of the production workers has remained with the same factory for their entire professional careers and has thus strived to learn to manage all stations, which means that their potential for future growth is highly restricted as a result of their inadequate educational background. Thus, the workers feel as if though they have reached the maximum level of advancement within the organization and have managed to reach a level of contentment within their current professional situation. Whilst the youngest interviewee expressed a desire to grow further, which means that he/she feels restricted within the organization.
Furthermore, the HR department perceived the workers ability to grow within the organization as reasonable. The HR manager presented the employees’ growth opportunity as follows “we are using a employee agreement contract where the employees together with their managers agree on an individual development plan”. However, when the production workers were asked about their developmental plans they simply responded that they do not have any such plans.

5.1.5 Decision Involvement
Furthermore, decision involvement includes such aspect that the employees of a company have the possibility to be involved in the decision making involving their current working position. The decision involvement can include workload or speed at every station. The interviews with the production workers were initiated by posing a few questions regarding to what extent the workers are able to influence their work situations. The interviewees responded to the question in a similar fashion, thus the majority of the statements were as follows “my ability to influence the workload is quite limited, instead we have to adapt to the number of received orders and thus the speed of production is determined by the market demand”. Furthermore, the interviewees’ emphasized that a significant portion of the production process is computerized through the use of robots, which means that the factory workers are required to alter the production speed at the manual stations in response to the production intensity of the robots. The factory supervisor stated that the manual production process is highly static in the sense that a series of production guidelines have been developed by experts and the workers are required to follow these in order to maximize the production efficiency. Consequently, the workers ability to influence the task design and speed is highly restricted by the implemented procedure, but also by the demand for the factory’s products.

The subject of decision involvement was explored further by posing a complementary question which was designed to determine whether the employees perceive a higher degree of decision involvement as desirable. All of the interviewees’ expressed a high degree of comfort and satisfaction with the current system of control. Interviewee 1 and 3 extended their answer further by concluding that they current work involvement is sufficient, since their main focus is directed toward fulfilling the production goals for each shift. This means that at the end of the workday all of the employees’ obligations toward the company have been fulfilled, whereas an increased level of influence and responsibility would necessitate an additional investment of work and effort.

Motivational theorists such as Hackman have previously argued that a high level of employee involvement in the decision making process has resulted in an improvement of the employees’ motivational level. On the contrary, the interviewees’ of this study stated that a high level of involvement/influence is of low importance in terms of influencing their motivational level. The indifference toward involvement becomes evident when evaluating the interviewees’ ranking of different motivational factors.

Furthermore, the manager of the HR department explained that work tasks within production factories are commonly static and thus allows for limited employee involvement. Although the manager clarified that the worker are encouraged to address problems on the production floor and they are also welcomed to introduce the management to improvements within the production process. Thus, the employees’
unique expertise and awareness of the strength and weaknesses of the current procedural guidelines are greatly valued.

It is also worth noting that the factory is applying a rotational system, which means that the workers are progressing to another workstation at every shift. Interviewee 3 describes the rotational system as follows: “we advance one step in the production process every shift, so during a five day week we are working five different stations”. A work system that the interviewees regard as beneficial and effective, since it allows the workers to experience a certain degree of task variety.

5.1.6 Goal Awareness
Another motivational factor that is commonly addressed in the context of employee motivation is goal awareness and congruency, a factor which was explored during the research. Goal awareness includes the knowledge of the goals of the organization. It also includes pre-goals, goals that will lead up to the main goals. The lower level workers are more familiar with the pre-goals as they lay closer to them and their production. The goals could weekly and monthly goals of production etc.

The interviewees’ differed with regards to their level of goal awareness, thus the majority of the interviewees were merely aware of and concerned with the weekly/monthly production goals. These short-term goals are exclusively relevant for the workers within the factory, whom are informed of the production goals through weekly meetings with the factory supervisor. The interviewees’ perception of the organizational goals are clearly summarized by the following statement that was derived from interviewee 2 “I know that they have certain goals, but I pay little attention to those, I only care about the weekly production goals…The organizations financial and international goals are not important to me”.

Furthermore, the manager of the HR department emphasized that the management is constantly striving toward enhancing the workers goal awareness. The employee satisfaction index (ESI) survey has in the past indicated that the level of interest as well as awareness has been low; although a positive trend of increased goal awareness among the employees has become apparent from recent motivational measures. The management is currently developing 1 and 3-year plans, which includes a series of goals that functions as milestones that should be achieved along the way.

5.1.7 Feedback
The organization and its HR department are currently relying on feedback as its primary motivational strategy, aimed at enhancing the employees’ motivational level and thus improve the overall performance. The need of feedback is crucial and when constructive it will help employees to perform better and maybe in a different way to more sufficiently reach the set goals.

Furthermore, the yearly employee survey that is distributed to workers at all organizational levels value factors such as respect, collaboration, decision involvement and feedback greatly. The manager that was interviewed presents his/her outlook on feedback, as “I strongly believe that if you receive feedback of you performance, it will lead to be a motivator for the worker”. Hence, the workers are supposedly meant to receive continuous feedback from their closest managers through meetings as well as individual development plans that are based upon the workers skills and potential to grow.
The data regarding feedback that was derived from the interviews with the production workers is to a large extent congruent with that of the management, although the most noticeable point of differentiation becomes evident when discussing the frequency of feedback. As previously mentioned, the HR manager emphasized the importance of providing with continuous feedback although the workers responded quite differently to the question on frequency. Hence, the production workers responded that they occasionally receive feedback from their closest managers/supervisors, although several workers unveiled a desire to receive more continuous feedback and words of encouragement from the managers.

Thus, since feedback is the organization’s primary source of motivational enhancement than the HR management should most likely benefit from further improvements with regards to feedback and other types of encouragements for the workforce. Furthermore, the level of feedback received differ significantly based the manager/supervisor thus some managers are able to motivate the workers through the use of feedback than others. Interviewee 2 stated that the workers generally receive feedback when the weekly/monthly production goals are not fulfilled. Thus, according to him/her the feedback that the workers are receiving is mainly negative or suggestions for future improvement rather than actual words of encouragement. Consequently, the managements’ perception with regards to the effectiveness of the current motivational strategy differs significantly from the workers perception. This is also incongruence that becomes evident when evaluating the workers and the managements ranking of different motivational factors. The HR manager responded that feedback is the second most important motivational factor for the employees’, whereas the employees’ ranked feedback as one of the least important motivational factors in comparison to factors.

5.1.8 Intrinsic and/or Extrinsically Motivated

Another interesting aspect of motivation that became apparent as the research progressed and is also evident when studying the results is related to financial rewards, which is an extrinsic motivator. For example, when interviewee 3 was asked what motivates him/her the most the response was “I would say that money motivates me more than those other factors”, where the other factors refers to promotion, personal development, work conditions. Promotion includes noticing high performance employees and rewarding them with a higher position, more responsibility or more freedom. Controversy financial rewards only include monetary rewards that could include a higher salary or extra bonuses if reaching a determined goal on time. However, as the interview progressed and proceeded to explore motivation at a greater depth it became apparent that financial rewards are not as important as he/she previously said. This is effectively illustrated when reviewing his/her ranking of motivational factors, where financial rewards were ranked among the least important.

The trend of initially declaring that financial factors is the primary motivator was consistent throughout the research, although as the interviews progressed the interviewees perception appeared to shift towards other factors such as work conditions and responsibility. The shift becomes evident when interviewee 3 is asked whether the expectation of a desirable reward would influence his/her motivation, a question to which he/she responded as follows “I would absolutely be more motivated to do my job, but I would rather be offered a day off from work rather than money”. Several of the other interviewees’ continuously circle back to responsibility as an important
motivator to do their job. The sense of responsibility is directed toward the factory as well as the coworkers.

