Employee Motivation in Medium-sized Manufacturing Enterprises
Two case studies from northern Sweden

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This thesis was written during a ten week period in the autumn of 2006 at Luleå University of Technology and is part of our programme International Economics and Marketing. It has been ten weeks of challenge, containing frustration and a lot of stress. We have gained a deeper knowledge in the field of motivation and how managers do in order to motivate their employees concerning gender and age. We believe that our supervisor, Associate Professor Manucher Farhang, has performed his work task very well in supervising our thesis and we thank him for all his help. Our special thanks to Maria Göransson at Polarbröd and Lars-Göran Wallström at Älvsbyhus, which agreed to participate in our thesis, without them it would not have been any thesis. We would also like to thank each other and our families for the patience during this ten week period.

We hope that this thesis will be interesting and useful for other students, researchers and people that want to learn more about the chosen area.

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ABSTRACT

Motivation continues to be a well-researched topic both by academics and commercial firms. The aim of work motivation is to have well motivated employees as well as having managers with the possibility to motivate others. The focus is on the factors managers use to motivate employees and the differences regarding gender and age. The purpose with the study is to provide a better understanding of the employee motivation issues in small and medium-sized Swedish enterprises. In order to reach this purpose, three research questions were stated; how Swedish managers motivate their employees in SMEs, and on the relationship between gender, age and motivation. A qualitative, case study methodology was used to interview two companies in northern Sweden; Polarbröd and Älvsbyhus. The findings show that motivation is very individual and managers have a hard task motivating their employees. Today employees are more motivated by intrinsic factors rather than extrinsic which dominated in the past, but none of the two can be overlooked by managers when motivating their employees. The most revealing finding concerning gender and age is that managers do not motivate their employees differently concerning these two variables.
SAMMANFATTNING

Motivation är ett mycket väl studerat område både av akademier och kommersiella företag. Syftet med arbetsmotivation är att ha både motiverade anställda och ledare med möjligheten att motivera andra. Fokuset i motivation beror på de faktorer ledare använder för att motivera sina anställda och skillnaderna mellan kön och ålder. Syftet med studien är att få bättre kunskap om anställdas motivationsfaktorer i små- och medelstora svenska företag. För att kunna besvara syftet utformades tre forskningsfrågor, hur svenska ledare motiverar sina anställda på arbetsplatsen och de andra två förklarar förhållandet mellan motivation, kön och ålder. En kvalitativ fallstudie användes för att intervjua två företag i norra Sverige; Polarbröd och Älvsbyhus.

Våra data visar att motivation är väldigt individuellt och ledare har en svår uppgift framför sig med att motivera sina anställda. I dagens samhälle är anställda mer motiverade av interna faktorer än externa som dominerade tidigare, men dessa två faktorer har lika stor betydelse för ledare när de ska motivera sina anställda. Den största upptäckten med ålder och kön var att ledare inte motiverar sina anställda olika på grund av dessa två faktorer.
<table>
<thead>
<tr>
<th>CHAPTER</th>
<th>SECTION</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1.1 Background</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>1.2 Problem discussion</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>1.3 Purpose &amp; research questions</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>1.4 Delimitation</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>1.5 Outline of the thesis</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>LITERATURE REVIEW</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>2.1 Employee motivation in SMEs</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>2.1.1 Internal and external motivation</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>2.1.2 Motivational profiles</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>2.1.3 General theories on Motivation</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>2.1.4 Role of manager in motivating employees</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>2.2 Gender and motivation</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>2.3 Age and motivation</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>2.4 Theoretical frame of reference</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>2.4.1 Conceptualization – Employee motivation in SMEs</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td>2.4.2 Conceptualization – Gender and motivation</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>2.4.3 Conceptualization – Age and motivation</td>
<td>29</td>
</tr>
<tr>
<td>3</td>
<td>METHODOLOGY</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>3.1 Purpose of research</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>3.2 Research approach</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>3.3 Research strategy</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>3.4 Data collection</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>3.5 Sample selection</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>3.6 Data analysis</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>3.7 Validity &amp; Reliability</td>
<td>34</td>
</tr>
<tr>
<td>4</td>
<td>EMPIRICAL DATA</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>4.1 Case 1: POLARBRÖD</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td>4.1.1 Employee motivation at Polarbröd</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>4.1.2 Motivation and Gender at Polarbröd</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>4.1.3 Motivation and Age at Polarbröd</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>4.2 Case 2: ÄLVSBYHUS</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>4.2.1 Employee motivation at Älvsbyhus</td>
<td>41</td>
</tr>
<tr>
<td></td>
<td>4.2.2 Motivation and Gender at Älvsbyhus</td>
<td>44</td>
</tr>
<tr>
<td></td>
<td>4.2.3 Motivation and Age at Älvsbyhus</td>
<td>45</td>
</tr>
<tr>
<td>5</td>
<td>DATA ANALYSIS</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>5.1 Within-case analysis</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>5.1.1 Within-case analysis of Polarbröd</td>
<td>46</td>
</tr>
<tr>
<td></td>
<td>5.1.2 Within-case analysis of Älvsbyhus</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>5.2 Cross-case analysis</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>Employee motivation in SMEs</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>5.2.1 Gender and motivation</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>5.2.2 Age and motivation</td>
<td>54</td>
</tr>
</tbody>
</table>
# Table of Contents

6  **FINDINGS & CONCLUSIONS** .................................................................................................................. 55

6.1  **RQ1:** How can the way Swedish managers motivate their employees in SMEs be described? ........................................................................................................................................................................ 55

6.2  **RQ2:** How can the relationship between motivation and gender in the workplace be described? ........................................................................................................................................................................ 57

6.3  **RQ3:** How can the relationship between motivation and age be described? ........................................................................................................................................................................ 58

6.4  **Implications and recommendations** ...................................................................................................... 59

6.4.1  Implications for practitioners .................................................................................................................. 59

6.4.2  Recommendations for future research .................................................................................................... 60

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**APPENDIX A:** INTERVIEW GUIDE - ENGLISH VERSION

**APPENDIX B:** INTERVJU GUIDE – SWEDISH VERSION

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**LIST OF FIGURES**

- Figure 1-1: Thesis outline .......................................................................................................................... 5
- Figure 2-1: Maslow’s hierarchy of needs .................................................................................................... 14
- Figure 2-2: Two factor theory ..................................................................................................................... 14
- Figure 2-3: Conceptual framework for the study ........................................................................................ 26

**LIST OF TABLES**

- Table 2-1: Framework for work motivation .................................................................................................. 10
- Table 2-2: Multi-dimensional framework for work motivation ..................................................................... 10
- Table 2-3: Incentive profile .......................................................................................................................... 12
- Table 2-4: Hackman-Oldham job characteristics model ........................................................................... 17
- Table 2-5: Three types of organizational "starting-points" ........................................................................ 20
- Table 2-6: Four generations at work ........................................................................................................... 25
- Table 2-7: Employee motivation in SMEs ..................................................................................................... 27
- Table 5-1: Summary of the key findings on RQ 1 – Employee motivation in SMEs .................................. 52
- Table 5-2: Summary of the key findings on RQ 2 – Gender and motivation ................................................. 53
- Table 5-3: Summary of the key findings on RQ 3 – Age and motivation ....................................................... 54
INTRODUCTION

In this chapter an introduction will be presented on the topic of motivation from a managerial perspective focusing on gender and age. The background lays the foundation for the problem discussion where we will discuss the problems we discovered in our research area. This will direct us to our overall purpose and research questions including delimitation. Finally, we will present an overview of the entire thesis.

1.1 Background

Managers in an organization accomplish tasks through other people, they oversee the activities of the organization and are responsible for reaching goals. (Robbins, 2005) The key components of a manager’s work involve leadership, negotiation role, decision making, and communication. Managers have formal authority over the organizational units which are divided into interpersonal, informational and decision role categories. Managers’ work has a lot of varieties and the interaction with personnel is considered to be the core of management. (Thomas, 2002)

Managers are struggling with changes at work and are actively engaged in a reinvention of management and work (Hiam, 2003). In the past, managers were able to manage with their technical skills alone, but today’s competing and demanding workplace this is not enough, managers also need to have good skills with people. Organizations are facing a more complex world with more competition, individuals are now better to manage themselves, take responsibility and make decisions. The role of manager has changed and today managers guide, support and encourage their employees. (Barry, 1994)

Human resource management, HRM, is resource-centered and mainly for providing and organizing management needs (Torrington & Hall, 1998; Price, 2004). The focus of HRM are on planning, monitoring and controlling instead of mediation. Employees’ interests can be reached through effective overall management and HRM is identified with management interests. (Torrington & Hall, 1998) Knowledge and skills of employees are the main productive element in today’s economy and these human assets derives from job satisfaction, commitment and motivation which enable the ability to perform (Litschka, Markom & Schunder, 2006). In order to motivate employees managers has to recognize the patterns that orient and direct behavior of his or her employees (Hanson & Miller Jr, 2002).

What defined work in the past are not the same today as work has become more dynamic, the employer-employee relationship is less hierarchical and more transactional. Employees have moved away from long-term employment relationships and long-term rewards and the effort is focused on short-term rewards. (Eisner, 2005) The workplace has also undergone radical changes and organizations are becoming more heterogeneous in terms of gender, age, race, ethnicity, and sexual orientation. The workforce is becoming more diverse and includes women, people of color, the physically disabled, senior citizens, sexualities, and managing the diversity has become a global concern. Managers need to recognize that people bring their cultural values, lifestyles preferences and differences with them when they come to work. (Robbins, 2005) Some organizations have tried to make changes, but most are still struggling to understand the new work environment. The truth for most of them is that organizations do
Individuals have different motivational behavior at work which is accompanied by different mindsets that have particular importance for the individual and this explains certain work behavior. Work motivation has been defined as “a set of energetic forces that originates both within as well as beyond an individuals being, to initiate work-related behavior; and to determine its form, direction, intensity and duration”. (Meyer, Becker & Vandenbergh, 2004, p. 992) Goal setting is at the heart of the motivation process and for some individuals certain conditions are of more importance than others, this can be feedback, goal commitment, ability and task complexity. It is hard to discuss motivation without touching on the concept of commitment, as motivation is a broader concept and commitment is one among a set of energizing forces that contribute to individuals motivated behavior. Theories on motivation as well as commitment have been developed over the years in an attempt to understand, predict and influence employee behavior. (Meyer, et al. 2004)

Motivating employees is not the same today as it was in the past and employee motivation present one of the last frontiers for organizational influence. It is becoming more difficult for organizations to find, manage and motivate the employees (Nelson, 1997). Managers can not really motivate anyone, but they can create a situation to which individuals will respond because they choose to (Rabey, 2001). The aim of managers is to motivate employees and make them feel that they are working with the manager and not for the manager. (Tuttle, 2003)

1.2 Problem discussion

Organizational or individual achievement is not accomplished when motivation is used to manipulate and control individuals. In 1920 research on motivation increased among researchers and certain motivational factors were of greater importance than others. Today other factors are of significance due to environmental changes at the workplace. (Wiley, 1997) Although, motivation has been studied for almost a century it still remains in the heart of modern parenting, teaching and stimulating effort on the job. Over 500 articles are published annually in mainline business journals and 400 in mainstream academic journals. Employees who knows that they will be rewarded for something at work has to question themselves whether it is worth doing and those who desire the reward will perform as stimulated. This demonstrates that the desired behavior organizations want employees to perform is accomplished through manipulation and everybody knows it. (Marcum, 2000)

Organizations all have different key qualities which form the personality of the organization which employees want to belong to and in order to be successful the organizations need to maintain the values which brought the employees to the organization. A part of the success is to recruit people who are motivated by inner drivers and want to be part of the organization. In order for employees to remain in the organization managers have to communicate, trust and respect, and give gratitude to their employees. (Owen, 2005) Research demonstrates that employees working for small companies are experiencing more satisfaction at work than employees working for a larger one. "While it is tempting to take a job offer from a large company which often can pay a higher salary and provide more resources than a smaller
company, working for the little guy also has its plusses. Smaller companies often give employees more responsibility from the start, are less politicized and less bureaucratic” (The Marlin Company, 2006) Employees at larger companies feel that work can interfere with their personal and family life, at small companies employees have more social support and receive it on a regular basis and it is not the case at larger companies. (ibid) Employees in smaller companies often have ambition to work for a long-time goal within the same company and are allowed more responsibilities since companies do not like employees who move from job to job after a couple of years. People do not have the same trust in larger companies that they did before, they do not trust the big companies to provide the culture, security and long-term stability as they were able to in the past. (Tuttle, 2003)

Today it is important to maximize the engagement and motivation of employees to the organization through assessment, regular feedback, ongoing support and experience-based initiatives. Organizations might perceive motivation as a strategic issue since it impact directly on organizational cost, productivity and business performance. Keeping employees motivated can be done by increasing salaries, benefits or education, but it is important to recognize that individuals are motivated differently and most often it is a complex situation to know what motivates employees. Cash is not the only motivational factor and ignoring potential motivators is naive since communication need to occur on a continuously basis in order to know what motivates employees. (Glen, 2006) Motivation is fundamental to human behavior and theorists and practitioners continue to look for universal laws or motivational techniques that can be applied among the different cultural groups in the world. (Di Cesare & Sadri, 2003)

Managers discuss how to motivate their employees in order to increase productivity as well as the moral at the workplace. Each individual is different and motivated differently and it also depends on what stage in life a person is at. Motivation have been defined as “the amount of effort that an employee is willing to put into work to accomplish an organizationally valued task” (Phatak, Bhagat & Kashlak, 2005, p. 418), but it can also be defined as “the processes that count for an individual’s intensity, direction, and persistence of effort toward attaining a goal” (Robbins, 2005, p. 170). Motivation is not something that is observable in the organization (Phatak, et al. 2005) and most managers do not know what motivates their employees because they do not realize that individuals in the organization has unique motives for working (Hiam, 2003).

Motivation is a key organizational concept, organizations are willing to hire and continuously seek motivated employees and managers with the ability to motivate others. A lot of people think rewards will motivate people better, but due to the cultural differences in the world it is important to recognize that rewards might be valued differently. (Francesco & Gold, 2005) Most studies in the past have been conducted on job satisfaction and intrinsic work motivation and these studies have focused on specific countries or even specific organizations. Due to these previous studies the results differs and some reports even contradict one another with respect to the effect that employee characteristics such as gender, age and educational level have on intrinsic work motivation and job satisfaction. (Enskildsen, Kristensen & Westlund, 2002)

The perception in the workforce is that men and women have different attitudes towards work and previous findings both confirm and contradict this. Literature conducted in the past have often examined only one work related variable and not a number of variables. Although a lot of studies have been done on gender differences, it is an area which fascinates researchers
since more and more women are entering the workforce. (Singh, Finn & Goulet, 2004) Research that focuses on possible gender dissimilarities must be aware of using men as “standard” and see women as deviation. The truth might be that women are supposed to be researched as “standard” and men as deviation. (Rosenthal, 1995)

The question, how to motivate employees, have fascinated behaviorists for over a century, motivation that attracts, retain and engage younger employees. Employees who can contribute with newer and available knowledge are quite different from their predecessor generations. (Amar, 2004) Age diversity has become an important factor for organizations when recruiting. It is very easy for organizations to stereotype the different age groups and make assumptions such as the older generation does not have the same enthusiasm of learning new skills than the younger workforce. (Newton, 2006) The loyal generation of Baby Boomers are now becoming replaced by generation I, generation Y, and the culture clash is obvious. (Rydman, 2006)

Most theories and research done on motivation have been conducted in the United States and motivational theories such as Maslow’s hierarchy of needs, the goal setting theory by Locke are used by teachers at universities all over the world. These theories are more suitable for the American companies since the theories were developed in the United States, but in other parts of the world the theories are also applied. (Robbins, 2005) Motivation is such a vast area and no clear answer exist why certain individuals are motivated differently, it all depends on the individual and therefore research will continue to be conducted on motivation all over the world. (Di Cesare & Sadri, 2003) Based on the above discussion it is obvious that there still exist research to be done on motivation and since most theories are based in the United States it would be interesting to investigate how people in Sweden are motivated, if the theories are valid here or if other motivational variables apply. This will gain additional dimension when it is pointed out that motivational issues are mostly investigated in larger companies and small and medium-sized companies are often neglected.

1.3 Purpose & research questions

Based on the previous discussion the purpose with our thesis is to provide a better understanding of employee motivation in small and medium-sized Swedish enterprises.

In order to serve the above purpose we will address the following three research questions:

RQ 1: How can the way Swedish managers motivate their employees in SMEs be described?