5.1.9 Conclusion
The empirical result may be summarized in a brief and simple manner by concluding that work conditions, responsibility, and flexibility are most influential on production workers motivational level. Furthermore, after having evaluated and compared the employees’ and the managers’ ranking of ten different motivational factors it becomes clear that the different perspectives are highly contrasting. The HR department conducts yearly motivational surveys on the entire workforce although it is apparent that a great deal remains to be learned about how the employees are most effectively motivated.

The empirical results that have been discussed in this chapter will be analyzed and interpreted in the proceeding chapter. However, the findings will also be connected to the theoretical models that were introduced at a previous stage on the thesis. Thus, the entire research/report will become intertwined and put into context in the proceeding chapter.
6. Empirical Analysis
The aim of the proceeding sections is to analyze and interpret the data that were collected during the interviews. The analysis shall be conducted by connecting the data to the theoretical concepts discussed in a previous chapter. The following chapter will provide the reader with a clear understanding of the motivational situation in the organization within which the case study was conducted.

6.1 Analysis of Empirical Findings
The aim of the following study was to explore the relationship between employee motivation and performance, through the use of a qualitative research study. Furthermore, the field of employee motivation has been extensively research for several decades although the most influential motivational theories were developed during the last 1960s until the early 1970s (Steers & Mowday, 2004), p.381). After that period, the progress has slowed significantly and there have been few breakthrough developments within the field of employee motivation. Thus, the authors’ contribution to the field of motivations is to determine to what extent the traditional theories are relevant and accurate within a factory setting. Although the contribution may be perceived as limited due to the small sample size, but also because the study solely involves a single organization. Suggestions for further research within the relevant field will be introduced at the end of the following chapter. The proceeding subsections will link the empirical findings to the existing motivational theories that were discussed in the theoretical chapter.

6.1.1 Motivational Factors
A variety of different motivational factors have been addressed during the following study. Employee is a highly complex phenomenon, which is commonly evaluated in terms of different factors. Thus, the factors that were included in this study were selected based on their perceive importance in previous motivational research as well as accessibility. Hence, the reader should keep in mind that employee motivation may be explored in terms of other motivational factors that are not addressed in this research.

Firstly, when evaluating and interpreting the empirical data by comparing it to Maslow’s hierarchy of needs theory it becomes evident that the interviewees’ are primarily motivated by the need for love and belonging. After having studied the empirical results it became clear that the majority of the interviewees’ valued work conditions and interpersonal relationships over any of the other motivational factors. However, it is worth noting that the youngest interviewee differed significantly from the other interviewees’ in the sense that he/she is primarily motivated by “higher-order” needs, such as a need for self-actualization and a desire to accomplish great thing on a personal as well as a professional level.

Furthermore, the empirical results derived from the interviewees’ responses clearly illustrate the existence of individual uniqueness in terms of motivational orientation, which is a notion that was introduced by Hertzberg in his two-factor theory. As previously mentioned, the youngest interviewee was motivated by the need for self-actualization. This means that he/she must perceive that there is a potential for promotion and individuals growth within the organization in order to remain motivated to work. However, during the research process it became evident that the possibility for career and personal growth is highly limited within the studied organization. Hence, individuals that are motivated by “higher-order” needs have a limited ability to reach a
high level of motivation, which in turn obstruct their ability to maintain a high level of performance during an extended period of time. Whereas the employees’ that are motivated by a need for belonging required a lesser degree of managerial interference, rather it is vital that the chemistry among the worker, including the closest manager/supervisor, function in an effective and productive manner.

6.1.2 Intrinsic and Extrinsic Motivation

Herzberg’s theory of intrinsic and extrinsic motivation was previously discussed in the theoretical chapter, the two-factor theory will be utilized to interpret and analyze the gathered empirical data in the following section. Herzberg theory is closely linked to Maslow’s theory, since the two-factor theory was partially derived from the hierarchy of needs theory. The pervious section concluded that the majority of interviewees’ are motivated by a need for love and belonging, which is closely linked to hygiene factors or extrinsic motivators.

Herzberg claims that hygiene factors are commonly associated with unhappiness and/or a bad attitude (Bolman, 2003, p. 147-148), a claim that differ from the findings of this research. When evaluating and interpreting the responses it becomes evident that the interviewees’ have grown content with their current work situation, thus they are neither extremely happy nor unhappy. The supervisor who gave us a tour around the facilities stated that it is quite easy for workers within the production industry to become content and thus not strive for any further advancement. He/she proceeded by arguing that humans are a habitual animal which means that one normally becomes comfortable with the situation. Thus, individuals that are primarily motivated by “lower-order” needs tend to become stagnant at some point in their career, which means that their motivation is derived from other factors such as work relationships. Within the studied organization it is evident that the employee turnover rate is low, which means that the majority of the production workers appear to be externally motivated by “lower-level” needs.

The empirical findings that were presented in the previous chapter revealed that the majority of the interviewees’ are primarily motivated by work conditions, responsibility as well as flexibility. Furthermore, the majority of the motivational factors that the employees perceive as important are categorized as extrinsic motivators, which indicates that these workers have an extrinsic motivational orientation. Thus, the organizational managers must that their motivational orientation into consideration when designing and implementing motivational strategies, in order to effectively enhance the level of motivation and thus allow for a higher performance standard.

The data that was generated also revealed that the interviewees’ perceive that the degree of responsibility is extensively linked to the level of motivation. A motivational theory that was produced by Hackman and Oldham (1971) suggests that the employees’ must be encouraged to experience sense of responsibility toward the work that is conducted, which in this specific case is production, in order to feel motivated (Hackman & Oldham, 1971, p. 251). Although it is important to note that responsibility is considered to be an intrinsic motivator (see figure 2), whereas the other factors that were previously mentioned are mainly extrinsic.

Thus, the empirical result indicates that the phenomenon of employee motivation allows for coexistence between intrinsic and extrinsic motivators, which is consisted with the conclusion that Amabile arrived at during her research of extrinsic and intrinsic
motivation. She claims, “that intrinsic and extrinsic motivational orientations can work positively together” (Amabile, 1993, p. 191). This is an indication that extrinsic motivators do not exclusively motivate the interviewees’, rather they possess a small degree on an intrinsic orientation. However, the extrinsic orientation is clearly more dominant, hence the manager should focus on implementing motivational strategies that complement the production workers motivational orientation.

6.1.3 Motivational Strategy
Currently there exist a wide variety of highly diverse motivational strategies that managers are able to implement for the purpose of improving the employees’ level of motivation, and thus enhance the organizational performance. However, it is crucial to mention that a universal motivational strategy does not exists; rather the organizational type as well as the motivational orientation of its employees’ determines the level of appropriateness of an approach.

The HR manager that was interviewed during the study stated that the organization is solely relying on continuous feedback as a motivational strategy. However, as the research progressed and the interpretation of the data commenced it became evident that several other motivational factors occurred regularly within the organization. Some of which simulate the highly prominent motivational theory known as job enrichment, which was initially founded by Hackman and Oldham (1971). The previously mentioned theorists claim that when job enrichment is integrated into the organization in a satisfactory manner than the level of motivation will be enhanced (Hackman & Oldham 1971, p. 251). Therefore, the work tasks should include the presence of a clear purpose, a degree of responsibility, and continuous feedback regarding the individual performance. Thus, the theory of job enrichment will be compared to the current work situation within the studied organization.

The first factor that will be analyzed is whether a clear purpose exists. However, prior to proceeding with the analysis it is important to mention that that the presence of a clear purpose refers to whether the employees’ perceive their work as meaningful (Bolman 2003, p. 148). Therefore, the interviewees’ were asked whether they are aware of any organizational goals as well as whether they feel that the management validates their work. The empirical findings show that the interviewees’ are aware of the weekly production goals and that they are continuously striving to reach them. Furthermore, the findings indicate the interviewees’ tend to validate their own work internally, due to the lack of managerial validation. Consequently, the work design allows the interviewees’ to perceive their work as meaningful, due to the clearly designated production goals. Hence, the interviewees’ are able to see their contribution in the finished products as a result of it’s physically nature.