RQ 2: How can the relationship between motivation and gender in the workplace be described?

RQ 3: How can the relationship between motivation and age be described?
1.4 Delimitation

The area chosen for research is extensive and vast. Therefore, investigating all aspects of it is not possible due to time limit and the enormous research that already exist. We have therefore delimited our research by investigating motivation in the workplace through collecting data only from the managerial side and would not include the employee perspective. Furthermore we will limit the size of the organizations to be investigated to medium sized manufacturing firms.

1.5 Outline of the thesis

This thesis is structured around six different chapters (see Figure 1-1). Chapter one starts with an introduction about management and different motivational aspects. The problem discussion narrows down the topic to include our field of research, managerial motivational perspective on gender and age. This is followed by our purpose, research questions and delimitation of the study. Chapter two contains a literature review where previous work in the field which is most relevant is concluded and ends with a theoretical frame of references. Chapter three explains the methodology used in investigating the managerial perspective. Following this is chapter four which reveals our gathered data on our chosen companies. Chapter five contains the analysis of these data and finally in chapter six we will show our findings and conclusions.

Figure 1-1: Thesis outline
2 LITERATURE REVIEW

This chapter will present an outline of previous research done in the area of managerial perspective on motivation. We will review existing research on what managers can do to motivate their employees, the factors of motivation and frameworks and narrow it down on the differences with gender and age. Finally, a theoretical frame of references will be presented in order to form a base for our interview guide.

The literature review contains three bigger areas of research; employee motivation in SMEs, gender and age. In line with these main headings we have some subheadings which will help us to easier direct our research in collecting empirical data.

2.1 Employee motivation in SMEs

In this section we shall review the most relevant studies concerning motivation of employees in the workplace in order to find what factors that motivates employees. We will gather research on employee motivation in small and medium-sized companies, SMEs. This section has subheadings in order to make it easier to overlook the main areas.

According to McConnell (2002) companies have to consider the following steps in order to keep their employees in the organization:

1. The employee's perception of the work environment directly relates to job performance. A positively perceived environment produces positive performance, and a negatively perceived environment produces negative performance
2. Employees think better of their jobs and their employer when the environment is positive
3. Improvement of the environment generally improves employee performance
4. A positively perceived working environment contributes to employee retention, and a negatively perceived environment contributes to employee departure for other jobs

McMackin (2006) states that large corporations have more money, name recognition and benefits to attract the best employees in comparison with SMEs. Regardless of the positive aspects of larger corporations many employees leave in order to work for small businesses, since they are able to have faster career advancement. Other pros with small business employment are the decrease of meetings and the possibility for ownership stake. The following factors explain why employees are attracted to small businesses:

1. The chance to make a difference
2. The freedom to make decisions
3. The sense of teamwork and fellowship
4. The flexibility to balance work and life
5. The room to grow
According to Gaebler Ventures (2006) research show ten different motivational factors that are important for increasing motivation both for managers as well as employees; high wages, job security, promotion potential, good working conditions, interesting work, personal loyalty of supervision, tactful discipline, appreciation of work done, help with personal problems and feeling of being in on things. Managers and employees rank these factors differently, but in order for managers to have motivated employees they might use some simple suggestions:

- Ask for employee help in setting goals, both managers and employees should be part of the decision process of setting department or company goals.
- Distribute the workload and hours fairly, everybody should have the same opportunity to work overtime and have hours cut.
- Honors people’s schedule for lunch, breaks and going home, accept that employees need breaks from work and privacy in order to gain their respect.
- Give immediate (and private) feedback, the faster feedback is given in a constructive manner the better, do not wait until finishing the project to give feedback.
- Praise employees and recognize the contribution, praise them in public and as a whole group.
- Be honest about what is going on and expect your employees to do the same, it is better to inform employees about changes in the organization rather than having rumor spread.
- Do not be afraid to share a good laugh – especially at yourself, a manager should never laugh at employees, but laugh at him- or her-self and admit mistakes because by doing so employees might approach the manager with their mistakes in a more informal manner.
- Listen attentively, in small business it is even more important to listen to the employees because they can not afford to have one unmotivated employee.

Gerson (2003) on the other hand states that employees in small organizations can leave for better salaries and benefits. The decision to leave can be affected by cultural conflict, work condition, lack of convenience, feelings of unappreciation, lack of support and lack of advancement. According to Moses (2005) the basis for employee motivation is divided into two categories; anticipation of reward for work well done and fear of discipline for mistakes or work done poorly. Motivation techniques at most companies falls into one of these two categories. The ideal for a small-business owner is to motivate employees in a positive way, since employees develop loyalty and personal commitment when they are encouraged to perform well in order to advance and receive recognition and financial benefits. Motivating by fear has few advantages, but some companies are successful by motivating with fear since they offer the possibility of advancement and financial benefits. The most negative aspect of this method is the fact that the less hard-working employees will be fired or downgraded. The method also lacks teamwork, includes employee backbiting and has no long-term motivation.

Wiley (1997) states that the relationship between people and work have fascinated scientists for many years, both psychologists and behavioral scientist, but in both field concepts such as need, motive, goal, incentive and attitude occur more frequently rather than concepts of aptitude, ability and skill. Scientists investigate how personal, task and environmental characteristics influence behavior and job performance concerning motivation. Motivation does not remain the same over the years, it changes due to personal, social and other factors and motivation also affects the behavior of a person rather than the end performance. In order to create an environment that fosters employee motivation it is important to explore the attitudes that employees have towards factors that motivate them. When a company know what motivates its employees they are better prepared to stimulate them to perform well. In order to know what motivates employees’, organizations must have regular communication and ask employees what sparks and sustains their desire to work. Most managers assume that their employees have the same motivational drivers as they do, but managers must abandon this assumption and focus on the recognition of individual drivers. According to Douglas &
Morris (2006) people work to satisfy needs, either material or psychical. Psychical refers to responsibility, meaning, opportunity and recognition at work. People often want a job that is fun and drives them forward and this is affected by different motivational variables people have, it can be work orientation, leisure orientation or perquisite orientation.

According to Ellemers, De Gilder & Haslam (2004) factors that energize, direct and sustain work-related behavior are examined in theoretical terms of work motivation. These factors intend to understand the following:

1. Which conditions encourage people to invest behavioral energy in their work (energize)
2. Which activities people are likely to focus their efforts on (direction)
3. What makes people persist in such efforts over time (persistence)

This has led to the development of several work motivation models. Some of these models, energizing factors, are mainly focused on illustrating the needs that may be performed by work-related behavior and how to motivate workers by appealing to specific needs. Models focused on direction factors show where work-related efforts are likely to end up through cognitive processes. Reinforcement theories that are based on psychological learning principles show why certain behaviors will be maintained. There are also theories such as the goal-setting theory that address multiple components of the motivation process and are related to motivational direction and persistence. According to Barbuto, Fritz & Marx (2002) the Motivation Sources Inventory, MSI, present five factors of motivation:

- **Intrinsic process**, is the driving process if people are motivated to perform certain kind of work or to engage in certain types of behavior.
- **Instrumental**, individuals high instrumental motivation need a perception that their behaviors will lead to certain tangible outcomes.
- **Self-concept external**, individuals with high self-concept external motivation tries to meet the expectations of others and to elicit social feedback with their self-concept.
- **Self-concept internal**, individuals high in self-concept internal motivation set internal standards of traits, competencies and values that become the basis for the ideal self.
- **Goal internationalization**, individuals high in goal internationalization motivation adopt only attitudes and behaviors that are congruent with their personal value systems.

Wiley (1997) makes an attempt to demonstrate differences in the same motivational factors in a 40 year range, the factors are the following; full appreciation of work done, feeling of being in on things, sympathetic help with personal problems, job security, good wages, interesting work, promotion and growth in the organization, personal or company loyalty to employees and good working conditions. Interesting findings demonstrate that employees are motivated by receiving feedback and recognition and most employees think that they acknowledge appreciation for a work well done, but this is mostly poorly done. Wage can be considered as feedback as well as rewards and individuals at different levels of the organization might have different motivational values. What managers can learn from the survey is that money and job security are clear indicators of motivational factors. Managers have to understand what motivates their employees in order to receive high performance at the organization and regardless of gender, occupation, age, income and employment status pay or good wages is a factor valued by all employees.


2.1.1 Internal and external motivation

Bryan, Joyce & Weiss (2006); Bymes (2006); Kiger (2006); Kehr (2004) state that motivation can be either internal or external, it can be viewed as push or pull determinants. Implicit motives are factors intrinsic to the activity and explicit motives arouse from factors extrinsic to the activity. According to Quiley & Tymon Jr (2005) intrinsic motivation is the key motivation component of employee empowerment and individuals are responsible for achieving their own career success. It is based on positively valued experiences that a person receives directly from their work tasks such as meaningfulness, competence, choice and progress. Bryan, et al. (2006); Bymes (2006); Kiger (2006) explain that external motivators depend on outside factors to push the individual to complete a task or project, Kehr (2004) adds that explicit motives are influenced by social demands and normative pressures. According to Quiley & Tymon Jr (2005) extrinsic rewards are based on reward and punishments controlled by the organization. As said by Bryan, et al. (2006); Bymes (2006); Kiger (2006) individuals with external motivators are motivated by salary or wage packets. Internal on the other hand is associated with employees who want to be employed in a particular position by a firm whose organizational values and work requirements are closely linked with the individual’s personal values and skills. Internal motivation is linked to reduced employee absence, increased job satisfaction, high level of creativity and a reduced need for direct supervision. Employees with internal motivational drives enjoy their work, like colleagues and take pride in performing their work.

Kehr (2004) explains that the implicit motives results in spontaneous, expressive and pleasurable behavior and can be divided into three variables; power, achievement and affiliation. Power refers to dominance and social control. Achievement is when personal standards of excellence are to be met or exceeded and affiliation refers to social relationships which are established and intensified. Implicit and explicit motives relate to different aspects of the person, but both are important determinants of behavior. According to Bassett-Jones & Lloyd (2005) motivators associated with intrinsic drivers outweigh movers linked to financial and inducement and observing others benefiting from recognition and extrinsic rewards.

According to Locke & Latham (2004) internal factors that drive motivation and external factors that act as inducements to action is the concept of motivation. Motivation can affect three aspects of work: direction, intensity and duration. People’s skills, abilities and how and to what extent they utilize them are affected by motivation. Amar (2004) suggests five motivational behavior drivers due to internal or external stimuli:

The sociological driver, value system centered on the self and family, in the past work was seen as a livelihood, but now employees see it as a place of belonging.

The psychological driver, in the past the focus was more on money, but now the prime positive reinforce is self.

The generational driver, a new generation is entering more and more at the workplace, it consist of 70 million people and are referred to as generation Y.

The knowledge work driver, science and technology have been two important variables and are expected to continue in the future. To gain competitive advantage organizations have to innovate and managers have to search for employees with useful knowledge who are motivated to use it for the benefit of the organization.

The cultural driver, have been brought up due to globalization in the world. The cultural differences have a special emphasis in order to understand how to enhance the motivation of workers.
According to Katz (2005) intrinsic factors are the main reason for a person’s true commitment and motivation. Extrinsic factors like salary and working conditions are also important, but do not give the commitment and excitement that the employee needs. How a person views the assignment and how tasks, information, rewards and decision-making processes are organized and managed determines how motivational a job is. Highly motivating work assignments are strongly linked to the personal activities an individual see as fun. If the employee is going to see the work as fun the following high leveled intrinsic factors need to be considered (see Table 2-1).

Table 2-1: Framework for work motivation

<table>
<thead>
<tr>
<th>Dimension of task characteristics</th>
<th>Definitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety</td>
<td>The degree to which the job requires the use of different skills, abilities and talents</td>
</tr>
<tr>
<td>Task identity</td>
<td>The degree to which the person feels that he or she is part of the whole job or project activity from the beginning to end</td>
</tr>
<tr>
<td>Task significance</td>
<td>The degree to which the job is considered important by and has impact on the lives of others</td>
</tr>
<tr>
<td>Autonomy</td>
<td>The degree to which the job provides freedom, independence and discretion in how the work is carried out</td>
</tr>
<tr>
<td>Feedback</td>
<td>The degree to which the person is provided with clear and direct information about the effectiveness of his or her performance</td>
</tr>
</tbody>
</table>


One of the major problems with motivating employees with these five factors is that there are always two ways of looking at each characteristic. The following table (see Table 2-2) will explain the difference between the organization’s and employee’s point of view:

Table 2-2: Multi-dimensional framework for work motivation

<table>
<thead>
<tr>
<th>Task dimension</th>
<th>The organization’s orientation priority</th>
<th>The professional’s orientation priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety</td>
<td>To utilize one’s skills and abilities</td>
<td>To learn and develop new skills and abilities</td>
</tr>
<tr>
<td>Task identity</td>
<td>To become a contributing member of the organization</td>
<td>To become a contributing member of the profession</td>
</tr>
<tr>
<td>Task significance</td>
<td>To work on projects that are important to the organization</td>
<td>To work on projects that are exciting within the profession</td>
</tr>
<tr>
<td>Autonomy</td>
<td>Strategic clarity</td>
<td>Operational autonomy</td>
</tr>
<tr>
<td>Feedback</td>
<td>Subjective data and information processes</td>
<td>Objective data and information processes</td>
</tr>
</tbody>
</table>

2.1.2 Motivational profiles

According to Moses (2002a) there are seven key steps to increase employees’ productivity and motivation, number one to six are most vital to motivation:

1. Due to the potential economic problems of the country and the industry employees should be aware of that the organization will acquire them to work harder. Managers have to communicate that the company is dependent on the workers and their dedication to excellence in every aspect of their work.

2. The organization has to have close relationships with managers and key employees to establish a plan for attaining increased excellence in every department. The plan could include special financial incentives or perks, employee recognition awards and employee training. Motivating the staff and have them working together will help them focus on what is important, continue doing a great job.

3. Before organizing and establishing a plan, the manager has to learn all there is about employee motivation. Focus on processes that help to enhance the involvement of employees at the company and inspire feelings of responsibility for the company's overall success.

4. Managers should set up employee suggestion systems, focusing on the topic "How to increase productivity to offset an economic slowdown." Employees are the ones that conduct work tasks on a routine basis and therefore they are the best to suggest improvements and help the company survive hard times.

5. The organization has to encourage managers to step to the front lines and become as pragmatically involved in the day-to-day operations of the business as possible. Many managers view themselves as being somewhat better than other employees and this viewpoint can be disastrous during difficult financial periods.

6. Managers should be creative and encourage creativity among employees in the organization. Search for ways to improve processes and performance so it might become cheaper, faster and more efficiently.

According to Bossé-Smith (2005) in order to find out what motivates people the DISC model can be used. The model has the following four methods:

Decisive: Ten percent of the population is labeled as decisive. This means that they are outgoing with the main focus on work tasks and the need to be in charge. Their motivational drivers are to focus on bottom-line results and how they are affected personally.

Influential: This refers to 25-30 per cent of the population and they are outgoing, but more focused on people. They feel the need to work with people and to be popular. They are motivated by project and training sessions that increase their approval and recognition.

Steady: 30-35 per cent of the population is considered to be quiet, shy individuals who focus on people instead of tasks. They need stability and avoid changes. If decision-making challenges are minimized and long-term commitment and loyalty is emphasized steady people are motivated.

Compliant: 20-25 per cent is known as reserved and prefers work tasks. They have a quite and analytical style by nature. They are motivated if they get the information they need and if the reward matches the situation.

Van Knippenberg (2000) suggested that people become more motivated when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and the goal setting theory he developed. The goal is team performance and the individual feeling part of the group. The focus of Locke was on the goal,
but in order to reach the goal one must associate oneself with the group and task. Glen (2006) describes another framework manager can use when communicating with its employees to know that the cause of motivation consist of nine different predictors; organizational processes, role challenge, values, work-life balance, information, stake/leverage/reward/recognition, management, work environment and product or service. According to Glen (2006) the most important factor to rely on is feedback since according to Hiam (2003) it can help an employee improve his or her performance. Hiam (2003) further states that communication is vital in the world today since communication gives employees a way to participate and get more engaged to the organization. Hiam (2003) explains that another helping hand can be an incentive profile that both manager and employee should take. The manager can receive a hint what motivates employees by looking at what of the 15 variables the employee agree mostly with from a scale from 1-5. The 15 variables are; affiliation, self-expression, achievement, security, career growth, excitement, status, purpose, competition, recognition, consideration, autonomy, rewards, responsibility and personal needs (see Table 2-3).

Table 2-3: Incentive profile

<table>
<thead>
<tr>
<th>Motivators</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliation</td>
<td>Desire to feel part of the group with which you work. Pleasure in being</td>
</tr>
<tr>
<td></td>
<td>associated with a great organization</td>
</tr>
<tr>
<td>Self-expression</td>
<td>Urge to express yourself through your work. Creativity</td>
</tr>
<tr>
<td>Achievement</td>
<td>Drive to accomplish personal goals. Pursuit of excellence</td>
</tr>
<tr>
<td>Security</td>
<td>Need for stability or reduction of uncertainty and stress</td>
</tr>
<tr>
<td>Career growth</td>
<td>Urge to develop you career to the fullest</td>
</tr>
<tr>
<td>Excitement</td>
<td>Impulse to seek new experiences and enjoy life through your work</td>
</tr>
<tr>
<td>Status</td>
<td>Motivation to increase your standing through your accomplishment</td>
</tr>
<tr>
<td>Purpose</td>
<td>Need for meaning and direction. Desire for important work that really</td>
</tr>
<tr>
<td></td>
<td>matters</td>
</tr>
<tr>
<td>Competition</td>
<td>Competitive spirit. Desire to excel in relation to others</td>
</tr>
<tr>
<td>Recognition</td>
<td>Need for positive feedback and support from the group. Desire to be</td>
</tr>
<tr>
<td></td>
<td>appropriately recognized for your contributions</td>
</tr>
<tr>
<td>Consideration</td>
<td>Preference for a friendly, supportive work environment where people take</td>
</tr>
<tr>
<td></td>
<td>care of each other</td>
</tr>
<tr>
<td>Autonomy</td>
<td>Need for more control over your own working life. Desire for choice of</td>
</tr>
<tr>
<td></td>
<td>working conditions or other options</td>
</tr>
<tr>
<td>Rewards</td>
<td>Motivation to earn significant rewards or wealth from one’s work</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Motivation to play a responsible leadership role in the workplace or</td>
</tr>
<tr>
<td></td>
<td>society as a whole</td>
</tr>
<tr>
<td>Personal needs</td>
<td>Need to satisfy essential personal or family priorities</td>
</tr>
</tbody>
</table>


Where an individual has placed the highest number on a scale of 1-5 of the motivational factors gives the manager an idea of what the individual is seeking in life.
2.1.3 General theories on Motivation

According to Reis & Peña (2001) the traditional form of motivation theory stated that people only could be driven by fear and therefore managers had to be tough. This approach made the employees do the bare minimum and only work while their managers were watching them. The “be good” theory stated that it was crucial for management to be good in order to motivate their employees. This approach provided good working conditions, fringe benefits, employee services, and high wages with fair supervision. It also emphasized delegation of authority, employee autonomy, trust and openness, interpersonal dynamics, and cooperation instead of competition. The “be good” approach was also known as the organic theory of management.

Bassett-Jones & Lloyd (2005) state that research of motivation has been undertaken from the mid-twentieth century; Maslow 1954, Herzberg 1959, Vroom 1964, Alderfer 1972, McClelland 1961, Locke 1981 and these schools are still present. More intense competition occur in the world due to globalization, demographic shifts, technological development and an acceleration in the rate of innovation and new ideas which put more pressure on organizations to deliver products, systems and processes with continuous improvement. The theories of motivation drives out of human beings and their reaction to internal impulses as well as to the external environment and these two variables will always interact. Locke & Latham (2004) explain that work motivation has been interesting to psychologists since the 1930s, but it was not until 1964 that Vroom formulated the first theory called the valence-instrumentality-expectancy model. Since then several more specialized theories have been created, for example goal-setting theory and social-cognitive theory.

According to Osteraker (1999) the motivational factors that are considered to be the cornerstone of motivational theories can be divided into a social, mental or physical dimension. The grouping is based on social contacts at work, characteristics of the work task or the physical and material circumstances associated with work. The motivational factors of the mental dimension are work characteristics, employees are motivated by flexible tasks where they can use their knowledge and see the results of their efforts. The social dimension refers to the contact employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. In order to motivate employees the organization need to gain information about the dynamics that characterizes the motivation to work.

Wiley (1997) states that goal setting and management by objectives, MBO, programmes have grown in the past two decades and motivation has been organized into three clusters; personality-based views, cognitive choice/decision approaches and goal/self-regulation perspectives. The basic idea of Locke’s goal setting theory is that employees’ goals are related to their motivation since their goals direct their thoughts and actions. The cognitive decision predicts an individual’s choices or decisions and finally the personality-based perspective emphasize personal characteristics as they affect goal choice and striving. The personality-based category do not predict motivation, but it can provide understanding of what motivates individuals, Maslow’s hierarchy of needs, Alderfer’s ERG theory, McClelland’s socially acquired needs theory and Herzberg’s motivator-Hygiene theory are all theories that can be used.
Maslow’s hierarchy of needs theory

According to Robbins (2003) Maslow’s hierarchy of needs theory consists of five needs (see Figure 2-1); physiological, safety, social, esteem and self-actualization. According to Maslow a need is not motivating when satisfied and therefore the next need becomes dominant. Physiological and safety needs are considered lower-order needs, because they are satisfied externally. The remaining three are satisfied internally and therefore higher-order needs.

Figure 2-1: Maslow’s hierarchy of needs
Source: Adapted by Robbins, 2003, p. 156.

Di Cesare & Sadri (2003) state that the needs must be met from the lowest and then move upward in the hierarchy towards the highest. When the worker is satisfied with the lower needs he or she will behave in a manner that will motivate them to obtain higher needs. According to Wiley (1997) the main strength with Maslow’s theory is the identification of individual needs for motivating behaviour.

Herzberg’s two-factor theory/motivation-hygiene theory

Robbins (2003) explains that according to Herzberg an individual’s relation and attitude towards work can determine success or failure. Herzberg further stated that certain characteristics are related to job satisfaction and others to job dissatisfaction. Intrinsic factors, such as advancement, recognition, responsibility and achievement are related to job satisfaction. Job dissatisfaction is a result of extrinsic factors; supervision, pay, company policies and working conditions. Herzberg finally states that a job do not get satisfying by removing dissatisfying factors and therefore dissatisfaction is not the opposite of job satisfaction (see Figure 2-2).

Figure 2-2: Two factor theory
Source: Adapted by Robbins, 2003, p. 160.

In Herzberg’s study the previous task-related motivators resulted in positive attitudes: recognition, achievement, possibility of growth, advancement, responsibility and work itself.
According to Tietjen & Myers (1998) in order to understand the employee’s motivation to work the attitudes of the particular employee has to be known. There are three formulated questions by Herzberg to study attitudes towards work:

1. How can one specify the attitude of any individual toward his or her job?
2. What causes the attitudes?
3. What are the consequences of these attitudes?

Di Cesare & Sadri (2003) state that Herzberg was interested in the extremes where workers either felt good about work or bad, this lead to the development of extrinsic and intrinsic factors. The extrinsic factors are called hygiene or maintenance factors and are linked to job dissatisfaction. Intrinsic factors on the other hand lead to job satisfaction. The factor was labelled motivators to growth because they were associated with high level of job satisfaction. The two factors are of equal importance when explaining what motivates an employee.

According to Herzberg (2003) the following nine factors motivates personnel; reducing time spent at work, spiraling wages, fringe benefits, human relations training, sensitivity training, communications, two-way communication, job participation and employee counseling. Bassett-Jones & Lloyd (2005) explain that Herzberg suggests that motivation is similar to an internal self-charging battery. For employees to become motivated the energy has to come from within. Herzberg argues that motivation is based on growth needs, it is founded upon satisfaction born of a sense of achievement, recognition for achievement, responsibility and personal growth. Herzberg suggest that recognition for achievement is translated into direct feedback, responsibility to self-regulation, authority to communicate, exercise of control over resources and accountability, whilst advancement and growth is translated into the central dynamic of new learning leading to new expertise. Wiley (1997) adds that most empirical studies done in the past have used this theory and findings show that the need for salary, recognition and responsibility have operated both as motivators and hygiene factors.

**Vroom’s expectancy theory**

According to Robbins (2003) the theory is defined as: “the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual” (Robbins, 2003, p. 173)

Vroom’s expectancy theory is focused on three relationships:

1. Effort-performance relationships, the probability perceived by the individual that exerting a given amount of effort will lead to performance
2. Performance-reward relationship, the degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome
3. Rewards-personal goals relationship, the degree to which organizational rewards satisfy an individual’s personal goals or needs and the attractiveness of those potential rewards for the individual

Di Cesare & Sadri (2003) further explain that the relationships are also categorized as expectancy, instrumentality and valence. The theory works best in countries where pay is a high motivator factor.
Alderfer’s ERG theory

According to Robbins (2003) the ERG theory is a renewed version of Maslow’s hierarchy of needs, but Alderfer states three groups of core needs; existence, relatedness and growth. The existence group consists of providing basic material existence requirements – Maslow’s physiological and safety needs. Relatedness is the desire for maintaining important interpersonal relationships – Maslow’s social need and external esteem classification. Growth is an intrinsic desire for personal development – Maslow’s intrinsic esteem category and self-actualization. In difference to Maslow’s theory Alderfer’s ERG theory states that:

1. More than one need may be operative at the same time
2. If the gratification of a higher-level need is stifled, the desire to satisfy a lower-level need increases

McClelland’s theory of needs

According to Robbins (2003); Barbuto, et al. (2002) McClelland’s trichotomy of needs is one of the most famous motivation theories. This theory is focused on three needs:

1. Need for achievement, the drive to excel, to achieve in relation to a set of standards, to strive to succeed. Refers to an internal motivation that promotes completing tasks and overcoming challenges
2. Need for power, the need to make others behave in a way that they would not have behaved otherwise. Refers to the desire to be accepted by or to establish identity with an individual, group or organization
3. Need for affiliation, the desire for friendly and close interpersonal relationship. Refers to the desire to obtain scarce resources or control over the activities within an organization

Wiley (1997) adds that the strength of these three needs will vary due to the situation.

Goal-setting theory

According to Robbins (2003) the goal-setting theory by Locke states that specific and difficult goals lead to higher performance with the help of feedback. In addition to feedback, goal commitment, adequate self-efficacy, task characteristics and national culture have been found to influence the goal-performance relationship. Meyer, et al. (2004) explain that motivation comes from the goals an individual sets up based on human needs, personal values, personality traits and self-efficacy perceptions which are shaped through socialization and experience. The behaviour individuals use to accomplish the goals depends on whether the goal is difficult or specific. The amount of effort an individual put in reflects the level of satisfaction experienced which can lead to other actions. In order to reach the goals some conditions has to be present; feedback, goal commitment, ability and task complexity.

Wiley (1997) clarifies that all of the above theories are a part of the broad field of human motivation study and they all have implications for individuals’ different workplace behavior. They can also be applied to a variety of management practices aimed at motivating employees.
2.1.4 Role of manager in motivating employees

According to Bassett-Jones & Lloyd (2005) leadership literature state that motivation is influenced by the nature of the relationship between leader and employees. Bryan, et al. (2006); Bymes (2006); Kiger (2006) explain that managers need to hire the right person that is most suitable for a certain job, value its employees and support them in making contributions to the organizations and always try to create a motivated work force. Motivated employees do not only create a good working environment they also make noteworthy contributions to the organization. Bruce (2002) adds that people are motivated to do what is in their best interest. Good managers make their employees feel like business partners and use empowerment in order to make the workplace and the surrounding environment into a place where employees feel good as well as creating a work wherefrom employees feel good inside. “Motivation is about cultivating your human capital. The human challenge lies not in the work itself, but in you, the person who creates and manages the work environment”. (Bruce, 2002, p. ix) Amar (2004) states that managers have to know that value creation is and will continue to be the primary reason for survival of all productive organizations. Today this survival is motivated out of the human spirit.

According to Garg & Rastogi (2006) an important part of human resource management is job design which indirectly affect the level of motivation an employee feel. If organizations have well defined jobs for their employees it gives them the opportunity to enhance motivation, satisfaction and performance of the employees (see Table 2-4). The psychological state of an individual is accountable for increased work satisfaction, internal work motivation, performance and reduced absence and employee turnover, although job satisfaction is determined by a combination of job, work and personal characteristics. Some important factors of employee motivation are skills, task identity, task significance, autonomy, feedback, job security and compensation.

Table 2-4: Hackman-Oldham job characteristics model

<table>
<thead>
<tr>
<th>Core job characteristics</th>
<th>Critical psychological states</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill variety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task identity</td>
<td>Experienced meaningfulness of work</td>
<td>High internal work motivation</td>
</tr>
<tr>
<td>Task significance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Autonomy</td>
<td>Experienced responsibility for the outcomes of the work</td>
<td>High quality work performance</td>
</tr>
<tr>
<td>Feedback from the job</td>
<td>Knowledge of actual results of work activities</td>
<td>High satisfaction with work</td>
</tr>
</tbody>
</table>


Garg & Rastogi (2006) explain that in today’s competitive environment feedback is essential for organizations to give and receive from employees and the more knowledge the employee learn the more he or she will be motivated to perform and meet the global challenges of the market place. A safe working environment might also help motivate people.

Garg & Rastogi (2006) further adds that by involving the employee at work and providing challenging tasks it might increase the intrinsic motivation which transforms potential into creative ideas and this will foster fair and constructive judgment of ideas and sharing of information. Leaders have an important part in the organization because they act as the force that motivates the performance of the employees. Leaders are there to motivate people to
follow a participate work design and by doing so enhance performance. Since the world has become more global, so has the workforce, culture plays a big part in motivating employees. Organizations has to recognize the resources, both human and technological that are available within the organization and conduct training programs that will contribute to the productivity and levels of motivation at individual, group and social level. According to Barlow (2005) in order for leaders to understand their employees and the goals they have in the organization the following five questions can be asked:

1. Where they have been
2. Where am I now
3. Where do I want to get to
4. How will I get to where I want to be
5. How will I know if I have arrived

These questions help both the leader as well as the employee to visualize the goal and motivate the employee to reach the stated goals. The questions should be seen as a help tool for the employee as well as a structured learning process for both leader and employee.

Moses (2002b) states the following five motivational techniques:

1. Offer employees financial incentives such as commissions, profit sharing and bonuses for jobs well done. However, studies show that emotional, not financial, motivation is most successful in the long term.
2. Assign specific tasks and goals to individual employees or to teams. Having goals for which they are responsible (and for which they will be recognized upon successful completion) is a surefire motivator. It gives them something tangible and immediate on which to focus.
3. Have regular company meetings to encourage team commitment and build group enthusiasm. At these meetings, emphasize positive accomplishments, not failures.
4. Encourage closer management relations with employees, with an emphasis upon "catching employees doing something right" rather than focusing on shortcomings.
5. Continually present new motivational encouragement to employees, in the forms of professional speakers, new company goals and new products or services.
2.2 Gender and motivation

In this section we will review the literature concerning the effect gender might have on motivation. The gender aspect has grown over the years and therefore it is interesting to see if there is any difference concerning this aspect.

Gender perspective

According to Chang (2003) the causes and consequences of occupational sex segregation have been investigated by social scientists. These studies show that segregation is the main reason for gender inequality in the gender market and therefore also for unequal wages, authority, promotion opportunities and career mobility. Sex-role socialization and human capital theories on the other hand focus on individual characteristics and argue that women intentionally choose to enter female occupations. This is due to the fact that these occupations allow the flexibility they need to be caretakers of the family. Women and men are sorted into different occupations by employers due to stereotypes and prejudices. Women are more likely to have low salary and no promotion ladders, while men can get high salary and promotion opportunities. This explanation is mainly focused on obstacles that prevent women from entering male-dominated occupations. García-Bernal, Gargallo-Castel, Marzo-Navarro & Rivera-Tones (2005) explain that research on gender perspective have been underscored by researchers and even more in the 21st century since more women are entering the workforce and researchers are interested in finding out how they experience job satisfaction at work and how they are motivated.

Chang (2003) have identified four different gender measurements:

1. Occupational gender composition, the percentage of females in an occupation
2. Experience of sex discrimination, a self-report measure on discrimination due to gender
3. Self-efficacy, measured by four pairs of indicators of the Rotter scale of locus of control and focus on how a person can effect his or her own future
4. Gender role ideology, is measured by four items, which mainly states that a woman’s role is to be a wife and take care of the family

Motivation

According to Wirth (2006) it is the women in the market place that have to stand behind all the changes that they want to be made, and this highly has to motivate them, because otherwise no changes will be made. A motivation trend in developing countries is that women are leaving larger corporation for smaller companies because they want more flexibility and recognition. Rosenthal (1995) adds that self-confidence is a general problem facing women when working. Studies have been done to investigate if women and men perceive their performance differently, results show that men are more ego and women are more modest with their own performance.