The second critical job enrichment factor that will be analyzed is whether the studied organization allows its employees’ a sufficient degree of responsibility, which refers to the extent to which the employees’ are able to feel accountable for the results Bolman 2003, p.148). Hence, is interlinked with the factor that was addressed in the previous section. The interviewees’ evidently feel accountable for the results, although the sense of responsibility is derived from obligations toward the factory but more importantly the coworkers. In other words, the interviewees’ have a degree of responsibility to behave in a productive manner while at the workplace otherwise one individuals misbehavior may harm the collective performance of all the production workers.
Previously in this chapter it was concluded that the interviewees’ are primarily motivated by a need for belonging, which includes such factors as work relationships. Thus, when combining the knowledge that the interviewees’ value the interpersonal relationships greatly with the existing sense of responsibility, a trend emerges which suggests that a large proportion of accountability is derived from the need to contribute to the collective production results. Furthermore, the weekly/monthly production goals are collective rather than individual, thus an individual with low productivity would force the remaining workers to increase their productivity in order to reach the production goals in a timely manner.

Lastly, the third factor advocates for continuous feedback on the workers performance, a subject which was discussed extensively in the chapter with empirical findings. As the research progressed it became evident that the interviewees’ received sporadic feedback rather than continuous. Bolman (2003) argues that continuous feedback on the employees’ performance in order to allow for personal development and improvement. Furthermore, the majority of the interviewees’ expressed a desire for receiving more feedback more frequently, both positive and negative feedback. Furthermore, Hackman and Lawler (1971) argues that inconsistent feedback may function as a demotivation, which means that it affect the level of motivation more negatively than complete exclusion of feedback does. Thus, the organization would gain from either eliminating feedback entirely or making sure that the employees’ receive it continuously.

Yet another motivational factor proposed by motivational theorists such as Herzberg is skill/task variety, which is related to the extent of task differentiation (Hackman & Oldham, 1971, p.254), (Amabile, 1994, p.187)). Task variety is commonly associated with intrinsic motivation, in the sense that it allows the worker to apply their knowledge/skills within a wider range of operational areas. All of the research interviewees’ agreed that the work tasks on the production floor are monotone and thus allows for little skill variety. However, the management has attempted to improve the lack of variety by implementing a rotational system, which means that the production workers rotate to another station at every shift. A strategy that the interviewees’ consider to be beneficial since it lowers the level of boredom at work. Consequently, although the production process tends to be static the production workers are motivated to a certain degree by the rotation system, which contribute with a sense of task and/or skill variety.

Consequently, the previous section may be summarized as follows: the studied organization has managed to successfully communicate the production goals to the employee, which allows the workers to experience a sense of meaningfulness. Secondly, the interviewees’ are primarily motivated by the sense of responsibility toward the organization, but more importantly toward the coworkers. Lastly, the rotating system that is currently operational in the factory is perceived as highly beneficial, because it lowers the level of boredom. Thus, the three work characteristics that were mentioned above should be considered important enhancers of employee motivation. However, the analysis also revealed that the infrequency of feedback might hamper the level of employee motivation. Therefore, it is crucial that the managers take necessary measures to increase the frequency of feedback, but also to ensure that the employees’ feel validated by the organization.
6.1.4 Ranking of Motivational Factors

The aim of the following research was to explore to what extent employee motivation and performance are connected, an aim that requires an in-depth understanding of factors that are commonly associated with employee motivation. Thus, the interviewees’ were asked a series of question regarding their personal perception of motivation although they were also asked to rank ten motivational factors according to the level of importance. The idea behind a survey that asks the interviewees’ to rank several motivational factors originates from Kovach. Who distributed a similar survey to 1000 industrial workers with the intent to understand motivation; furthermore, the survey was distributed to managers. And the findings indicate that a significant degree of dissonance exists. The managers/supervisors argued that the employees’ prefer financial factors over any other job characteristics, whilst the employees’ considered interesting work task to be of highest importance (Kovach, 1987, p. 58). Furthermore, the survey was repeated several times over a span of four decades. And the results continued to indicate a substantial degree of managerial inaccuracy, which may by derived from ignorance or a projection of the managers’ own preferences.

As previously mentioned, the interviewees’ that were interviewed for this study were asked to rank the motivational factors based on their perceived importance. The results showed that the interviewees’ congruently ranked work conditions, responsibility, flexibility, and work relationships as the most important factors. Furthermore, the results were enforced by the interviewees’ answers to the open-ended questions. Although when the managers were asked to asked to rank the same factors according to how they believe that their employees value them, the prominent factors were transparency, feedback, promotion, and decision involvement.

The HR managers’ specific ranking of the motivational factors suggests that he/she tend to project personal values and desires, in terms of motivation, on to the employees’. Even though, the following study has clearly illustrated that the motivational orientation of the manager and the worker differ significantly. Kovach (1987) encountered the protrusion of a similar tendency, which he chose to call managerial self-referencing. A concept which states that managers have a tendency to offer rewards to the employees that they personally feel are motivational and desirable (Kovach, 1987, p. 60). Thus, the motivational strategy that is currently applied within the organization is feedback on the employees’ performance. This is congruent with the managers ranking, in the sense that he/she considered feedback to be the second most important motivational factor, whereas transparency was perceived as most important. To conclude the previous discussion, it is evident that the HR managers project personal motivational desires and values onto the employees’, rather than to attempt to discover their actual motivational orientation.

Thus, the results from this study are congruent with those of Kovach (1987), in the sense that the managers does not fully comprehend how their employees’ are motivated. As previously mentioned, organizations are forced to start competing for skilled workers as due to a noticeable drop in availability. Therefore, the managers should ensure that the current workforce remains motivated otherwise they may lose valuable human capital to a competitor, which is able to cater to the needs of its employees’ in a more effective manner.
7. Conclusion
The final chapter of the thesis consists of a brief summary of the most significant empirical findings derived from the case study. Furthermore, the last section of the chapter will introduce the reader to some suggestions for further research within the field of employee motivation and performance.

The aim of this thesis was to explore to what extent employee motivation and performance are related in a medium size organization, which produces parts for forestry machines. The collected empirical data was evaluated in terms of its congruency to existing motivational models, developed by theorists such as Maslow and Herzberg. The existing theories were applied with the intent to make sense of the data and thus enable us to arrive at a conclusion regarding the scientific contribution of this study.

The empirical data was gathered through the process of conducting five qualitative interviews with employees’ that are employed by the studied organization, four of the interviewees are production workers whilst on is a HR manager. The interviewees’ were selected partially based on their extensive experiences within different departments, but also due to their many years of service. The many years of service was considered to be desirable, since these individuals are highly familiar with the motivational strategies that are commonly implemented by the HR management. A considerable amount of research has been conducted within the field of employee motivation, the majority of which suggests that managers are commonly deceived by the belief that the employees’ are motivated by financial factors. Surveys conducted by Kovach (1987) which spanned over a period of four decades, clearly showed that managers are unaware and/or potentially ignorant to the existing knowledge pertaining to motivational factors.

The current business climate has forced organization to compete for scarce resources in new and innovative ways (Pereira, 2012, p. 4302). Furthermore, the availability of highly skilled human capital has decreased substantially during the past years. This has lead to an increased need to retain highly skilled human capital within the organization, an objective that is partially achieved by ensuring that the employees’ are motivated to do their job. Thus, organizational sustainability is dependent upon the HR departments’ ability to maintain a productive motivational level during an extended period of time. Thus, as researchers we intent to evaluate the current motivational climate within the studied organization, by determining which motivational factors are predominant among the production workers. Hence, the recommendations for the management of the studied organizations will be based upon the empirical data that was presented previously in the thesis.