According to Singh, Finn & Goulet (2004) women face bigger challenges than men when entering a workplace, some of these barriers has to do with lack of power and opportunities, lack of mentors and male-oriented and male-dominated organizations. Due to this it is easier to have certain stereotypes about women coming into a new organization. They can be seen as not having the same commitment or motivation as their male counterparts. For managers it is
important to try and hinder this and make sure that both female and male employees will receive the same conditions. Singh, et al. (2004) further add that a lot of literature has been done in the past concerning motivation and single work related variables where findings both confirm and contradict one another. Therefore investigating gender and motivation still intrigues researchers since the workforce is shifting from a male-dominated to be more balanced. According to Rosenthal (1995) it is important for researchers when investigating motivation and gender not to see either gender as standards or deviation.

Organizational structure

According to Abrahamsson (2001) organizational structures that are flat, open, boundary-less organizations without barriers between departments, functions and profession are assumed to be better suited for women than the traditional hierarchy. This is due to the fact that women are more likely to function in group-oriented and network organizations. Studies show that women and men have great possibilities for gender equality in such organizations (see Table 2-5). In other words the flat integrated organization does not have an obvious hierarchy with men at the top and women at the bottom. Work tasks are labelled as either female or male. Lower paid work tasks as packaging, monitoring and inspection which are known as female tasks. The boundaries between men and women’s work tasks often correspond to the differences between organizational functions, division, professions and occupations. Because of this, attempts of integrating the organizational differences led to work teams consisting of women and men with the same work tasks. Unfortunately it was difficult to get employees to perform the other genders work tasks. “Women are adaptable, mentally strong and offer carefully thought-out suggestions” (Abrahamsson, 2001, p. 301). Even with these positive words only men got the certain special tasks and increased salary. Women are used for representing the existence of their gender during organizational problems. The type of organization is of great importance regarding opportunities for female workers, since gender-mixed organizations see gender as irrelevant in task performance.

Table 2-5: Three types of organizational "starting-points"

<table>
<thead>
<tr>
<th>Male-dominated workplaces</th>
<th>Gender segregated workplaces</th>
<th>Gender-balanced workplaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost only men in production and almost all jobs in production are “men’s work” On a company level however there is visible gender segregation and a comprehensive gender typing of jobs and working areas Gender (especially masculinity) is important in the organization</td>
<td>Visible gender segregation with women and men at different division and in different rooms Also a comprehensive gender typing of jobs and working areas with a clear distinction and valuation between “women’s work” and “men’s work” Gender (femininity and masculinity) is important in the organization</td>
<td>Insignificant gender typing of jobs and insignificant gender segregation Gender is not a big question in the organization</td>
</tr>
</tbody>
</table>

Source: Abrahamsson, 2001, p. 299.

Abrahamsson (2001) goes on to mention that when looking at society on a general level, the general order is a seen pattern. There are two main mechanisms in this order: segregation and hierarchization. Segregation refers to stereotypic segregation between men and women and raises the myths of obvious differences between women’s and men’s behaviour. Hierarchization is a gender-based hierarchy where men have higher value and women are
subordinated. The general order also functions in two interacting ways; social construction of gender and sorting by gender. Gender-sorting is a powerful force in the organization and can lead to direct or indirect restoration of organizational changes. The social construction of gender is central for restoring power in work organizations and an important force in the gender order. According to Abrahamsson (2001) there are five gender-based mechanisms that explain the main reasons for resilient work organization structures:

1. The clear segregation of the sexes within the companies, functional, physical and hierarchical
2. Gender-labeling of work, competencies, places and things
3. Stereotypical ideas of gender-specific attributes and stereotypical myths and conceptions of male and female
4. Myths of women’s work and men’s work
5. Taboo, silence on these questions and the labeling of phenomena as “personal problems“ or “individual choices”

2.3 Age and motivation

In this section the different generations in the workforce will be described and how their motivational drives differ from each other. The workforce is under a constant change and an old generation is leaving while a new is entering, therefore it is fascinating to investigate the differences.

According to Eisner (2005) in the 21st century the workforce contains four different generations with different motivational drives. Traditionalists also called Veterans, Silents, Greatest Generation, which contain 75 million born before 1945. Then the Baby Boomers which stands for 45% of the workforce, they are 80 million individuals born between 1945 and 1964. Generation X contains of 46 million individuals born between 1965 and 1980 and stands for 30% of the workforce. Finally, generation Y also called Echo Boomers, Millenials, Internet Generation or Nexters, which are counted to 76 million born after 1980 which contribute to 15% of the workforce. These generations are also divided differently by researches.

Greller (2006) states that people always work for a reason and the cause should be provided by work, organization, co-workers or from within. Findings show that when employees want to advance in their careers, a motivational factor, it does not matter how old one is, a lot of time is spent at work as a way to advance.

*Traditionalist*

This generation grew up with depression and world wars and was socialized through scarcity and hardship. The generation valued patriotism and family, one parent was home with the children and a top-down management style was used. Traditionalists tend to be with one company over time and are satisfied with a job well done.
Baby Boomers

Baby Boomers grew up in a “different” world were they believed that anything was possible and they felt safe. They believed in growth, change and expansion and were very competitive. They worked long hours, showed loyalty to the company and were ruthless if necessary to reach their goals, they respected authority, but at the same time they wanted to be seen as equals. Their main strength was networks for career advancement.

According to Appelbaum, Serena & Shapiro (2004) there are six myths regarding older workers, 50-65 years old:

1. Work capacity and ability to perform decline with age
2. Older workers lack learning and retraining abilities, as well as motivation to learn
3. 65 is the right age to retire
4. Compulsory retirement is necessary; older workers will not retire voluntarily, they should make room for younger workers
5. People should retire so they can relax and enjoy their golden years
6. Older people have more absences due to illness and injury, and they are not worth hiring because they have such a short work life left; there will also be increased insurance costs

Appelbaum, et al. (2004) state that, workers between 65 and 75 work as well as younger workers if the jobs do not require too much heavy physical labour. Older workers are likely to retire if the work has low substantive complexity and high physical demands. Due to the fact that intelligence does not decline with age older people can also easily be retrained with self-paced programmes. There exist no relationship between age and work capacity and therefore it is irrational with a specific retirement age. Retirement is seen as a way of removing older experienced workers only to give younger workers the chance for promotion. Retirement does not equal comfort and therefore everyone does not enjoy being retired. Finally, older workers have lower absentee rates than those between 33 and 44 years old, and are also seen as more productive, skilled and experienced.

Generation X

According to Eisner (2005) generation X is the child generation of the workaholic of Baby Boomers. They tend to lack the social skills of their parents, but also technological skills. Eisner (2005) explains that this generation is rather individual, do not have trust in corporations, lack loyalty and according to Eisner (2005); Hanson & Miller Jr (2006) they want to balance work and personal life which motivates them. Eisner (2005) further mentions that they are outcome focused and want to receive feedback. At work they value the development of skills before making a job title, but according to Hanson & Miller Jr (2006) they are also willing to sacrifice their personal fulfillment for the needs of the company. According to Eisner (2005) the management style that work best with this generation is coaching management because it provides feedback and generation X will also receive acknowledgement for work well done.

Appelbaum, et al. (2004) present five factors for motivating Generation Xers:

1. Reward their innovation
2. Recognize their successes through public displays
3. Support them for personal growth
4. Give them an opportunity to work in teams where they have personal responsibility
5. Give them a “culture of fun” environment

According to Eisner (2005) the previous workforce has been characterized to be motivated by long-term commitment, mutually loyalty, employer-employee relations that produced work through command and control management. In the 21st century the workforce is characterized by free agency, workers do not expect long-term rewards, instead they negotiate each new job and are seeking for the best overall working environment, including opportunities for training and work-life balance. The challenge for managers is to recognize what motivational needs that exist for each generation and try not to age stereotype the generations, an intergenerational management is needed.

Generation Y

Gen Y, according to Eisner (2005) grew up in a society of economic expansion and prosperity, but when entering the workforce they are faced with economic instability and violence. Since it is a world of 24 hours a day media this generation has seen a lot more at earlier ages than previous generations. They tend to be patriotic with a strong sense of morality, are willing to fight for freedom, are sociable and value home and family. In comparison with previous generations, Gen Y, have more technological skills. They seek and are motivated by intellectual challenges, professional development, have a need to succeed, want to make a difference and measure its own success. Making money is less important than performing a meaningful task that make a difference with co-workers with the same shared values. Gen Y believes that they can do anything and in the workplace they favor an inclusive style of management, things have to happen fast and they want immediate feedback after performance. It is a global generation which is believed to be the most challenging one. They tend to perform best at work when their skills and capabilities are matched with a challenging task that pushes them to their limits.

Martin (2005) on the other hand defines the Yers as individuals who believe that education is the key to success, technology is transparent, diversity is given and social responsibility is a business imperative. This generation gets their adrenaline rush from challenging tasks and new opportunities. For managers to keep up with this generation and be able to motivate them they have to learn the capabilities of Yers very quickly and push them to their limits. Experts have categorized generation Y as Echo Boomers or N-Gens, but they offer another description. Yers refer to themselves as Non-Nuclear Family Generation, the Nothing-Is-Sacred Generation, the Wannabees, the Feel-Good Generation, CyberKids, the Do-or-Die Generation and the Searching-for-an-Identity Generation. The challenge for managers is to create flexibility and just-in-time systems that face the request of Yers. According to Martin (2005) it can be done by:

1. Customize training programs so young contributors can quickly prepare to tackle each new task
2. Master coaching skills to keep these workers focused and motivated
3. Create a incentive program that rewards them often for their performance
4. Challenge the obsolete policies that hold young talent back from forging ahead in the organization

According to Artunian (2005) generation Y is the most technologically skilled generation in history, quickly learns new software and are opened to streamlining workplace systems. Generation Y is used to multitasking and can therefore simply get impatient if they do not perform varying tasks. They prefer to take on new responsibilities in order to move onto higher paying positions as soon as possible. If their request for more responsibility is denied they can easily be motivated by knowing how important their work is for the organization. Employees from generation Y feel loyalty to the company if managers get to know them as a person and not only as an employee. Generation Y employees prefer flexible working hours over high salaries, since they expect their jobs to fit in their every-day lives.

Rydman (2006) adds that this generation is also referred to as generation I, Ipod, which have grown up in a technical era and are not likely to stay for twenty-five years in the same company. Due to their technical expertise they prefer communicating through technical media channels. In comparison with Baby Boomers, generation I are constantly connected towards the rest of the world and knows at least one extra language. At the workplace they want to experience fun work tasks, work with exciting colleagues and they choose the life style they prefer and the colleagues they want to belong to. Wages and benefits are important for this generation, but it is not the reason they work within an organization, work is seen as a part of life and not an obligation to make money.

According to Eisner (2005) in comparison with generation X, generation Y is less satisfied with their jobs and employees and they are more inclined to leave for something better. Martin (2005) explains that probably the greatest differences with Yers and their previous generation is that Yers look for a good relationship with their managers and see them more as coaches than a hierarchical manager. Hill (2002) adds that the pressure on Yers is that they are expected to perform extraordinary, they are brought up as individuals and their differences have been emphasized and they rely mostly on themselves. Performance is not an important variable for Yers and it has changed to become experience for the new generation. As their previous generation Yers question their work choice and whether they have made the right career path or if something is missing. The search for passion in Yers lives is a lifelong quest and they might change job many times in order to find it. Yers has to be able to manage time in order to perform all the multiply task they have on the schedule. With all this on their shoulders managers must develop individual development programs in order to motivate Yers, managers must realize that Yers are hopefully more encouraged by individual fulfillments rather than extrinsic motivators. According to BDC (2006) since generation Y are likely to leave their jobs in a two year period of time facing the demands of the new generation is on the top agenda for small and medium-sized companies. SMEs have to motivate their employees not only in this age group, but as well in others to motivate them to stay loyal to the company. To succeed with this, SMEs can create more satisfying jobs and market themselves with factors that make them stand out from competitors.

Table 2-6 on the next page summarize patterns, qualities, values, assets and styles that the four work generations has and finally the table explains the best strategy manager can use for motivating their employees.
Table 2-6: Four generations at work

<table>
<thead>
<tr>
<th>Pattern</th>
<th>Traditionalists</th>
<th>Baby Boomers</th>
<th>Generation X</th>
<th>Generation Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay with company</td>
<td>Loyal Workaholic Sink or swim</td>
<td>Live on edge Embrace change Devalue long hours Job hope Will find a way</td>
<td>Expect to make decisions Need to achieve/self-reliant Curious/energetic/question Distrust job security Dislike face time/mental job</td>
<td></td>
</tr>
<tr>
<td>Loyal Self-sacrificing</td>
<td>Pro-growth/change Competitive Optimistic/ confident Paid dues/climbed Want it all</td>
<td>Independent Individualistic Distrust companies Lack loyalty Entrepreneurial</td>
<td>Large size/diverse/loyal Skilled/energetic Polite/positive/leave none Socially conscious/hopeful Sophisticated/demanding</td>
<td></td>
</tr>
<tr>
<td>Family Patriotism</td>
<td>Success/materially Free expression Reform Equity</td>
<td>Skill more than title Work-life balance</td>
<td>Heroism/patriot/virtue/duty Elderly/family/home/time Service/respect more than $ Work to live; shared norms</td>
<td></td>
</tr>
<tr>
<td>Wisdom Experience Perseverance</td>
<td>Social skills</td>
<td>Technology skills Education Fast track to manage</td>
<td>Educated/experienced Sociable/technical/perform Work ethic/multitask</td>
<td></td>
</tr>
<tr>
<td>Top-down Directive Inform as needed Take charge Do what’s right</td>
<td>Respect authority Network Micro-manage Proactive Work hard</td>
<td>Skeptical Reluctant to network Outcome-focused Achieve well/fast Bend rules as need</td>
<td>Get done/produce/negotiate Plunge right in/fast-paced Open and civic-minded Blend work and play Measure own success</td>
<td></td>
</tr>
<tr>
<td>Respect experience Share past lesions Reward staying Teach to assert Match learning style Use as teachers Rehire to coach/lead</td>
<td>Give important roles Value contributions Show respect Minimize conflict Sensitize feedback Be flexible Challenge to grow Have coach/facilitate</td>
<td>Recruit traditionally/ad Manage by coach Don’t micro-manage Reduce rules/layers Allow innovation Update technology Feedback quickly Specify and help Credit for results Train just-in-time</td>
<td>Treat fairly/professionally Give meaningful/fun work Challenge intellectually Meet growth/personal goals Model expected behavior Manage inclusively/belong Provide importance/voice Have positive/open environ Don’t over-promise/hype Assign projects/teams/tasks Allow freedom to try/access Focus by speed/target/win Train strategically/digitally Clarify big picture/timeline Specify roles/responsibilities Use to reverse mentor Streamline/target recruiting</td>
<td></td>
</tr>
</tbody>
</table>


Eisner (2005) explains that all four generations have their different patterns and managers need to adapt their approach to the different generations to receive the best out of their employees. Although motivation differs the table clearly demonstrates what strategies managers can use for the different generations and the challenge is generation Y.
2.4 Theoretical frame of reference

A theoretical frame of reference is to help us explain the main variables to be studied. The theories that specially connect various aspects of motivation as it will be addressed in our research will aid us to develop a framework for our data collection and later for our data analysis. Through conceptualization we shall try to locate the variables that would assist us in defining those points that are measurable. A graphical form of our frame of references is produced in Figure 2-3.

Figure 2-3 depicts how our three research questions form a main theme and lead to managerial implications of work motivation.

![Figure 2-3: Conceptual framework for the study](chart)

Based on the theories used in the theoretical frame of references we are trying to demonstrate a path from the motivational factors which lead to work motivation in SMEs which is affected by gender and age.

The dotted area shows what we have gathered information on by collecting data on past research about motivation in the literature review. Research questions one was on how Swedish managers motivate their employees in SMEs, which involves different motivational factors and work motivation in SMEs. Research questions two and three concerned gender and age which are two variables which influence work motivation. However, the area outside the dotted frame contains the question how managers motivate employees, by this we mean how they implement theory into practice and it is not included in our research. We have chosen to look at only the different ways managers can motivate their employees, not how they implement it. The four main areas will eventually lead to this question, but due to the time limit our focus is inside the dotted area. If the left out area would have been added to our research we would have collected our data differently and interviewed both managers and employees.
2.4.1 Conceptualization – Employee motivation in SMEs

In order to answer research question one, *how can the way Swedish managers motivate their employees in SMEs be described*, there exist no good answer. Humans are motivated differently and research done in the past has focused on different variables concerning work motivation. Since motivation is such a vast area with much variables and definitions we will investigate the following areas (see Table 2-7):

<table>
<thead>
<tr>
<th>Areas</th>
<th>Variables</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>DISC model</td>
<td>Decisive Influential Steady Compliant</td>
<td>Bossé-Smith, 2005</td>
</tr>
<tr>
<td>Incentive profile</td>
<td>Security Recognition Rewards Responsibility</td>
<td>Hiam, 2003</td>
</tr>
<tr>
<td>Leadership</td>
<td>Motivate Recruit</td>
<td>Garg &amp; Rastogi, 2006</td>
</tr>
<tr>
<td>Job characteristics</td>
<td>Skill variety Skill identity Task significance Autonomy Feedback</td>
<td>Garg &amp; Rastogi, 2006; Katz 2005</td>
</tr>
</tbody>
</table>

Most researchers have relied on internal and external variables that motivate people and we will use theories written in Bryan, *et al.* (2006); Bymes (2006); Kiger (2006) and Kehr (2004) since it is the most recent theories to investigate how these two variables differ in our chosen companies. We will identify the internal and external variables that motivate people. The internal variables are taken from research made by Robbins (2003); Barbuto, *et al.* (2002) because the variables build on theories by Herzberg and McClelland which are relevant today. The external variables derive from Katz (2005); Quiley & Tymon Jr (2005) and the same effort will not be put on these variables since they are not considered to have the same impact on motivation.

The DISC-model in Bossé-Smith (2005) helps managers categorize employees in order to know what factors motivate them, therefore we have chosen to rely on this author in order to gain some clarity of what group employees belong.

The incentive profile contained 15 different variables, but after reviewing literature of motivation it demonstrated that people search mostly for security, reward and
acknowledgement at work and therefore we will rely on work by Hiam (2003) since the book explains what managers should do in order to increase motivation among employees. The reason for only using these four variables is due to the above discussion, but the rest of the variables will not be overlooked.

Garg & Rastogi (2006) mention that feedback is essential for managers to give, but also to receive in order to have more motivated employees. The authors also mention that by involving employees at work the intrinsic motivation might increase. The authors work is recent and we have chosen to investigate how managers motivate and recruit employees.

We will rely on recent work by Garg & Rastogi (2006) to see if managers can affect employees and also look at the different job characteristics and certain aspects of Katz (2005) and how the variables affect work motivation.

2.4.2 Conceptualization – Gender and motivation

The second research question, how can the relationship between motivation and gender in the workplace be described. A lot of research has investigated how gender affects the workplace and the major findings demonstrate that no big differences exist, but with motivation individual motivators differ greatly and gender might be a variable that contribute to different motivational factors.

- Our aim at investigating gender and motivation is to find out if motivation differs due to gender and we will use work by Chang (2003); Singh, et al. (2004) and Abrahamsson (2001) in order to see if managers have stereotypes about their employees or if everybody is looked at equally.
- Chang (2003) discusses obstacles women have entering the workforce and an obstacle for women are stereotypes which is discussed by Abrahamsson (2001).
- Abrahamsson (2001) also focus the research on the organizational structure of an organization and the aim is to investigate if the workplace is male dominated, gender segregated or gender balanced.
2.4.3 Conceptualization – Age and motivation

In our third research question, *how can the relationship between motivation and age be described*, we will rely on work done by Eisner (2005) because it is recent and explains a lot of differences in the workforce and we will focus on the different strategies managers are supposed to use for the different generations:

- Traditionalist
- Baby Boomers
- Generation X
- Generation Y

We are interested in investigating if managers motivate the age groups specifically and if they perceive them to be motivated in a different way. Our curiosity is also focused on generation Y since they recently have entered the workforce and if employees are approached differently due to the age difference by managers.
3 METHODOLOGY

In this chapter we will begin by explaining the research method we used in this study. An explanation of the strategy and how we collected our data as well as a sample selection will also be explained. Finally, we will discuss problems that appeared throughout this thesis and how we managed to overcome them.

3.1 Purpose of research

The major focus of our thesis is a descriptive research strategy because the aim is to describe different variables and the relationship between them. At the same time the thesis is also explanatory and exploratory because we will explain different concepts to get a clearer picture of the field of research and also by beginning to explain our research questions in the end of our thesis. We will also begin to explore a new review. There exist three different types of research strategies, exploratory, descriptive and explanatory and each of these types are used differently (Yin, 2003b). In the beginning when a new case is looked at it will be exploratory and this will continue throughout the case. Description is when complicated matters become understandable by reducing the factors. (Miles & Huberman, 1994) Description is used when individuals make choices which guide us toward our paradigm, access and pre understanding and no description can exist without analysis and interpretation (Gummesson, 2000). An explanation combines these factors together to make it understandable by following theory. Even in the explanation there exist elements that in their turn have to be explained and this process never ends. (Miles & Huberman, 1994)

3.2 Research approach

To reach the purpose with our study we have chosen a qualitative approach which according to Denscombe (2000) is used as a mark for the kind of study performed by the researcher. Qualitative research is based on transforming observations to written words instead of numbers and is better used for description, because of the focus on detailed explanations of people or events. This research is connected to small-scale studies since it is easier to gain a deeper understanding of the researched area with fewer units. Qualitative research is also associated with having a holistic perspective, interference from the researcher and an open research design. Alam (2005) explains that qualitative methods is the least understood and most criticized research method today, but studying a variety of projects from different organizations can better help capturing the complexity of the social setting and facilitate a comparison of activities across a variety of settings and situations.

When conducting a qualitative content analysis the major emphasis is to capture the meaning, emphasis and themes of the message (Marsh & White, 2000). A contact with the case in question is established, the role of the researcher is to gain an overall view over the case. Qualitative data is a form of words that are based on observations, interviews or documents and occur in a local setting for a period of time. The accessibility of this data needs to be proceeded before any conclusion can be drawn. The focus on this kind of research approach is
on events that occur naturally such as ordinary events in natural settings to gain a picture of how “real” life is. Only one case is investigated, but since it is done over a period of time a deeper understanding of the context may be gained. (Miles & Huberman, 1994) A key instrument in qualitative research is the personality trait of the researcher (Gummesson, 2000).

Our qualitative research will also be tight because we have a time limit of ten weeks in finishing this thesis. According to Miles & Huberman (1994) qualitative research can be either tight or loose in design and most of the research done with qualitative research balance is in the middle of tight and loose. A loose design is best used when the researcher has plenty of time to conduct the research where a more tight design are used when the researcher search for clarity.

3.3 Research strategy

Since we used a qualitative approach in our research, which is connected to small-scale studies, we have chosen to conduct a case study. According to Denscombe (2000) in order to achieve good research the researcher has to consider different alternatives and also take strategic decisions regarding the choices he or she is about to do. Every choice includes assumptions of what is going to be conducted and also results in both pros and cons. Since certain strategies are better suited for specific problems good research is a question of having the right object at the right place and where strategies are chosen based on their suitability for specific research aspects. These strategy decisions are often taken before the research initiates.

According to Yin (2003b) case study research is used when the topic is to be explained broadly and not narrowly, to research multiply variables and not isolate one and when the researcher has evidence that comes from multiple sources. Explanation case study builds the ground for more precise questions or testable hypotheses (Gummesson, 2000). Exploratory case studies are looked at with different views, before deciding research questions and hypotheses, fieldwork and data collection is undertaken and the aim is to discover theory by observing “real” life examples. Explanatory case studies on the other hand are better used when designing and doing casual case studies since the more complex this process is the better for this kind of theory. Descriptive case studies have been overlooked, but the idea is that theory builds the base for data collection and that the case has to be limited to not look at all variables in the theory. (Yin, 2003b)

Denscombe (2000) states that a case study is appropriate when using small-scale studies, since it is only focused on one or few research units and therefore results in deep and detailed information. A case study is also characterized by emphasizing the importance of the special rather than the general, relations or processes rather than results, a holistic viewpoint rather than individual factors, natural rather than artificial environments and finally it uses multiple sources rather than one research method. One pro with a case study as a research strategy is that it makes it possible to use different methods depending on the circumstances surrounding the situation. The most critical con is that the researcher has to show the similarity with other cases to avoid the accusations regarding the reliability in the results.
3.4 Data collection

We used two different sources of evidence; documentation and focused interviews. According to Yin (2003b) using multiple sources of evidence contributes with strength to the case study, this kind of evidence can come from documentation, archival records, interviews, direct observation, participant observation and physical artifacts. By using multiple sources the findings, interpretation and conclusion are less likely to be questioned.

Most of the time documentation is useful in any case study made and the data should be explicit. In case studies documentation is used to support and supplement evidence from other sources. Documentation is used throughout the case study, from the beginning to the end and if documentation contradicts each other it is a clue to gather more information about the topic. Strengths in documentation lies in the stability since it can be reviewed repeatedly, it is not the only method used in a case study, the documentation is exact and it has a broad coverage. The weaknesses are that the retrievability can be low, the data collection can lack information, a variety of authors is used and some information sources can be unavailable. (Yin, 2003a)

In social research there exist four different kinds of interviews. Structured of formal interview is when the researcher has a series of standardized questions, such as interview schedule or questionnaire. It is mainly used to produce quantitative data. Unstructured or informal interview is when the researcher has a list of topic areas that he or she works the way through during the interview, it is like an informal conversation. This mainly produces qualitative data because the questions will be open-ended and the emphasis is on the respondent’s voice to be heard. Semi-structured interviews are made up of a combination of open and closed questions. Structured interviews are standardized and the respondents are exposed to the same questions and the data is usually quantifiable. Since this method is highly verifiable and seen as reliable it is liked among researchers. (McNeill & Chapman, 2005)

According to Yin (2003a) interview is one of the most important sources of case study information. The most common interview form is open-ended, where the respondents answer certain matters as well as his or her opinion of the topic. Focused interviews refers to a situation where the respondent is interviewed for a short period of time, the interview can be open-ended and assume a conversational manner. The interviewer follows a case study protocol where certain questions have been established. Interviews allow the interviewer the opportunity to interpret in his or her own matter and this can provide important insight to particular situations. It also allows identifying other relevant sources of evidence. The strengths with interviews are that they are targeted and insightful with direct focus on the case study topic. The main weakness is reflexivity since the interviewee only might say what the interviewer wants to hear.

3.5 Sample selection

Our case study research was focused on two medium-size companies from the same town and their managerial approach toward motivation. These two companies are interesting for our study since they have two very different approaches toward motivation. The companies are of equal size and turnover and it was convenient to conduct a focused interview with the plant
managers. The sampling of qualitative data is a very important element and collection often involves a small sample and the samples are purposive rather than random (Miles & Huberman, 1994).

The two companies we have chosen for our case studies are Polarbrö d and Älvsbyhus which are both located in the town of Älvsbyn in northern Sweden. Polarbrö d is on the market of selling bread in Sweden as well as other countries while Älvsbyhus sells houses in the Nordic countries. Both of the companies are successful, even though they are located in the same, but not very large town. These companies are both successful in their field of market and want to keep their success even in the future. Since both companies depend a lot on personnel for the end product to be produced, the employees play a vital part of the process. Our sample selection is made up of interviews with managers at both companies and textual information from the websites. The reason for only interviewing managers is the time limit of this thesis, but the managers chosen have the most knowledge in the investigated area. Our focus with the interviews was to get a clear picture on how the managers at the different companies motivate employees and if differences exist with gender and age situations at the companies regarding work motivation from a managerial perspective. By comparing the answers of the respondents with theory we hope to get a clear picture on how managers motivate their employees concerning gender and age in small and medium-sized companies.

### 3.6 Data analysis

In order to analyze the gathered data and compare it to theory we have created an interview guide (see Appendix A, B) where we will lift out certain variables concerning workplace motivation and compare the findings of our companies to theory. Qualitative studies mostly build on theory where a new area will be investigated to expand existing theory about that field, but at the same time qualitative studies can just as well be designed to confirm or test existing theory to see if it is valid (Miles & Huberman, 1994).

Qualitative data is used as a supplement to quantitative data to supplement, validate, explain, illuminate and reinterpret data in the same case study. Qualitative data analysis is divided into three different activities. The process to select, focus, simplify, abstract and transform the data is called data reduction. This activity will occur during the research period and will be revised while the researcher decides on the best approach for the case. This is a part of analysis which will narrow down and focus on important factors that will be brought up in the conclusion. Data display is the activity where the information will be organized into categories which will make the conclusion drawing easier for the researcher. This can be different matrices, graphs, charts or networks that will give an overlook over the information gathered. The final activity is the conclusion drawing and verification. This activity takes place throughout the entire process of qualitative data research, in the beginning an image of the conclusion is established and in the end the conclusion is well grounded in theory and by a case analysis which will lead to validity. (Miles & Huberman, 1994)

A within-case analysis will be used to analyze the data since this type of method is used when data is compared against the theory collected in the literature review and conceptual framework (Miles & Huberman, 1994). Relying on theoretical proposition is the most
common strategy used in case studies where certain data receive more research and other are overlooked (Yin, 2003a).

Over the past years researchers has started to do multiple individual cases and the aim with studying multiple cases is to increase generalizability, also to see processes and outcomes across cases and understand how they are qualified to local conditions and by doing this creating a more sophisticated description and powerful explanation. Cross-case analysis helps to enhance generalizability and a deeper in understanding and explanation. By having multiple-case samples researcher can strengthen the precision, the validity and the stability of the findings. Multiple cases helps a researcher find negative cases to strengthen a theory, build patterns through similarities and differences across cases. Researchers are generalizing from one case to another in order to match the underlying theory. In order to collect data from multiply cases either a case-oriented strategy or variable-oriented approach can be done. With case-oriented a theoretical framework is created to study on case in depth and the framework is used on multiple cases and then the cases are examined to see if any patterns were found and if they match previous cases. When using the strategy of variable-orientation researchers look for themes that cut across cases. With only one variable no clear conclusion can be made and within cross-case analysis pattern clarification is needed, which mean multiple variables. (Miles & Huberman, 1994) First a within-case analysis will be conducted on the two companies and then a cross-case analysis to find similarities and differences.

Multiple-case studies have both advantages and disadvantages. The evidence gathered in multiple-case studies is considered more compelling and the study is considered to be more robust. The major disadvantage is that it requires extensive resources and time. Each case in a multiple-case study has to be selected so that it can predict similar results or produce contrasting results, but for predictable reasons and the theoretical framework is of vital importance when conducting multiple-case studies. (Yin, 2003a)

3.7 Validity & Reliability

For our case study to be valid it is important that we carefully use the interview guide in order to get the most accurate results. For construct validity to be high we have used triangulation, both documentation and interviews. Our interview guide has also been approved by our supervisor in this thesis. After conducting the interviews we have made a summary of the answers and the interviewees have confirmed our empirical data and this also helps to add validity to our thesis. Validity refers to the problem of whether the data collected is the truth of what is being studied (McNeill & Chapman, 2005). Yin (2003a) discusses four different tests to be able to establish the quality of the empirical data, this is known as validity. It is when a theory, model, concept or category describes reality as it appears (Gummesson, 2000) and it refers to the truth in the case study, if the findings appear to make sense (Miles & Huberman, 1994). These four tests; construct validity, internal validity, external validity and reliability are conducted to improve the quality of a case study. Construct validity means that the measures and concepts in the case study are being established, in order to increase construct validity researchers can use multiple sources of evidence, establish a chain of evidence or have the report reviewed by key informants. Internal validity refers to the extent to which relationships are being established and to which different conditions show different relationships among variables, it is supported by pattern matching, explanation building,
addressing rival explanations and by using logical models. External validity is when the domain of the study can be generalized, this refers to theory being tested so that a logical replication can be made. (Yin, 2003a)

A method to be used which contributes to the validity in a case study is triangulation. Triangulation refers to the use of multiple methods to cross-check and verifies the reliability of the research tools and the validity of the collected data (McNeill & Chapman, 2005). Triangulation is when the truth is achieved by combining different ways of looking at different findings. (Silverman, 2000; McNeill & Chapman, 2005) Triangulation is used in research to support the findings by showing that measures can be done that agree or do not contradict the findings. Even if triangulation is used to confirm validity in some occasions only reliability is accomplished. (Miles & Huberman, 1994) Triangulation makes the findings and conclusions of the research more convincing and accurate and by using multiple sources of evidence the construct of validity is assisted (Alam, 2005).