The interviews were designed to retrieve a great deal of in-depth data regarding the interviewee personal experience with work motivation, but more importantly they were asked to rank ten motivational factors of their importance. The results revealed that the most important motivational factors are work conditions, responsibility, flexibility, and work relationships. The manager from the HR department ranked the factors as follows: organizational transparency, feedback, promotion, and decision involvement. Thus, the empirical data clearly indicated that that the managerial and employee perception of motivation differ significantly, which is congruent with Kovach (1987) findings. Furthermore, this research has shown that the HR managers’ perception of employee motivation is primarily based upon his/her motivational desires and values. Hence, the
The motivational strategy that is currently applied within the organization is consisting of providing continuous feedback on the employees’ performance, even though, the employees’ ranking of motivational factors indicates that feedback is not considered to be important, when compared to other factors. Engaging in additional conversations with the production workers, with the intent to determine their motivational orientation, may lessen the managers’ distorted perception of employee motivation. Such an enquiry requires a substantial investment of time and effort, although we believe that the organization would draw long-term benefits from it. Hence, if the organization were to be able to identify which motivational factors are most highly regarded by the production workers, than the motivational strategy could be tailored to increase the level of motivation in an effective manner. This would ultimately result in a higher standard of performance as well as positive attitude toward the work situation.

After having analyzed the empirical data it became evident that the majority of the production workers are motivated by a need for belonging, which according to Maslow (1943) is a lower-order need. This means that the interviewees’ are predominantly extrinsically motivated. Theorists such as Maslow and Herzberg argue that higher-order needs, that are intrinsic motivators, are of greatest importance. Due to the discovery those intrinsic motivators such as responsibility and a desire for self-actualization are maintained over an extended period of time, whilst extrinsic motivator may temporarily improve the motivational level (Staw, 1974, p.12). However, the findings from this research show that the interviewee have little interest in advancing within the organization, rather they value the interpersonal relationships with the coworkers. Therefore, the production workers should be motivated in a manner that is congruent with their motivational orientation. Furthermore, the result shows that the HR department is not applying an appropriate motivational strategy, which means that the employees’ level of motivation may fluctuate extensively due to significant changes in the group chemistry.

Traditionally, managers have regarded financial rewards as the primary motivator of employees’, although the following research as well as previous research conducted by academics such as Kovach has shown that those preconceptions are highly inaccurate. Financial factors such as wages and bonuses are important although not sufficiently so to increase the level of motivation and thus performance over an extended period of time, unless the employee has a motivational orientation that is derived from striving for financial security. However, this thesis has shown that production workers within a medium size organization that produce parts for forestry machines are primarily motivated by factors that are related to the work conditions such as co worker relationships.

To conclude the following research, we have found that the relationship between employee motivation and performance is significant and must therefore be nurtured by the organizational management. Therefore, we believe that the future survival of the organization necessitates continuous improvements with regards to the motivational strategy that is implemented. Furthermore, as researchers we perceive motivation as a constantly changing phenomenon which means that managers should consistently evaluate the motivational orientation of the production worker. The interviewed HR managers informed us that yearly motivational surveys are distributed to the productions workers; however, the findings have show that there is room for improvement. A fact that became evident when comparing the managers and
employees’ ranking of the importance of different motivational factors, hence the distortion hinders the organization from achieving a high level of employee motivation.

The main conclusion of this study is that the interviewed production workers are primarily motivated by factors related to work conditions, such as flexibility and work relationships. In addition, the empirical data revealed that the interviewee have a motivational orientation that is predominantly extrinsic, although intrinsic motivators such as responsibility are perceived as important. Furthermore, this finding differ to a certain degree from existing motivation theories, since researcher such as Hackman and Oldham (1976) who argues that employees’ are more commonly motivated by intrinsic factors that are related to personal growth and self-actualization.

Once the empirical data had been analyzed it became evident that the current motivational strategy does not match the production workers motivational orientation in a sufficient manner. In the sense, that managers/supervisors does not provide the production workers with continuous feedback regarding their performance, which may have a negative effect on the level of motivation. Hackman and Lawler (1971) argue that sporadic feedback is more likely to function as a demotivator rather than as a motivator. Thus, this research identified a discrepancy between the managers and the workers perception of employee motivation, which is congruent with previously research conducted by Kovach (1987).

Furthermore, to encounter to what extent motivation influences performance has been hard to determinate. The goals or performance measurements were not based on individual work completion, but on a team effort to produce a certain amount of unit per week and month. As these goals were only based on their work units’ performance, we cannot conclude that the current individual employee motivation has a connection to their current performance. What we can conclude is that motivating your employees in the right way will result in a higher performing employee.

7.1 Recommendations for further research
A significant amount of research has been conducted within the field of employee motivation, although the rate of progress has been stagnant since the late 1970s. Organizations’ and researchers current comprehension of employee motivation is by no means complete. Thus, a lot remain to be uncovered in order for managers to fully understand how to motivate the employees in an effective manner. Furthermore, motivation is a continuously changing phenomenon which requires constant exploration as well as organizational adaption. As previously mentioned, the intensified competition has instigated a shift that requires organizations to compete in new and innovative ways. One alternative is to regard valuable human capital as a competitive advantage rather than as a renewable resource, which is the traditional view. Thus, a high degree of employee motivation is an effective tactic to retain highly skilled individuals.

Therefore, we suggest that further motivational research should be conducted within production facilities where the work tasks are commonly static and uninteresting, which means that the managers must uncover alternative solutions to enhancing the workers level of motivation. Furthermore, an additional and more extensive study of the organization that was studied during this research should be conducted, although the possibility to replicate this study is limited due to the interviewees’ expressed desire to
remain anonymous. Thus, the authors of this thesis are the only individuals capable of conducting a complementary study within the same organization.

Furthermore, studies could be made on similar companies and later add a follow-up study to see if their suggested changes of the company increased their motivation. Does this company act similar to the company in this study? Can the study be made on a higher amount of companies in the same industry to see differences and similarities between companies in the same market?

Continuing, further studied that explores the motivational circumstances differ significantly based on the organizations’ economical activity as well as industry. Future studies could also be made with a wider sample group with more interviewees to get a deeper and more accurate comprehension of the phenomenon.

7.2 Recommendations for the Studied Organization

The aim of this thesis was to explore employee motivation in a medium size organization, which produces parts for forestry machines. Prior to the tour of the factory and the interviews our knowledge of the studied organization mainly consisted of information from the official website. However, as the research progressed a great deal of insight was gained with regards to the current motivational practices currently implemented for the purpose of increasing the employees’ level of motivation. Thus, the following section will discuss future recommendations for the HR management. The recommendations are derived from the empirical findings and existing theoretical models. Hence, the purpose of the following section is to provide the studied organization with recommendations that may contribute to an increased managerial understanding of the employees’ motivational orientation and improvements of the applied motivational strategy.

The current motivational strategy consists of providing the employees’ with continuous feedback regarding their performance. However, the four interviews with production workers revealed that the workers solely received sporadic feedback, which is perceived as insufficient. Therefore, our recommendation to the HR management is to ensure that the employees’ receive continuous positive as well as negative feedback from supervisors/managers. It is crucial vital that the feedback is constructive as well as critical in order to allow for future improvements.

Furthermore, the empirical findings indicate that such factors as flexibility are highly valued by the production workers. Thus, we recommend that the employees’ continue to be involved during the process of work scheduling, which would partially ensure that the motivational level is maintained at a satisfactory level during the foreseeable future.

The findings also revealed that a significant gap exists between the managers and employees’ perception of the importance of different motivational factors. Hence, the future success and productivity of the factory is highly dependent upon the HR departments’ ability become aware of the employees’ motivational orientation. The current business climate is intensely competitive, which force organizations to compete for skilled human resources as well as to retain the current staff. The turnover rate in the production facilities at the studied organization remains quite low, thus the issue for them is not retainment. Rather the problematic area is related to ensuring that the
workers are sufficiently motivated over a long time span. This demands that the HR department is well acquainted with the workers motivational desires and needs.