An interview guide was used in both studies to ensure a consistent path way to analyzing the interview data. The use of an interview guide help in improving the reliability of our qualitative study. The guide was developed by using prior theories in the area of motivation. The interview guide can also be used on other companies when conducting other qualitative case studies in the same area. The reliability of this thesis will build on our theoretical frame of references which leads to our interview guide. Also the sample selection and methodological in this paper can be duplicated by other researchers. Reliability is whether the process in the case study investigated has been more or less stable over time and across researchers and the different methods used. When a case study has high reliability it can be copied by other researchers and the same findings and conclusions should be drawn. (Gummesson, 2000; Yin, 2003a; McNeill & Chapman, 2005) Finally, reliability refers to that the process can be repeated with the same results as the first case study. The emphasis is on making the same case study all over again and not by making a new case study, this in order to minimize the errors and biases in the study. (Yin, 2003a)
4 EMPIRICAL DATA

In this chapter the data collected for this study through personal interviews in addition to data obtained through documentation is presented in the form of case studies. In each of the case studies we will start by first looking at research question one and the variables in our theoretical frame of references and then move to research question two where the same approach is used. The interview guide used for collecting data on the two companies can be found in Appendix B and Appendix A (English version).

4.1 Case 1: POLARBRÖD

Company background

The vision of Polarbröd was founded in 1870, but it was not until 1950 when the bread factory was built in Älvsbyn. Polarbröd is a family business with traditions in the northern Sweden bread culture that have existed for hundreds of years. It has grown from a small family business to the third biggest bread producer in Sweden.

When Polarbröd began their factory the bread became very popular and the founders wanted to expand to other parts of Sweden, but in order to do so they had to preserve the bread and distribute it fresh, the only way to do this was by freezing the bread, called polarmetoden. Polarbröd’s business idea is to offer their customers good tasting bread and sandwiches of top quality. Polarbröd was rated as one of the top 25 brands in Sweden in 2003 together with IKEA and Lego.

The biggest and most important market is the Swedish grocery stores where Polarbröd stands for 14% of the market. In recent years export has increased and corresponded to 12% during 2005. The export will keep growing, since Polarbröd is discovered all over Europe and more people strive for their bread.

On average the company has 367 employees, the turnover in 2005 was 579 million Swedish crowns and the company baked 32 911 ton of bread divided on the three Polarbröd factories in Älvsbyn, Bredbyn and Omne. (Polarbröd webpage)

Our respondent at Polarbröd was Maria Göransson who is local plant manager at Polarbröd, Älvsbyn. In presenting our empirical data we will refer to the respondent Maria Göransson.
4.1.1 Employee motivation at Polarbröd

Motivational factors managers can use

According to Maria Göransson over the years Polarbröd has recognized that there exist many different motivational factors among their employees, as well as managers. For Margareta Jonsson (owner of the company) “people are the focus”, both personnel and customers participate in making Polarbröd profitable. Since the company has to rely on shift work they know that the work performed makes tributes on the employees and their motivation. The employees work on the same schedule for one week and then they switch shifts, this include working from Sunday night to Friday night depending on the shifts. Polarbröd have recognized some very common motivational factors such as wage, working hours and benefits. The motivational factors for companies with shift work are primary external, but in Polarbröd’s case affiliation is the major one concerning motivation.

The plant manager explains that the wage of the workers is controlled by collective agreements, but Polarbröd has chosen to pay a wage that is ten percentages higher than the collective agreement as a way to motivate their employees since they know that the work is very demanding. Attempts have been made to improve the shift hours and the company welcomes ideas from employees in order to make improvement of work hours. One of the benefits Polarbröd offers their employees is to use the company’s own gym that lies besides the factory whenever they want. Polarbröd wants to engage their employees in health activities, but it is a small number that participate in these activities. Polarbröd has recognized that good wages and working schedules are two important motivational factors and the company wants to work with their employees and are very open to suggestions from co-workers for improving matters and the company would like the employees to be able to influence their own working environment.

Maria Göransson states that it is very easy for leaders to form an opinion of a certain group. Not all young people entering the work force want to have challenges, but it is very easy to judge the entire group as a unity. Managers at Polarbröd makes attempt to talk and recognize people who want to work in projects and improve work place. Empowering personnel is seen as a motivation factor and Polarbröd wants the people working in the factory with production to be able to make their voice heard to develop the working environment, with development meaning both work environment as well as technology. The psychological work environment is considered to be good at Polarbröd, which includes friends, coffee breaks, parties, gifts, the company even have a mobile house which employees can borrow, but the demand is not high in Ålvsbyn, where Polarbröd is located. The physical environment still needs improvements. Dust is a big problem when making bread and this aspect at work has increased, the workers has to improve their own working environment since they are considered to be specialist when knowing what to improve.

Having fun at work is also very important, but the fun part also has to be able to shift rather quickly to seriousness. Leaders are there to support the fun “activities” that already exist at work and make them even more stable and Polarbröd has improved well in this area, but in the end it is all up to the individual, each individual is different, but having respect for others as well as for general human values is an important factor. It is important to be respected, respect others and an individual that can show consideration, be present and be confident in one self can be generous with others. When recruiting personnel Polarbröd looks for
managers with the above characteristics. If a leader has self awareness as well as formal knowledge it might be a good leader for the company.

According to Göransson managers are very important for motivation, managers are there to help the “weaker” and the goal is to work together with personnel to solve problems. Sometimes the company has recognized that a leader is not suited for a position and moved them to another area, Polarbröd does not only need leaders they also need specialists. Good leadership work in strengthening the motivation and in Polarbröd's case the owner picture is important among employees. The owners of Polarbröd live in Älvsbyn, they are important for the company and are willing to invest their own money in the company. Both Kjell and Margareta Jonsson participate, make decisions, and visit the factory. They believe that respecting one another is important and they work as a family at the company. Polarbröd is a private owned company and this is rather unique for a large number of companies and the owners invest money in order for the company to remain private and this is highly valued among the managers at the company and it motivates them.

Polarbröd wants their employees to feel like they can advance within the company, but it is rather hard to advance since the company is a medium sized company and can not be compared with larger and more international companies. When possible Polarbröd attempts to recruit internally and the workers should know that advancement can be a motivational factor. According to the plant manager at Polarbröd it is very individual what kind of person motivate one another, but when looking to the future a steady person that is comfortable in oneself have a task to inspire others, respect oneself as well as others is highly important and will lead to success.

The plant manager explains that the policy of Polarbröd is that all employees should have a family life. Managers have to assume that individuals are not locked into certain roles in society and it is up to the individuals to inform the manager of his or her special case. Therefore at Polarbröd the relationship with managers and employees is very important.

**DISC-model**

The company has noticed that motivation is very individual and that some employees motivate others, it is clear that respect can take a person far, have respect and love others and strive for success. Employees that can motivate others are steady, both in themselves and in the way they handle the environment and the company has to look in the future for managers and employees with these characteristics.

**Incentive profile**

On 18 month intervals Polarbröd conducts a survey, IC-potentia, in order to measure different factors of motivation and if employees feel satisfied at work or not. The survey has shown that feeling good at work and with co-workers is a more important motivational factor than money. Polarbröd spirit, Polarandan, is about the employees feeling proud in their profession, engagement and enthusiasm, and responsibility follows with these three factors.

The survey demonstrates that safe employment and the feeling at work are high motivational factors and the view of Polarbröd is that high quality, ethic and moral, equality and co-workers are important. The work environment dominated in the survey and having a good feeling when going to work was of equal importance compared to wage. Wellbeing at work
and relationship with employees and co-workers was also rather high on the list of motivational factors. The survey is performed in order to lift out the parts that need improvement and a special group is working with these factors. Polarbröd believes that a year is too short a period of time to make changes that are noticeable for the company.

Göransson explains that in the past working for a grocery company was safe and the companies had loyal customers and employees. Today with the entrance of the European Union and globalization grocery stores such as Ica for example are bringing plagiarism of the kind of bread Polarbröd produces to their shelves. Changes are occurring in society and low cost labor exists in the Baltic where it is cheaper to operate. It is no longer safe as it was in the past to work for grocery companies and the feeling of safety have changed both at work and in society. There no longer exist a term as full-time employment and more pressure is put on manages to mediate a feeling of safety as well as acting as a filter barrier and communicate with employees. Globalization does not only bring negative effects, it also allows for Polarbröd to expand and the company welcomes competition.

**Leadership**

Polarbröd discusses an invisible leadership where leaders communicate with their employees, and perform tasks together. Something positive for the motivation at Polarbröd is that the employees have their own responsibility, if a problem occurs the employees know what to do, they are innovative and do not have to wait for a manager telling them what to do. Leaders should create a safe, inspiring environment based on the world situation and employees at Polarbröd are able to participate, have good communication and the ability to influence work at the company.

When recruiting managers Polarbröd conducts psychological tests, the company looks for curiosity and likeability of human beings in their managers.

**Job characteristics**

As mentioned earlier by Göransson the employees in the factory at Polarbröd work on a shift system and the company works a lot with the issue of providing variance in the work tasks. Each half hour the workers change station to another one and this movement takes place continuously during the work shift. Drift managers are the one who should recognize employees that influence others. They are the one who are responsible for talking to these employees who stands out and see if they want to advance or not. When working at Polarbröd the employees are prepared in advance that the work is done in shifts and therefore since individuals have different preferences some are motivated by working at certain stations while others are not.

Each year an employee discussion exchange is conducted where a routine formula is used as the base of the discussion. Although this conversation takes place each year daily feedback is important. It is vital that managers communicate when a situation occurs, both possibilities and ways to improve as positive feedback. Both for managers and employees it is essential to know how the two perceive one another.
4.1.2 Motivation and Gender at Polarbröd

In 2006 Polarbröd was given the award as Sweden’s most gender equality based company. Being equal at work is motivated among employees and it is good to be mixed. Polarbröd recruits both men and women and for example in the factory Polarbröd has something called Smörgåshuset where only women work, and the mechanics are only men. The company works at preventing this and wants to recruit two men to the Smörgåshuset as well as two women as mechanics. According to the plant manager when a manager position is available in the factory Polarbröd looks for women that they encourage to search for the vacant position, also they would like to see women as truck drivers.

However, it is not women that Polarbröd wants to dominate their workplace, they want to lift out the underrepresented gender. The company chooses to motivate both genders in an equal manner and work towards not having one gender dominate.

4.1.3 Motivation and Age at Polarbröd

Polarbröd has a lot of different age groups working in the factory and managers have recognized that younger workers prefer working nights and have the weekend off, while older workers do not want to work nights. In order to solve this motivational factor the employees can change shifts with one another and this is done among employees and the managers do not have to get involved. Making the employee feel like he or she can participate at work is highly valued at Polarbröd. Individuals have different preferences depending on sex, male or female, if one have children or not and so on and Polarbröd has a working group that is trying to implement a laundry schedule, tvättstugeschema, meaning that employees choose to work when it is most suitable for them. Using this kind of schedule is hard within the grocery industry, but effort is made to investigate this new kind of schedule as a way to improve and perhaps have more motivated workers.

According to Göransson Polarbröd has recognized that all employees are motivated on an individual basis and therefore they try to generally motivate all employees the same way.
4.2 Case 2: ÄLVSBYHUS

Company background

Älvsbyhus was founded in 1944 by Gunnar and Göran Johansson, but the production of houses did not start until 1960. Since then Älvsbyhus have made 26 000 houses in Sweden, Finland, Norway and Denmark.

Divided on the three plants, Älvsbyhus produces 34 houses a week, with a working week of 40 hours. The main office with production is located in Älvsbyn, but they also have two other plants in Bjärnum Sweden and Ramajori in Finland. In 2005 the number of employees reached 278 and the turnover was 1 154 million Swedish crowns.

The business idea is to build houses at low cost for people to live a richer life. The houses are built inside the plant with frequent production in comparison with other house builders which builds the houses outdoors and Älvsbyhus is considered to be among the most effective manufacturing company for house building in Europe. The house is built in blocks which are easily put together where the house is supposed to be located and this only takes a couple of hours. Älvsbyhus do not only provide a house without anything in it, it is built complete with interiors such as kitchen, bathrooms and wardrobes. The contribution to the success of Älvsbyhus lies in that the fabrication is done inside the plant and the employees are specialists on the systems of houses Älvsbyhus makes. Work takes place under good working conditions with effective and routine tasks. Every employee knows exactly what he or she is supposed to perform. (Älvsbyhus webpage)

Älvsbyhus is a family business and because of this the leadership is very obvious and decisions can be made quickly, the process of making decisions is short. It exist a close relationship with the director, Donald Johansson, the managers working at different offices and managers of the production in the plant. The different managers that work at Älvsbyhus are managers of the collective, plant manager and drift manager. Älvsbyhus is a rather unique housing company and are categorized in their own niche, although they experience competition from other companies making houses. (Lars-Göran Wallström)

Our respondent at Älvsbyhus was Lars-Göran Wallström who is local plant manager at the plant in Älvsbyn. In presenting our empirical data we will refer to the respondent Lars-Göran Wallström.

4.2.1 Employee motivation at Älvsbyhus

Motivational factors managers can use

According to Wallström it has been realized that the employees are all motivated differently, but at first place of the motivational factors is the wage since all employees in the plant work
on piece rate. The piece rate depends on the company being directed toward production, the goal is to produce the right quality to the right price. The low price is obvious in the entire company. In comparison with other companies Álvsbyhus has a wage that is higher than competitors and even higher than the collective agreement. Employees can earn between 145-150 crowns per hour when working at Álvsbyhus. The wage is seen as number one of motivation since nobody want to change the piece rate to a lower one after having a high wage. The piece rate depends on the individual and how hard he or she works, it can be said that the worker more or less control their own wage. The piece rate both have ups and downs, on the downs side is that when people feel stressed they blame the piece rate, but the individual choose themselves what level they want to work at with the goal to earn money.

Another motivational factor at Álvsbyhus is bonuses, the company gives money as bonus for attending work, an employee can receive up to six crowns extra per hour and they have to attend work to receive this. After having worked 2 000 hours they are given an extra day off and they can gain a total of five days off by attaining work. When working for Álvsbyhus the employees know that the working hours end at four in the afternoon and it is rarely that employees have to work overtime. After four they have time to spend time with family, go to the gym and do other activities. Álvsbyhus have grown to such a large company that the stress of working overtime is not the same as it was in the past when the company were not as big as it is today.

The company have a company gym where employees can work out, but it is not used as much as might be good. The plant manager explains that in the plant in Álvsbyn employees are given Christmas lunches, this is not done in Bjärnum where the employees receive Christmas dinners due to the fact that the plant and employees are of a smaller number. Due to this employees in Álvsbyn also want to receive Christmas dinners and a noticeable trend is that when an individual have received some kind of bonuses it is not worth anything, the employee then want what other receives. The gym is a very good idea, but instead of using it employees crave for a Nautilus gym card, but the question is that once a person receives it will he or she really use it.

According to Lars-Göran Wallström it is really hard to talk about motivation because sometimes when a company makes attempts to motivate its employees it works, but sometimes it can turn out bad. It is clear that employees need to have their own interest, they can not be married to work and affiliation is vital. It is very important that the employees have coffee breaks together during the work day, nobody should sit alone. What people do during the lunch is up to them, some employees go out together and others go home to eat. At the coffee breaks there exist certain groups and it is a place of belonging and it is given twice during a work day. Managers can sense that something is wrong when an employee is not present at the coffee breaks and actions are taken.

Wallström explains that each time when changes are made at the company the fear of losing ones job exists. Over the years different attitudes have existed toward Álvsbyhus, some think that the company is good while others believe it is bad. A good opportunity is that the company is located in Álvsbyn which is a good town for raising a family, it exist a lot of employees coming from Piteå, but the focus now is to hire people located in Álvsbyn.
DISC-model

In each group at the company there exist an informal leader, and according to the plant manager it is both for good and bad. Some individuals are born as natural leaders and this is mostly due to internal factors which make that person take authority over others. Personal characteristics in employees differ and some have a characteristic that motivate others. It is better to have an informal leader that drives other, but is a pain in the ass, than a leader that not drives others to perform. The work task goes hand in hand with the piece rate when motivating employees. The major characteristic of a good leader is one that is steady and motivates employees and have them to perform better.

Incentive profile

In 2005 the company conducted a survey, Prevent, concerning the work environment. Individuals considered that too little information was given, but the information they wanted to know was gossip rather than decisions being made. Employees wanted the physical environment to be improved, but few suggestions were made on how to conduct this. The survey demonstrates that employees think that the work performed is heavy and one-sided, although the work is seem to have reasonable demand. Älvsbyhus knows that motivation is very individual and young people are not motivated by being part of the gold club, guldklubben, or the retirement club, pensionsklubben, which are for employees in the end of their working life. The company knows that the piece rate is number one in motivation and the rest of the motivational factors are individual.

Leadership

The goal of the company have been clearly stated by Donald Johansson and influence the entire company, to make cheap houses with good quality. Wallström states that the mentality is from top manager to the employees in the plant. No human being has the same motivational level on a constant basis, it goes up and down and as a leader it is not easy to motivate employees if the manager is not motivated themselves. It takes much time and power to motivate others and performing the task oneself is easier than motivate others to do it. Managers are there to motivate others, some succeed and others do not, but the goal stated, to make cheap houses with good quality, by Älvsbyhus is present at all levels of the company and other companies have a hard time obtaining this in their organizational levels.

The plant manager further mentions that motivation is individual when working on piece rate and it is very hard for managers to have a private talk to one employee, since it interfere on the piece rate of that person, but as a motivational factor piece rate is number one at Älvsbyhus. It is acknowledge that workers take pride when Älvsbyhus sells as many houses as they do, but the workers do not want to show this pride.

Job characteristics

The employees at Älvsbyhus work in tracks, starting with the wood being prepared and finishing with the final house being shipped. The heaviest work happens inside the plant where everything is put together and it is mostly young people working at theses stations because the work is heavy. These employees depends on their co-workers, because they can not build anything before the previous employee have delivered a production part, they all have to “deliver a rely baton on a regular basis”. Employees working at these stations have a
higher turnover, but some have worked there for 30 years, it all depends on what attitudes the workers have toward work.

There exist a function that is called jumper, this group is more multifaceted, they still work at piece rate but they have a fixed payment. The group contains eight to nine workers that have the opportunity to advance, they have to be:

- Multifaceted
- Have the right attitude
- The willing to learn more stations

Wallström explains that these people have the opportunity to advance to drift manager. The companies tries not to let employees work at one station all the time and there exist no lack of employees, the challenge with the older generation is that they want to know what they receive if they perform a new task. The work task goes hand in hand with piece rate which is what motivates employees.

The employees have the opportunity to affect their own working environment and the company stimulates idea propositions. If an employee has come up with an idea that results in economic savings for the company they have the possibility to receive a reward which is calculated in a concrete manner. The company work to stimulate this motivational factor so it is not forgotten and tries to implement new ideas each year to show that the project is there for the employees. Employees have the opportunity to influence by making propositions, work more effective and suggest new ways of working.

Since the company has employees working in tracks it is rather hard to have employee conversations, at the track the manager has about 70 workers and each manager chose how to communicate with their employees. Some have small talks at the beginning of the day other chose to communicate differently, but when changes occurs all division have meetings.

### 4.2.2 Motivation and Gender at Älvsbyhus

According to the plant manager Älvsbyhus is a male dominated working place and in the plant it exist a total of six women working, excluding cleaning, for example one works as an industrial electrician and another as truck driver. At the offices there are more women working and the company would like to have more women working for them. They have noticed that women working with trucks in the factory have different insight and are better drivers, less is also broken, but it is very easy to turn back into old pattern and hire men for the job. There should be more women working for the company, but mostly women are looking for other jobs, are afraid of working in men dominated company or do not want to further educate themselves. Women in the factory now are tougher than the women working in the office, women have been noticed to be more controlled by the social environment among other women. There exist no differences at the company when motivating men and women, it just exist different values in the two groups.
Men and women have not been noticed to be motivated differently, but different values have been recognized.

### 4.2.3 Motivation and Age at Älvsbyhus

The plant manager explains that the company would like to have more employees that can perform a number of tasks, but employees that have worked for a while do not want to lose any piece rate and because of this they are unwilling to educate themselves to become more multitasked. Younger people have not worked for the same period of time and their mentality have not yet been shaped as older workers and because of this they are more obliged to become multitasked.

Wallström goes on to mention that Älvsbyhus has a variety of age groups working for them and managers have recognized different values in their employees. Employees born in the 1940s are overrepresented and do not have the same drive force as before, although some are more motivated than others. People from the 1950s are very good at work, but do not have the same motivational drive as people from the 1940s. Workers born in the 1960s are a dominated number and are the last generation that have the value that when they find work they will work there for the rest of their lives. This generation both want to strive forward, but some do not. There are fewer workers born in the 1970s and it is a hard group, employees born in the 1980s do not have the same drive as older generations. Young people today have to have the right thinking and it is easy to categorize young people in a specific category, but as the rest of the workforce it has been noticed that some workers work better than others and are motivated differently.

The most recent work generation want to have structured working hours and know what time of the day work ends and their private life begins, they do not favour flex hours. The older are striving for some kind of carrier, but the young prefer not having to travel far distances to work, have a job where they live and have their social life and be able to work out.

When recruiting people Lars-Göran Wallström explains that in the past a lot emphasis has been put on technology, but the same drive to advance is not experienced today. Employees have to communicate with managers and tell them what they want and participate more active at work, but it is obvious that some employees are not willing to do this. The older generation were more willing to take what they wanted, but the new generation need more structure and do not take what they want, they need a manager that tells them what to do. Each employee has the opportunity to show what they are good at, but it is so individual.
5 DATA ANALYSIS

This chapter contains the analysis of the data collected on the two companies and presented in the previous chapter. First we will compare the data in the two cases separately with our theoretical frame of reference in a within-case analysis and then we will compare the outcome of the two within-case analysis with each other in a cross-case analysis.

5.1 Within-case analysis

The most common strategy to rely in case studies is theoretical propositions which means that certain data research more certain data receive more research and other are overlooked (Yin, 2003a). A within-case analysis will be used to analyze the data since this type of method is used when data is compared against the theory collected in the literature review and conceptual framework (Miles & Huberman, 1994).

5.1.1 Within-case analysis of Polarbröd

Employee motivation in SMEs

Motivation has been studied for over a century, but still managers have a hard time understanding what motivates employees. Most of the time managers believe that everybody is motivated equally and they do not try to motivate them as individuals. (Marcum, 2000; Hiam, 2003) Motivation can be seen as a strategic issue because if employees and managers are not motivated to perform at work it will impact on the organizations cost, productivity and performance (Glen, 2006).

In the literature review there exist several motivational factors, the major being internal and external factors (Bryan, et al. 2006; Bymes, 2006; Kiger; 2006; Kehr, 2004; Robbins, 2003; Barbuto, et al. 2002; Katz, 2005; Quiley & Tymon Jr, 2005). According to Quiley & Tymon Jr (2005), when individuals experience internal motivation it is directly affected by the work tasks being meaningful, competence challenging, and with the opportunity to make choices and progress. Salary and wage packets on the other hand are the base for external motivation, but are not assumed to give the same commitment and excitement to employees that internal factors can provide (Bryan, et al. 2006; Bymes, 2006; Kiger; 2006; Katz, 2005).

At Polarbröd the company works very actively with motivational issues. The company has recognized wage, working hours and benefits to be some of the major motivational factors. The internal motivational factors dominate since employees have a feeling of affiliation at work and they have the power to make decisions without always consulting a manager. The company values contribution made by employees since they are the specialists in the areas. The major motivational factors are internal, but the company does not overlook the important external factors, such as work conditions and wage.
There exist several motivational profiles that are supposed to be seen as a help to managers for selecting employees that have the characteristics to motivate others. The DISC model describes four different individual characteristics that have been found to be able to motivate others. (Bossé-Smith, 2005)

Polarbröd has recognized that a steady person is best suited for a managerial position and to work for their company. However, the three other individual characteristics in the DISC-model do not have the same influence as a steady person. The characteristics are all important in a leader, but a steady person dominates in society.

Another motivational profile is the incentive profile, which according to Hiam (2003) both managers and employees should take. The motivational factor that gets the highest score by the respondent gives the manager an idea of what motivates that individual.

Polarbröd does not follow the incentive profile. Instead the company conducts their own survey each 18 month concerning motivation in order to improve their performance.

Literature on leadership states that the relationship between leaders and employees affect motivation (Bassett-Jones & Lloyd, 2005). Managers can not fall in the trap of believing that all employees are motivated in the same way. Their task is to recruit employees that are motivated to make contribution to the company and always try to keep them motivated. (Bryan, et al. 2006; Bymes, 2006; Kiger; 2006)

Polarbröd seem to follow the implication by having an invisible leadership where employees can influence the work environment. This is very much influenced by the statement that “people are the focus”. Leaders at Polarbröd have respect for other people and are generally curious at life, which are good qualities when motivating others.

Job characteristics indirectly affects work motivation, this includes skill variety, task identity, task significance, autonomy and feedback (Garg & Rastogi, 2006; Katz, 2005). However, using these five factors is also a problem, because there are two sides of each characteristic (Katz, 2005).

Polarbröd have shift work and therefore they know that the job characteristics are very important in order to motivate employees and they work a lot with this issue. The managers in the factory has to give daily feedback to their employees and listen to conversations on what to improve since it is the employees that are the experts of the different work stations. Employees have the autonomy to influence the improvements of their work stations.

Gender

According to Singh, et al. (2004) research has been conducted on gender perspective and motivation with various results. Since not all authors have investigated the same variables some research contradict one another and future research is needed.

In 2006 Polarbröd was rewarded Sweden’s most equal company and the gender perspective of being equal at work is motivated among employees. Despite the reward the company still has segregated divisions where either male or female employees dominate, but in the future the company would like to see that these two divisions become more equal.
In a gender-balanced workplaces there is insignificant gender typing of jobs and insignificant gender segregation. A gender segregated workplace has obvious segregations between men and women since they work in different units of the company. (Abrahamsson, 2001) However, researchers are intrigued in women entering the workforce and investigating genders impact on motivation is still of importance (Singh, et al. 2004). In male dominated workplaces women faces bigger challenges and therefore less women might search for work in these occupations (Singh, et al. 2004). In a male dominated workplace almost only men are in production and almost all jobs in production are “men’s work”. On the company level however there is visible gender segregation and a comprehensive gender typing of jobs and working areas. (Abrahamsson, 2001)

Polarbröd have chosen to generalize and motivate all their employees equally and this is taken from the organizational structure. Although, managers are recognizing the individual motivational factors, but still nobody is treated differently.

Studies demonstrate that women and men have different conditions concerning work and this is also affected by the organizational structure. The differences are also strengthened by stereotypes and prejudices. (Chang, 2003)

There are several different organizational structures and Polarbröd is considered to be a gender-balanced workplace where neither of the gender groups should dominate. The company is looking for a well balanced workforce, but women are encouraged to search for vacant managerial positions.

Age

According to Eisner (2005) the workforce contains four different generations, all with age differences and preferences.

At Polarbröd a variety of age groups work the shifts and managers have recognized that the groups desire different working hours due to the age differences. The older generation does not want to work night and the younger generation wants the night shifts and prefers weekends off.

The generations are: traditionalists, Baby Boomers, generation X and generation Y. Traditionalists are likely to stay within the company as well as the workaholic Baby Boomers. Generation Y and X needs change, do not like overtime and value family time. The trend in society today is that the younger generations replace the older ones and therefore managers will recognize different motivation issues in their workforce. (Eisner, 2005)

In order to solve the different motivational preferences the employees can among themselves trade shifts and the managers do not have to be involved in the process. This is a way of allowing employees to make their own decisions and participate to make work more fun.
5.1.2 Within-case analysis of Älvsbyhus

**Employee motivation in SMEs**

Motivation has been studied for over a century, but still managers have a hard time understanding what motivates employees. Most of the time managers believe that everybody is motivated equally and they do not try to motivate them as individuals. (Marcum, 2000; Hiam, 2003) Motivation can be seen as a strategic issue because if employees and managers are not motivated to perform at work it will impact on the organizations cost, productivity and performance (Glen, 2006).

In the literature review there exist several motivational factors, the major being internal and external factors (Bryan, *et al.* 2006; Bymes, 2006; Kiger; 2006; Kehr, 2004; Robbins, 2003; Barbuto, *et al.* 2002; Katz, 2005; Quiley & Tymon Jr, 2005). According to Quiley & Tymon Jr (2005), when individuals experience internal motivation it is directly affected by the work tasks being meaningful, competence challenging, and with the opportunity to make choices and progress. Salary and wage packets on the other hand are the base for external motivation, but are not assumed to give the same commitment and excitement to employees that internal factors can provide (Bryan, *et al.* 2006; Bymes, 2006; Kiger; 2006; Katz, 2005).

At Älvsbyhus managers know that the main motivational factor is payment, because the employees work on piece rate and it inspires the employees. The piece rate is the prior motivational factor, but the employees are all individuals and are also motivated by internal motivators. However, it is hard to have affiliation when working on track, besides the coffee breaks.

There exist several motivational profiles that are supposed to be seen as a help to managers for selecting employees that have the characteristics to motivate others. *The DISC model* describes four different individual characteristics that have been found to be able to motivate others. (Bossé-Smith, 2005)

In the DISC-model Älvsbyhus has recognized that a steady person is better suited as a manager due to the fact that he or she have a characteristic that employees are attracted to.

Another motivational profile is the incentive profile, which according to Hiam (2003) both managers and employees should take. The motivational factor that gets the highest score by the respondent gives the manager an idea of what motivates that individual.

Älvsbyhus knows that their workers are there to earn their piece rate and therefore not a lot of effort is put on an incentive profile which will show what employees are motivated by. On the other hand the company conducted a survey concerning the work environment where employees could make suggestions for improvements. The survey mostly showed that a lot of employees wanted improvement in certain areas, but no suggestions were put forward on how to solve the problems.

Literature on leadership states that the relationship between leaders and employees affect motivation (Bassett-Jones & Lloyd, 2005). Managers can not fall in the trap of believing that all employees are motivated in the same way. Their task is to recruit employees that are
motivated to make contribution to the company and always try to keep them motivated. (Bryan, et al. 2006; Bymes, 2006; Kiger; 2006)

Älvsbyhus follow a different line of work and everybody at the company knows that making cheap houses with good quality is top priority. Leaders know that the leadership style is for them to motivate others, but there also exist informal leaders in the work units and when these leaders make others perform better it is preferred to a formal leader that does not motivate his or her employees to perform a well-done task. Leaders know that the same level of motivation can not be steady over a period of time, it shifts and therefore sometimes it can be hard to motivate others when a leader can not motivate oneself.

Job characteristics indirectly affects work motivation, this includes skill variety, task identity, task significance, autonomy and feedback (Garg & Rastogi, 2006; Katz, 2005). However, using these five factors is also a problem, because there are two sides of each characteristic (Katz, 2005).

At Älvsbyhus the job characteristics goes hand in hand with the piece rate, but the company has a team called jumpers which are given the opportunity to do multiple tasks. However, it is a small number of people who wants to perform this since it affects their payment. At Älvsbyhus the employees can also give suggestions on how to make the work more effective and find new ways of performing the work task.

Gender

According to Singh, et al. (2004) research has been conducted on gender perspective and motivation with various results. Since not all authors have investigated the same variables some research contradict one another and future research is needed.

Älvsbyhus is a male dominated company, but there should be more room for females entering the company. Although the workers are mostly males there are also a few women working in the plant, but they are not treated differently than their male co-workers since the motivational factors that Älvsbyhus choose to motivate their employees with is the piece rate. Älvsbyhus would like to see more women advance at work, but it is important to keep the gender perspective and not only focus on women.

In a gender-balanced workplaces there is insignificant gender typing of jobs and insignificant gender segregation. A gender segregated workplace has obvious segregations between men and women since they work in different units of the company. (Abrahamsson, 2001) However, researchers are intrigued in women entering the workforce and investigating genders impact on motivation is still of importance (Singh, et al. 2004). In male dominated workplaces women faces bigger challenges and therefore less women might search for work in these occupations (Singh, et al. 2004). In a male dominated workplace almost only men are in production and almost all jobs in production are “men’s work”. On the company level however there is visible gender segregation and a comprehensive gender typing of jobs and working areas. (Abrahamsson, 2001)

Since the piece rate dominates at Älvsbyhus managers are not trying to motivate their employees differently, but coffee-breaks are essential for the workers during work hours. Everybody that works at Älvsbyhus also knows that the day ends at four a clock in the
afternoon when they will have time for their personal lives. Although the employees are not motivated differently, the unique values of each individual are noticeable in the employees.

Studies demonstrate that women and men have different conditions concerning work and this is also affected by the organizational structure. The differences are also strengthened by stereotypes and prejudices. (Chang, 2003)

The organizational structure is dominated by the goal to make cheap houses with good quality and this is performed by the employees working on track with less work variation of the tasks.

Age

According to Eisner (2005) the workforce contains four different generations, all with age differences and preferences.