Lastly, the data indicates that the interviewee does not feel that they receive any validation from the organization nor the closest managers/supervisors, which may significantly hurt the motivational level. Thus, we propose that the managers/supervisors begin appreciating the workers performance more frequently. For example, one of the interviewee replied that a small appreciative gesture such as buying cookies or food for the workers after a week with high production goals is sufficient. After all it is the thought that counts.
References

*Articles:*


Appendix

HRM Transcript English

1. How do you perceive the employees overall performance in terms of productivity and task completion? Is there any statistical data?

   a) If productivity is high and the majority of tasks are successfully completed what could be the underlying reasons?
   b) If productivity is low and work tasks are not completed in a satisfactory manner, what could this be attributed to?

It differs between the different workers in the manufacturing facility. Here we measure the productivity with the number of hours per product. The measures are crucial for the company and are made continuously to keep a high effectively on production, The productivity will of course be greater if the employees are motivated. Of course there are some technical aspects that could lower the production, but as long as the equipment works I believe that the motivation is important for our workers to do a good job.

2. What motivational strategies does the management apply with the intent to enhance employee motivation and work performance? And how is the level of motivation measured?

We use something called: Employment Satisfaction Index (ESI) that we use as a tool to see how the employees perceive their job and it is a good measure to use according to HRM. HRM later goes through the results and together with the employees they will come up with possible improvements.

The ESI works very well and we have also had interest from the owners to see the results from the measures.

The ESI is made once every year and is including all of our employees in all countries. When the results are done, we go through them and see what needs to be improved. We also do workshops where the employees themselves are evaluating the results and decided what further actions should be made.

There are some factors that are extra important to look at, they are: respect, collaboration, feel that you can affect and get feedback. These 4 factors is the base of ESI. If we are at a low rate in any of the factors, we at HRM need to put extra focus into those areas, with more workshops to be able to reach better results. We have used this model for many years and we believe that it works well.

3. What type of factors/rewards to you believe motivate employees?

What most people focus on is: good work relationship, have a stimulated job, work environment comes in third and if they feel like they can affect their job situation. The system we are using has been theoretically proven to be a heavy job and the worker need to feel that they can be a part of the decision making that affects their job situation. To feel that you can affect your own situation is crucial for employees to stay at a company for a longer time.
4. Do you think that motivation and performance are connected?

Yes, it is definitely a relationship between the two.

5. Do you think that high performance lead to higher levels of motivation?

I strongly believe that if you receive feedback of your performance it would lead to be a motivator for the worker. If you will be motivated it definitely will motivate you.

6. Rank the following motivational factors according to you perception of the level of importance for employee motivation
(I being the most important and 10 being the least important)

1. High degree of transparency
2. Feedback
3. Promotion and growth within the organization
4. Decision involvement
5. Workplace relationships
6. Job security
7. Degree of responsibility
8. Financial rewards
9. Flexibility
10. Work conditions

7. What measures does the HRM department take in order to increase the employees’ motivation/performance?

We work extensively with: words of value, game rules, how we are around each other, what is important for us? , workshops and ESI. This measures results in a higher motivation of the employees when reached a clarification of the company goals.

8. Do you believe that you employees’ motivational orientation is largely intrinsic/extrinsic?

I do not think that a promotion is the strongest factor, but internal growth would be up high. A financial reward such as a higher wage would only be a short time motivator that will lose its effectiveness quickly.

9. Are you aware of any motivational obstacles?
   i. If so, how are these solved?

This is not the easiest area to work with. We strive towards always improving, but when you have a certain production system with line production, it is tough to motivate in another way.

The motivation is not on an individually level, when this would be tough to execute. The ESI is made from the individual perspective but the results will later be collected and introduced on a group level and not on an individual basis.
10. Could you please describe the type of reward system in the workplace?
   i. Are you considering other alternative reward systems?
      1. If yes, why?
      2. If not, why not?

At the time we do not have a reward system. Previously we had one but we did not see any positive effects from it. The reward system we had was a profit sharing system but it did not motivate the people, so we got rid of it.

11. Are you satisfied with the performance/efficiency of the employees today?
   i. Why or why not?
It is always room for improvements on the different departments. Improvements are always made but in different ways dependent on the department.

12. What would the HRM want to change about the current motivational strategy?
   i. Are there any obstacles?
No, we believe that the job we do with ESI is working well. There is always room for improvements, as we continuously are trying to complete.

13. Could you please describe the decision making process?
   i. Would/have you consider inputs from the employees?

14. How much influence/responsibility do the employees have in terms of decisions and work tasks?

13+14, We have different work environment groups were the employees can raise their voices and be a part of the decision making. But when it comes to how much we need to produce etc. decides by the market and the employees are not part of that decision making.

15. How much flexibility are the employees allowed?

The workers have the chance to change jobs internally, as the employees get offered the position at the same time or prior to the others of the job opportunity. We usually put up a paper concerning internal jobs on the notice board for the employees.

16. Are the employees encouraged to develop their competence within the company?

We are using a employee agreement contract where the employee together with their manager agree to an individual development plan.

17. To what extent are the employees allowed autonomy and assume responsibility for their work tasks?

They have a pretty clear work description to start with. But dependent on what job they have the responsibility and autonomy differs. Even though it can differ a lot between stations, it is always up to the individual to quality check their station before sending it
to the next one. One example of employees with high autonomy is the machine technicians.

18. How do you perceive the company future in terms of expansion etc.?  
The future looks good for the company. We are striving to always expand our company, and there are no thoughts of slowing down.

19. What goals are the HRM department striving to achieve in 2 years time and 10 years time?  
Here we work with a 1-year-plan which we will continue working with to continuing the work with the company’s code of conduct. Here we do not make any long time plan, if we would do that we would not have the time to make changes to our production in time as the world are moving in a high speed. The world is developing fast, and we need to keep the same speed to be successful.  
At the company we make a forecast 3 times a year to update our 1 year-plan.

20. Are the company goals clear and communicated to all employees? In what manner are the employees informed of the goals? (newsletter, meetings)  
Our basic goals and business idea are measured in the ESI and we can see clear improvements. Previously the percentage was really low on who knew the goals, but it has gotten considerable better.  
The workers get informed in different ways through their closest manager, but also through Information sheets on the notice board at the different departments.  
All the workers should be aware of the company goals, but we need to be better to communicate them to catch their interest with them.

21. How many employees are currently working in Sweden?  
We have approximately 250 employees in Sweden.

22. What is the yearly percentage of employee turnover?  
i. If high, why?  
We had almost none employee turnover last year from the people working on the floor. It is usually really low. Nobody here quits, they work until they reach their retirement most often.
HRM Transcript Swedish.

1. Det är skillnad på medarbetare i fabriken, där måts produktiviteten som man mäter antal timmar per produkt. Mätningen här är jätteviktig för företaget och görs kontinuerligt för att kunna hålla en effektiv produktion.

Produktiviteten blir så klart bättre när även när de anställda är motiverade. Såklart så finns det tekniska aspekter som måste tas in, men om all utrustning fungerar som den ska så tror jag att motivationen att vilja arbeta är mycket viktig för att kunna presteras.


Undersöknningen görs 1 gång per år och genomförs av alla arbetarna på företaget i samtliga läder. Efteråt så går vi igenom resultatet och ser vilka åtgärder som måste vidtas. Vi gör även workshops, där arbetarna själva får vara med och utvärdera resultatet av mätningen och vart fokus skall ligga på i fortsättningen.

De finns några saker som är extra viktiga att kolla på och de är: upplevelse av respekt, samarbete, att man kan påverka och återkoppling. Dessa fyra faktorer ligger i grunden av ESI. Ligger vi lågt i någon av faktorerna så fokuserar vi på HRM att lägga in extra många workshops inom det spektrumet för att förbättra situationen på företaget vilket vi gjort i många år och har fungerat bra.


4. Ja, det sambandet är definitivt korrelerat.


6.

_3_ Befordran och möjlighet att växa inom företaget
_8_ Finansiella belöningar
_7_ Flexibilitet
_9_ Egenansvar
_10_ Arbetsförhållanden
_4_ Delaktighet i beslutstaganden
_2_ Feedback
_5_ Arbetsplatsrelationer
_6_ Jobsäkerhet
_1_ Hög insyn i företaget


Motivationen går inte in på individuell nivå då det skulle vara för svårt att genomföra. Mätningen vi gör, gör man utifrån individen men sedan sammanställs resultatet och leder till ett gemensam förändring.


12. Nej, vi tycker att det jobbet vi gjort med medarbetnings mätningar har fungerat bra, men det finns alltid utrymme för förbättringar vilket vi även kontinuerligt försöker göra.

13-14. Vi har arbetsmiljö grupper där det anställda är med, inom sina arbetsområden har de något att säga till om, men de kan inte vara med och bestämma om hur mycket som ska produceras osv, för det styrs utav marknaden.


16. Vi använder oss utav ett så kallat medarbetaravtal där man skriver en utvecklingsplan för varje medarbetare där chefen och medarbetarna diskutera en utveckling plan om vad som skall gälla i framtiden.


18. Framtiden ser ljus ut och vi expanderar hela tiden, så vi har inga planer på att sakta ner.

19. Vi jobbar på en 1 års plan och kommer jobba vidare med vår ”code of conduct”. Vi gör inga långsiktiga planer. Skulle vi göra en längre prognos så skulle den inte hinna
med alla ändringar som händer i världen. Hela världen utvecklas fort, och vi måste hänga med i samma takt.
Här på företaget så gör vi en prognos 3 gånger om året för att uppdatera vår 1åriga plan.

20. De grundläggande målen och affärsiden mäts i undersökningarna och de ser klara förbättringar. Förr var procenten längre av de som kunde våra mål, men det har blivit bättre.
Medarbetarna blir informerade i olika led genom deras egna chefer om målen men också genom uppslag på anslagstavlor på avdelningarna.
Alla anställda borde kunna målen, men man måste kommunicera på många olika sätt för att nå alla med intresse.

21. Vi har ca 250 anställda i Sverige för tillfället.

Employee Interview 1

Age (years): 18-30  31-43  44+

1. How much do you work for the company?

   Part-time     Full-time
   A. 0-25%      40h/week
   B. 26-50%
   C. 51-75%
   D. 76-100%

2. How long have you worked for the company? (years)
   I have worked for the company for approximately 4 years.

3. What is your highest level of education? (circle one alternative)

   Gymnasium       Vocational school   University   Other: _______________

4. Can you as an employee influence the workload, speed etc. of the company? How?
   Well to some extent I can do that. We have a station based system, so you can actually work one station ahead, it is not the most preferably to do, but it is possible to do so. So we can speed up the workflow by working faster but not preferably slower. If we need help or do not manage our station there is a help button you can press or a stop button. When you hit the help button others come and help you on your station and most people use it in more frequently in the beginning of their training period or at an unfamiliar workstation. The stop button is mostly used in emergency.

   We have meetings and some input in how much time every station should take to complete a task. I hope they listen to us because they ask us if we feel uncomfortable with the time or the task, but I don’t know if they actually listen. We get to raise our opinion in the issue, but do not mean they would obey it. As some employees get old or can’t handle the speed of the working on the line, they can be moved to another department to ease their workload. For example there were a few older guys with heart problems that made it tough for them to work on the assembly line so the company assigned a different job at another part of the chain.

5. Would you like to have a higher influence? Why? To what extent?
   No, not really, I am pretty comfortable with the pace at the moment. It feels nice being a mindless drone just doing your job. I wouldn’t mind having more time to relax at your station, but nothing that I think is necessary.

6. Are you aware of the company goals, and how to reach them?
   I am aware of the company goals, they are pretty clear. They want to be leading producer within their respective markets. How to reach them is more unclear. We need to work hard and get the orders in. I’m not to certain of how to get there.

7. How did you become aware of them? Are the goals clearly stated?
There are a lot of posters and motivational statements when you enter the company building. But there are also meetings. My first week at the company there were meetings with company information from both the company side and the worker side. I do believe the goals are clear though.

8. **Are you motivated to do your job? Why/why not? Explain.**
   Yes, I am. Well I feel kind a bad but the salary is pretty good. Some of the stations I work on are actually competitive and funny and stimulate me to want to work. But the main motivator is the paycheck. Competitive vice it is individual as you are on different stations it is tough to compete with other work colleagues.

9. **How do the managers motivate you? Are those motivating factors important to you?**
   They give simple encouragement which I found important. The simple “you are doing a good work” or asking if things are going alright are important factors that our closest managers do. The constructive feedback are important as well, and especially during the first weeks when you need to push the Help button more often, they help you with tips on how to improve your work skills. There are not really any other factors that I have noticed. It is the feedback and some encourage words from the management to “keep up the good work” which is as I see it a good motivator. It is fun to get recognized for what you do and that you are doing the right thing. Lacking factors would be to have a measure to work towards to stimulate the competitive minds. I understand that it might not have its place in this industry because of safety reasons, but it would motivate myself to work faster and not lose interest as easily.
   At the moment we only have measures that shows how much as a unit we all produced but nothing based on stations.

10. **To what extent do these factors motivate you?**
    Rank the alternatives 1-10 (1=most important)

   Importance:
   1. Promotion & Growth within the organization
   7. Financial rewards
   3. Flexibility
   2. Degree of responsibility
   5. Work conditions
   6. Decision involvement
   8. Feedback
   4. Workplace relationship
   10. Job security
   9. High degree of transparency

11. **Are you involved in the planning of the working schedule and decision making of the company? If not would you want to be involved? Why/why not?**
    I am not really involved in the planning of the work schedule and decision making. But one time I had a minor injury on my ankle, I asked my manager if I could change station which was not any problem so they solved that for me quite easily. Otherwise I can’t really influence the work decision making.
It would be nice to have the possibility to choose what station to be at, but I do not think it is too necessary at the moment.

12. Do you feel that your job is validated by the company? How?
At some stations you feel like your job could be replaced by a machine which is not to motivated as “who ever” could do this task. On other stations though I feel motivated because the service I do will result in a benefit to the company, to do work that I know the company really needs for its product.

13. What possibilities do you have to grow within the company?
I have been quite disappointed with the growing potential within the company. I love to compete as I’m a former athlete, and also to give 100% when I do a task. By not being rewarded somehow is lowering my motivation for sure. I try to show that I am ready to take on more, but it does not feel like the management does something about it.

There are papers put up for job recruitment for other job opportunities in the company that everybody can apply for, but I don’t think we will get any special treatment for being in the company. I have not been a part of the company’s recruitment procedure so I can’t say if the favorable us workers before other applicants.

At the moment you can get more responsibility. The longer you work you will get a greater responsibility and can work at more stations. It is good to give the established workers higher responsibility but I feel it is mostly a horizontal moment then a vertical one. For example I have gained more knowledge and responsibility but it does not show in my financial rewards.

14. Is your level of motivation influenced by the knowledge that a desired reward would be offered to you upon a successful completed task? Explain.
I believe to have a desired reward waiting for me, would motivate me on a much higher extent than no reward at all. If you have clear goals on what to reach, I believe that we workers would be motivated to try to reach those goals to be able to collect our reward.

15. How is the culture at your workplace? Can it be improved, how?
It can always be improved, and should be a focus point for the company.

The situation is good, the employees are nice to each other and there is no hatred along coworkers.

As I work in the production industry, at the lowest level of employment there is still a lot of bitterness, it at least seen that way among the whole team. The lower level workers most often dislike the changes that the management does. For example when they speed up the work and lower the time on every station to be more effective in the production. This makes a lot of the older employees angry as they believe that no one else from higher instances should come down and tell the lower workers how to do the job they have preceded for many years with. Most often the older and more experienced workers feel left out, as the company do not use them as an asset and ask for their input when it comes to no decisions.
To the company’s defense they try to use a manager or a semi-manager from a different department to do the workers job for 1 week to see if the time frame can be lowered to do the job. It feels like the management live by: “If I can do it, they should be able to do it”. I feel for the older workers as I do not work as often I would rather see an extension of time per station in contrast of a shortening.

I would suggest more communication along the vertical axis of the company and to interact the employees that has the best knowledge in the field in some of the decisions.

At the moment the company is trying to treat their workers well with free seminars and activities for everyone to join, but there is not that many people that I know that goes as it is outside of work hours, and they do not feel the urge to stay.
Employee Interview 2

Age (years): 18-30  31-43  44+

1. How much do you work?
   - Part-time
   - Full-time
   E. 0-25%  40h/week
   F. 26-50%
   G. 51-75%
   H. 76-100%

2. How long have you worked for the company? (years)
   25 years

3. What is your highest level of education?
   - Gymnasium
   - Vocational school
   - University
   - Other: __________________

4. Can you as an employee influence the workload, speed etc. of the company? How?
   My ability to influence the workload is quite limited, we have to adapt to the number of orders that are receive and do the work that is required to meet the orders.

   Are you required to produce a specific amount of products per hour?
   No, as it is right now there are no individual production goals like that. There are unit goals of a certain amount of finished products that must be produced per week. So we just have to do what we can, everyone differ in terms of effectiveness and productivity. But we know approximately what the management expects of us.

   In your opinion, is the current system acceptable or should it be changed in any way? If so, how? (e.g. additional time to achieve the weekly production goals)
   It depends. Sometimes there is not enough to do and that’s not good. Before Christmas we produced about 25 percent of the total production that we’ve had during this spring. So the production varies a lot.

5. Are you aware of the company goals, and how to reach them?
   Do you mean the exact wording of the company goals?

   No, we would like to know if you are aware of the company’s values and general goals?
   We are expected to know the business plan, but I don’t know it. All I know is that it is about making sales and earning profits. We have continuous group meetings with the supervisor who clarifies what is expected of us. We only want to know where we are and what needs to be done during the week.

6. How did you become aware of them? Are the goals clearly stated?
   They inform us orally of the goals as well as a paper on the notice board.

At the moment, I am quite motivated. When the workload is not too big, than I feel that I’m quite motivated. Also because the work conditions are good and we are working according to a rotating system so we get to do different tasks.

**How often do you rotate between different stations?**
We work one station for one shift/day and then rotate to another station the next day. When the workload on one station is to big than you normally fall behind and feel exhausted at the end of the workday. Production is starting to slow down after a few quite intensive months. As I said before, I have been working here for 25 years and there have been times when I have considered quitting because of the high workload.

**How are you shifts designed according to the current system? Do you always work the same days and start at a set time?**
We have two shifts and three shifts. I work two shifts, some people work two shifts while other work three. The first shift is between 06.00-15.00 and the second is between 15.00-24.00. And then the night shift are quite flexible, but that are normally between 23.30-06.00. So we usually work four days a week.

8. **How do the managers motivate you? Are those motivating factors important to you?**
I don’t think that we get that much feedback. They usually give us feedback when we have failed to reach the production goals. Well, it is not like they scold us but we discuss the reason behind the failure to reach the goals. There are normally many different reasons for it. The machines are quite old, so I work with repairing the machines as well as production. But of course we also receive positive feedback as well, is usually depends of who the supervisor is. We recently got a new supervisor, so he is still quite new to the job.

We were told that you used to have a supervisor who was an economist, did he give feedback or was he mainly focused on the financial aspects?
He was really skilled with numbers and he was able to straighten out the factory’s economy. I think that without he the factory would have been closed, so he basically saved the factory. A lot of people at different organizational levels agree and said that he did a very good job. But he had not experience with production, so he was unable to understand the practical problems on the floor and in production. So the situation was quite turbulent when he was the supervisor, either you got along with him or not. But he often gave me appraisal for my personal performance, but I think that it differed quite a lot.

9. **To what extent do these factors motivate you?**
Circle one number in each category.

10. Promotion & Growth within the organization
1. Financial rewards
2. Flexibility
4. Degree of responsibility
3. Work conditions
6. Decision involvement
8. Feedback
5. Workplace relationship
7. Job security
9. High degree of transparency

10. Are you involved in the planning of the working schedule and decision making of the company? If not would you want to be involved? Why/why not?
Yes, at least I’ve had the ability during all of these years in case of any private problems. I’m also aware of other people’s situation, so there are many different solutions.

11. Do you feel that your job is validated by the company? How?
Ohh yes, otherwise the agricultural machines could not be produced. We are producing important things, if you know what I mean.

12. What possibilities do you have to grow within the company?
In the past it was common that the supervisors were recruited from the floor, for example our current supervisor used to work in production. But I think that it is less common today because a higher level of education is normally required. It feels like it’s a lot harder to develop within the organization, the only alternative would be to request leave from work to study to become a production technician. Which is something that several people have done to advance within the organization. My individual ambition is quite low to do a different job than the one that I’m currently doing.

13. To what extent is you motivational level influenced by the knowledge that a desired reward will be offered to you upon the successful completion of a work task?
No, I don’t think that it influence my motivation that much because I know that once the production goal is reached than another one will be introduced. So the only motivation for me is the 25th that is payday. There is no bonus system in place that offers us a reward when a certain production level had been reached.

We were told that you are able to work with welding as well as production; do you receive any benefits for being skilled within different areas?
Yes, you get some extra kronor per month. I have gained skills within all possible areas of the factory during the years that I have been working here. You receive a certain amount of points when you assume responsibility for a machine, so if you have the skills to program a robot than you might get 100 additional points which means that you get 50 kronor extra per month. But on the other hand, it is good to have those skills so that you get to work with something else once in a while, because the work within production is quite monotone. We do the same things all the time with a lot of lifting.

14. How is the culture at your workplace? Can it be improved, how?
The organization has certain values and proclaims to have a specific type of culture, is that something that this factory applies or takes into consideration? The work moral is quite high if you compare to other similar factories. The is also a strong sense of belonging, I like my coworkers something that I have always done and that’s probably the main reason why I am still working here.
Do you feel that the relationship with the supervisor is good, even though he/she is fairly new? (e.g. if you have a problem, do you feel that you are able to talk to the supervisor?)

Yes, I definitely feel that we can do that. The HR department has always shown a willingness to help me. I think that this is a very good company to work for. The yearly survey that the HR department is conducting is working quite well, certain areas such as personal developments are static according to the survey because not that much can be done to improve them.
Age (years):  18-30  31-43  44+

15. How much do you work?

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16. How long have you worked for the company? (years)

I have been working for 23 years within the same company.

17. What is your highest level of education?

Gymnasium    vocational school    University    Other: _______________

18. Can you as an employee influence the workload, speed etc. of the company? How?

We have production goals that we are working toward at every work shift, which are in place so that we are able to reach the weekly production goals. In the welding department, where the work is done manually we have the chance to decide how much we want to work.

Do you have sufficient influence to move another station or stage in the production process?

We are rotating to a new station every shift. We are advancing one step in the production process every shift, so during a five day week we are working at five different stations.

Do you think that such a rotating system is beneficial?

Yes, it’s a good system, although the tasks are quite similar and involves the same type of physical movement.

19. Would you like to have a higher influence? Why? To what extent?

We are able to influence the work process to some extent. But I don’t think that we (the employees) are able to have that much influence because the production process is quite static and only minor changes can be made. But I don’t know, I’m quite happy with the way that it is right now.

20. Are you aware of the company goals, and how to reach them?

I know that they have certain goals, but I pay little attention to those. I only care about the weekly goals, which is to reach the weekly production goals. The organizations financial goals are not important to me.
Are the weekly goals individual or for the entire workforce?
The weekly goals are concerned with the number of completed products that are
loaded onto the trucks to be transported for painting in another city. So this week's
goal is to produce 3000 finished products.

If you (all the individuals in production) manage to produce more than the
weekly goal do you receive any feedback or appraisals from the management?
Sure, that happens sometimes. Also when we have been able to achieve a very high
production goal that required the work shifts every day and a lot of overtime after
such hard work the managers have bought lunch for us, as a reward for our hard work.

Do you feel that such gestures motivate you further to do a good job?
Yes, of course it is nice to feel appreciated for the work that you do. It’s not such a
big reward but it’s the thought that counts.

21. How did you become aware of them? Are the goals clearly stated?
We have informational meeting on a monthly basis. We are a separate factory with a
separate economy from the organization at large. So I’m only aware of those goals
that are discussed during those meetings. The only important thing for us is to know
about the performance of this factory, we are not interested in knowing about the
goals of the whole organization. And the goals that we are informed of are quite
basic, so there are not a lot of fancy economical terms or goals because we never
understand them.

I do what I have to in order to reach the weekly goals. So I feel some responsibility
toward reaching the production goals.

23. How do the managers motivate you? Are those motivating factors important to
you?
That is a really hard question. They give us both appraisal and critic based on how
the production is going. So if they see that you are not doing your job in the right
way than they will have a discussion with you. But if a defective machine causes the
low production than they can’t blame us for that.

Are you more motivated by financial rewards (e.g. bonus, higher wages) or by
personal development/developing new skills?
I would say money motivates me more than those other factors. We have tried in
the past to have financial reward for good performance, but it didn’t work because
you always had to go nag on the HR department. And if you finished the task to soon
than they sometimes believed that too many people were working, so they started
removing people from the shift instead. So it’s a sensitive area to discuss.

24. To what extent do these factors motivate you?
Circle one number in each category.

9. Promotion & Growth within the organization
8. Financial rewards
4. Flexibility
5. Degree of responsibility
25. Are you involved in the planning of the working schedule and decision making of the company? If not would you want to be involved? Why/why not?
We are able to decide how much we want to work and how much overtime we want. I have a family so I don’t want to work a lot of nights, so the management listens those types of wishes.

26. Do you feel that your job is validated by the company? How?
It’s not something that you normally think about, but it is important to the company because without us they would not be able to produce anything.

You have been working here for 23 year, what are the reasons behind you decision to stay that long at the same workplace?
I like it here. The work in itself is not that interesting but I have a lot of friends here and good work relationships. I think that as long as you enjoy working with you colleagues than the work task doesn’t matter that much.

27. What possibilities do you have to grow within the company?
The organization is normally recruiting internally if new positions are available. So they prioritize the employee that shows an interest in changing to a new position over external individuals. For example, the positions as supervisor is always offered to current employees, but if a certain position requires some type of educational background than external individuals are commonly hired. So everyone has the change to apply for a certain position, if they feel like trying something new.

Do you wish to advance to supervisor or are you mainly happy with the job that you have got right now?
No, I would not like to become a supervisor. If I were to apply for such a job than I would apply to an entirely new company because I don’t want to supervise my friends and past colleagues that I know really well. I like the way that it is right now, to come to work to what you have to and than at the end of the day go home without any more responsibility toward the company.

28. To what extent is you motivational level influenced by the knowledge that a desired reward will be offered to you upon the successful completion of a work task? (e.g. money, bonus such rewards that you previously mentioned are desirable)
I would absolutely be more motivated to do my job, but I would rather be offered a day off from work than money, unless the financial reward is really big. So in that sense I would value free time more than money.

29. How is the culture at your workplace? Can it be improved, how?
The work relationships and sense of belonging to this factory has been good since I started. We know each other really well and have fun while working.
The organization has certain values and proclaims to have a specific type of culture, is that something that this factory applies or takes into consideration? I’m not aware of any of those values, to me it feels more like they are more concerned with the external appearance of the company, so it basically feels like a completely different world to me. So I would say that we have created our own culture and sense of belonging in the factory which works well for us.
Employee Interview 4

Age (years): 18-30 31-43 44+

1. How much do you work at the company?
   
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2. How long have you worked for the company? (years)
   18 years

3. What is your highest level of education?
   
   Gymnasium  vocational school  University  Other: _______________

4. Can you as an employee influence the workload, speed etc. of the company? How?
   No I cannot influence the workload and speed of the company. The company and our workload depend on how many orders we have at the moment and they are different high depended on the market need of our customers.

5. Would you like to have a higher influence? Why? To what extent?
   The company is working well at the moment and I have no complains over the current situation. We are also a pretty flat organization which makes it easier.

6. Are you aware of the company goals, and how to reach them?
   I know what goals the company has. The only way to reach them is to work hard and produce, that is how the goals will be reached. At the moment we have weekly goals and monthly goals that need to be reached. We will have meetings before and after and see what went well and if we need to work harder to the next time to reach the goals.

7. How did you become aware of them? Are the goals clearly stated?
   The management puts up papers on the boards about the company and company goals. We also have some meetings now and then where they let us know what is expected of us to do to be able to reach the goals that are set up. I believe that the goals are clearly stated and easy to understand.

   I like my job and I feel motivated to work. My work is important both for me and the company and at the moment I really like to work here.

9. How do the managers motivate you? Are those motivating factors important to you?
They do not motivate us at all actually. I do not feel like they motivate us other than the money that we receive every month. I think I would like to have more motivation from the management, maybe as feedback.

10. To what extent do these factors motivate you?
   *Rank the alternatives 1-10 (1=most important)*

   Importance:
   4. Promotion & Growth within the organization
   5. Financial rewards
   6. Flexibility
   2. Degree of responsibility
   1. Work conditions
   9. Decision involvement
   8. Feedback
   7. Workplace relationship
   3. Job security
   10. High degree of transparency

11. Are you involved in the planning of the working schedule and decision making of the company? If not would you want to be involved? Why/why not?
   Yes, I am involved in the planning of work schedule as we work in different shifts. We always get to say what we think and they try to fix our working schedule after that. It works well as many people have families that need to work with the schedule as well.

12. Do you feel that your job is validated by the company? How?
   I do feel that my job is important. The company needs us to work to function and if we don’t produce then the production would stop. That is the only reason I see. Even if we are low level workers I still know my job is a part of the company’s success, and that is what makes me working.

13. What possibilities do you have to grow within the company?
   I don’t know about growing, you can grow to a certain degree but after that it is tough to go further. What I mean is that you can grow and learn different things in your department with different machines etc, but not to a higher position, in that case you need to educate yourself. It is possible to change job in the company when they are recruiting new ones they try to give the people working already in the company priority. At least that is how I see it.

14. Is your level of motivation influenced by the knowledge that a desired reward would be offered to you upon a successful completed task? Explain.
   Of course it would help me to work better if I would get something I really want. I believe that works for everyone. If the reward is good enough for the person receiving it, I believe everyone would strive to get it.

15. How is the culture at your workplace? Can it be improved, how?
   We are a small part of the big company with our own department. The culture here is good as we are few people working and we have a good connection and work well
together. If anyone needs help or is sick, there is always someone that can step in and help out. As we are few people working we are also solidarity workers that strives for common goals and get along.

At the moment de relationship with the management is good as the new manager seem to listen to us in various situations. We have had previous managers that were good with numbers but not with people and did not know how to communicate with the workers.

We have meeting with our manager once every two weeks where we talk about where in the production we are and how things have been done and how we need to work to reach future goals etc. I believe that those meetings are good for us and it seems that he listen to our opinions as well.

We also have the higher management with HRM and the employment satisfaction index (ESI). I believe that this is a good way to see what the employees think about their job. On the other hand I don’t see it to be effective. It works in some ways and in others it just stands still. The HRM is trying to go back and see what factors made the ranking low but I do not believe that they succeed with trying to solve the problem.