Älvsbyhus has a clearer age difference between the generations. A lot of their employees are born in the 1940s, but the dominant number of the employees is from the 1960s. In this generation some individuals want to advance while others are satisfied with their current position.

The generations are: traditionalists, Baby Boomers, generation X and generation Y. Traditionalists are likely to stay within the company as well as the workaholic Baby Boomers. Generation Y and X needs change, do not like overtime and value family time. The trend in society today is that the younger generations replace the older ones and therefore managers will recognize different motivation issues in their workforce. (Eisner, 2005)

Younger employees at the company do not have the same drive as the older generation and they need to have the right thinking in order to perform the work. Managers have recognized that motivation differs concerning the workforce, but it is not emphasized as much as the piece rate.

5.2 Cross-case analysis

The aim with studying multiple cases is to increase generalizability, also to see processes and outcomes across cases and understand how they are qualified to local conditions and by doing this creating a more sophisticated description and powerful explanation. Cross-case analysis helps to enhance generalizability and a deeper in understanding and explanation. By having multiple-case samples researcher can strengthen the precision, the validity and the stability of the findings. Multiple cases helps a researcher find negative cases to strengthen a theory, build patterns through similarities and differences across cases. With only one variable no clear conclusion can be made and within cross-case analysis pattern clarification is needed, which mean multiple variables. (Miles & Huberman, 1994)
Employee motivation in SMEs

Table 5-1 presents a summary of the different variables in our theoretical frame of references and if theory coincides with our observations. The table demonstrates the answers of the local plant managers at both companies.

Table 5-1: Summary of the key findings on RQ 1 – Employee motivation in SMEs

<table>
<thead>
<tr>
<th>Variables</th>
<th>Polarbröd</th>
<th>Älvsbyhus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivational factors managers can use</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>DISC-model</td>
<td>+/-</td>
<td>+/-</td>
</tr>
<tr>
<td>Incentive profile</td>
<td>+/-</td>
<td>-</td>
</tr>
<tr>
<td>Leadership</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>Job characteristics</td>
<td>+</td>
<td>+/-</td>
</tr>
</tbody>
</table>

+ Findings agree with theory
+/- Findings partly agree with theory
- Findings disagree with theory

The local plant managers at both companies agrees that the internal factor that should dominate employees motivation. Polarbröd agrees with theory regarding motivational factors managers can use. It is the internal factors that play the major role when motivating employees at the company, but the external variables are not overlooked since the workers at Älvsbyhus receive a wage higher than the collective agreements. The table on Älvsbyhus is also consistent with theory, although the external factors dominate in the company. The internal factors also matter, but due to the piece rate employees have it is the external factors that dominate.

Polarbröd believes that a person who is steady and like other people are better suited for managerial positions since they are better suited to motivate others since they are confident in themselves. This partly agrees with theory since according to the DISC-model there are four different individual characteristics that can be found in individuals who motivate others. Steady individuals are seen as individuals with the ability to motivate others at Älvsbyhus, and the personal characteristics are very important in a manager. Both companies have the knowledge that motivating others depends on the individual, some individuals are born natural leaders while others just follow.

The incentive profile is not used by Polarbröd, but the company conducts their own survey in order to gain insight in what motivational factors that exist among their employees. Älvsbyhus does not perform any incentive profile in order to recognize what motivates their employees since they know that the number one motivational factor is the piece rate. Although in 2005 they conducted a survey on the work environment and allowed the employees to make their voice heard.

Leadership is very important at Polarbröd and leaders are there to motivate others and inspire them to do a good work. At the company the employees also have their own power since they can influence certain decisions and do not have to wait for a leader telling them what to do.
The theory concerning motivation and leaders state that leaders are very important and this is also the case at Älvsbyhus, leaders are there to help the employees and motivate them which can be done through various channels. Employees are more empowered at Polarbröd than at Älvsbyhus, but at both companies the work of managers is to help employees and keep them motivated.

The *job characteristics*, mainly job design, plays a major role in employees’ motivation and since Polarbröd have shift works they continuously seek ways to improve the job design of their employees. The theory brings up five variables which Polarbröd tries to implement in their business. Älvsbyhus partly agrees with theory concerning job characteristics, but not a lot of changes can be made in the plant since the employees work on track to produce the final end product.

### 5.2.1 Gender and motivation

Our investigation concerning gender has not been divided into male and female categories, but in order to organize our interview guide we have divided our questions concerning gender into the following variables (*see Table 5-2*):

<table>
<thead>
<tr>
<th>Variables</th>
<th>Polarbröd</th>
<th>Älvsbyhus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender perspective</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Motivation</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Organizational structure</td>
<td>+/-</td>
<td>+/-</td>
</tr>
</tbody>
</table>

+ Findings agree with theory  
+/- Findings partly agree with theory  
- Findings disagree with theory

The two companies are very dissimilar concerning gender perspective and do not agree with theory. Polarbröd is very equal in their workforce while Älvsbyhus is male dominated. Although they are different they choose not to make differences when motivating their employees and both companies wish for women to either make it as managers or just to try the job.

Theory state that male and female employees are motivated differently, but no clear conclusion has been made since research contradicts one another. Polarbröd have a clear strategy to not differentiate between genders and choose to motivate everyone equally. They want to focus on the underrepresented gender and help them advance in the company. Therefore the company goes against theory since they actively choose to motivate everybody equally, even though differences exist. In Älvsbyhus case managers do not have to consider the above matters, since the piece rate dominates their motivation strategy despite male or female employees in the plant and therefore the company does not agree with theory. Managers have tried to keep an open mind on both female and male stereotypes, but the truth is that the female truck driver has been recognized to be a better driver than a man and have different insight.
The organizational structure of Polarbröd is gender balanced and gender segregated even though they are trying to change the second one. Älvsbyhus has a clear male division in the plant and are not working actively toward recognizing what factors motivates the genders differently. Due to this the two companies partly agrees with theory, since the organizational structure differ, but they choose to motivate generally.

5.2.2 Age and motivation

Age is very easily divided in four different workforce generations and in order to have structure in our interview guide we have divided our questions concerning age into the following variables (see Table 5-3):

<table>
<thead>
<tr>
<th>Variables</th>
<th>Polarbröd</th>
<th>Älvsbyhus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age differences</td>
<td>-</td>
<td>+/-</td>
</tr>
<tr>
<td>Motivation</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

+ Findings agree with theory
+/- Findings partly agree with theory
- Findings disagree with theory

Polarbröd’s table shows that they do not agree with theory on the age differences. They try to generalize as much as possible and do not want to divide the different generations and stereotype them. The local plant manager at Älvsbyhus has better insight in the different employee generations working in the plant and therefore the company partly agrees with theory.

Managers at Polarbröd also know that the motivation of the generations is not only different among the generations, but also on an individual level. Therefore it is easier for them to generalize their motivation strategy among employees. Älvsbyhus knows the differences between the generations, but since the employees in the plant work on piece rate it is considered a major motivational factor and therefore no other motivation strategy is used. However, as always some individuals are more motivated than others.
6 FINDINGS & CONCLUSIONS

The final chapter contains our findings and conclusions on motivation from a managerial perspective. The chapter will answer the stated research questions in chapter one and finally implications and recommendations will be presented.

6.1 RQ1: How can the way Swedish managers motivate their employees in SMEs be described?

Much research has been done on motivation. For nearly a century researchers have investigated how people are motivated. The research has revealed different findings and some findings even contradict one another due to the fact that researchers have focused on different variables, organizations and countries. It is interesting to see that no clear answers have been made on what motivates people since each individual is so different and the motivational factors are triggered differently. It appears that today intrinsic motivational factors are more important than external motivational factors while in the past mostly external factors dominated. This depends on the changes occurring in the environment and that a new generation is entering the workplace, but in the end both are needed to motivate individuals.

Individuals are very unique and bring their personalities with them to work and no overall conclusion can be said to motivate everybody equal. This makes the work of managers difficult since they have to recognize each employee as separated individuals with different motivational factors. Due to the differences in the world some companies choose to motivate everybody equally while other companies do not care what motivates their employees as long as the work is done.

Theories describe many different motivational factors that managers might recognize motivate their employees and in our case study we found a bound to internal and external motivational factors. It was interesting to investigate two companies with employees working in track having so different strategies of motivating the employees. Theory also mention that managers have to avoid making stereotypes and believe that everybody is motivated by the same factors as the manager, it is a very dangerous path. Literature also mentions that external factors might be looked at as internal and the opposite is also true, therefore it still exist research to be done in order to categorize the different factors.

Our findings revealed that companies all work in different ways and motivate their employees differently. Some are very concerned with having motivated employees while others just want their employees to get the work done. The internal factors dominated among the employees, but wage was also important. The reason wage might not be considered as high as affiliation can have to do with the fact that the wage employees in the factory receive is higher than the collective agreement. Employees know that the job is not very stimulated and are prepared for it and know that the wage is high due to this, the reason they prefer working there then has to do with other motivational factors that differ individually. On the other hand companies do not take all motivational factors mentioned in theory into consideration, since one motivational factor dominates, wage. Although managers recognize that there exist other motivational factors, they are not given the same attention as the dominating factor.
A help tool for managers when considering what can motivate ones employees is different motivation profiles, which also can help a manager to see if certain employees have the capability to motivate others. In reality it can be hard to use these profiles and the manager using them might not be suited as manager and therefore the result may differ. Findings demonstrate that the population has been divided into four different characteristics and this is a fairly broad generalization although it is easy to classify a person to suit a certain characteristic. Both companies in the cross-case analysis agreed that steady employees are best suited for management positions. This is not surprising since 30-35 percentage of the population fall under the category of being steady, but these individuals are quite, shy and focus on people rather than the task. When looking at the definition of a steady person it does not seem that a steady person is suited as a manager since managers need to both focus on people and the task and a manager that is quite and shy does not sound like one that can motivate others.

In theory it sounds really good to conduct an incentive profile in order to investigate what motivates both employees as well as managers. However, answering the profile demands a lot of time that companies need for other performances. The profile might also not give a specific answer and no conclusions can be drawn on what areas to improve. On paper it sounds like a good idea to implement an incentive profile at a company, but it is hard to put theory into practice and our companies revealed that it takes time to conduct a survey, time that is more used at the tracks.

Managing employees is a very important task a manager performs and the relationship between manager and employee can be considered a motivational factor. When managers are motivated themselves they are better suited at motivating their employees as well, but as any other individual the motivation of managers goes up and down and motivating others can be a hard task. A person that has a managerial position does not have to be suited as a manager, some individuals are born leaders while others are specialists in a certain area and both are needed in an organization. The reason the companies lack a person responsible for motivation might have to do with the fact that they are considered medium sized and lack the same resources as of larger companies. Although the companies lack knowledge and experience in the area of motivation the respondents were highly competent.

According to theory job design also affects work motivation and different aspects of the design can have greater impact. Both companies work on track and not a lot of inventions can be done on the work task being perform, but employees who are specialist performing the work have the opportunity to influence and make suggestions on how to improve. It does not seem to be valued highly because when something works it is hard to make changes and do work in a new way. The two companies wished to improve their organization, but still they seemed a bit afraid of changes, but they wanted to know how to progress their performance and worked very hard with this issue. Today it appears that feedback has gained presence in organizations and the daily feedback has greater importance than having employee conversations each year. Autonomy is also very important since it allows the flexibility to balance work and life and this aspect is even more important for the new generation.

From the above findings the following conclusions can be made:

- Managers should use both internal and external motivational factors as it is better to focus on both rather than assuming that one is dominate
• Companies have different strategies concerning motivating employees, some are focused on their personnel while other focus on the performance of the organization

• A steady person seems to be the most appropriate for a managerial position, but since there exist three other individual traits they can not be overlooked

• Do not focus too much on existing incentive profiles, since they may not be suited for all companies

• Managers should be motivated themselves before trying to motivate others, otherwise the effort will be a waste of time for the company

• All managers are not necessary good managers, therefore an invisible or informal leadership style might be preferred

• Certain job characteristic aspects have greater importance on work motivation than others due to individual differences

• Feedback and communicating with employees are a great part of the managerial work task, which contributes to increased motivation

6.2 RQ2: How can the relationship between motivation and gender in the workplace be described?

Literature presents the fact that it is very easy to stereotype individual to belong to certain groups and this is a major mistake concerning motivation because individuals are motivated by different factors, the major ones are internal and external. Most managers have changed their perception of individuals when stereotyping and recognized and valued the individual differences.

Gender and work have fascinated researchers for a long time and especially now researchers are interested in women at work, since the number of women entering work occupations is increasing. It is very interesting to see that the role of women as a housewife has changed so much and became women at work. However it is not only good to focus at women concerning gender, but it is very easy to take the step and end up there.

The theory on motivation has shown that there exist no differences in the variables motivating men and women, but other studies have also shown that there are differences. Due to this it is interesting to see if managers try to separate employees in different groups due to gender, or if everybody is treated in an equal manner. In the discussion in the above section it is clear that individuals are motivated differently and this is also the case with male and female employees at the two companies. Findings demonstrate that the employees are individuals and therefore their motivational factors differ, but the managers motivate them in an equal manner. For managers it is easier to motivate everybody equally because it saves them time and effort that can be put on other tasks. When motivating everybody equally nobody can say that they do
FINDINGS & CONCLUSIONS

not receive the same treatment as a colleague and everybody know what to expect from the manager.

For managers it is important not to see either men or women as standards since theory demonstrate that no clear distinction have been found on the motivational factors concerning gender. Companies can be male or female dominated as well as equals and the aim for most companies is to have a gender segregated workplace. The companies motivate their choice as being equals in the workforce by not wanting to have a dominated gender at the workplace. This can be done in certain industries while in other a dominate gender will be more represented than another.

The two companies in the case study have indications of different motivational factors, but do not have any differences concerning gender in comparison with motivation. It is hard to say if larger companies with more resources will have the same view on gender concerning motivation.

From the above findings the following conclusions can be made:

• Managers should not assume that their employees are categorized into stereotypes with the same motivational factors, since not all employees in the same division might be motivated the same
• No clear distinction exist on how motivation differ between the two genders since they are motivated due to their individuals characteristics and not their gender
• It is often best to have a gender segregated company, because it is easier for managers to motivate everybody equally
• The way genders are divided in companies often depends on what industry they are productive in, since certain industries are perceived as male or female

6.3 RQ3: How can the relationship between motivation and age be described?

Theory is discussing the new generation entering the workforce and how different these employees will be to their previous generation. It is demonstrated that younger workers are motivated differently than older workers. Findings demonstrate that the new generation does not have the same thinking as the old one and they live in a different world, loyalty is not the same and changes need to occur constantly. Managers are faced with the challenge of holding on to this new generation while not putting a side the old generation. The fact that the generations differ are due to patterns, qualities, values, assets and styles. Therefore managers can if they want use different strategies for motivating the generations.

It is interesting to see that the motivational factors have changed over the years due to changes in the environment, in society and in the world. The change has been both for good and bad. In the past managers knew where they had their workers and that most of them were
motivated to stay in the same company, but today managers can not have the same feeling of security concerning the younger generation. They will contribute with new knowledge and an urge to make changes that suits them, but they will not stay in a company forever, managers know that they will change company and are not happy about it.

The two companies in the case study have indications of different motivational factors, but do not have any differences concerning age in comparison with motivation. It is hard to say if larger companies with more resources will have the same view on age concerning motivation or if result will be the same.

From the above findings the following conclusions can be made:

- Managers should not use different motivational strategies due to age since it is easier to motivate everybody equal
- It might be easier to have motivated employees if their nearest manager is of the same generation since they might have the same values and preferences
- The challenge for managers is not only to keep the new generation at work, they can not overlook the old generation just because they are more loyal
- Managers should give employees of the new generation the opportunity to have variety in their work tasks, otherwise they might leave the company sooner than expected

**6.4 Implications and recommendations**

The conclusion stated in the three first paragraphs in this chapter form a foundation for possible implications on how to continue with this study. We will first provide implications for theory followed by implications for practitioners and finally, implication for future research.

**6.4.1 Implications for practitioners**

Based on our findings we would like to make the following recommendations for managers in small and medium-sized companies. Our findings may somehow be of aid in connection with the motivation among their employees:

- Managers should not focus only on either internal or external motivational factors since both are crucial for the motivation of employees
• Try to choose a manager with a combination of the different characteristics mentioned in the DISC model. Look outside the box!

• Managers also need feedback in order to motivate others and the communication process should be emphasized

• Remember that the more influence on job characteristics an employee has the better his or her performance and motivation might be

• Try not to focus on gender differences concerning motivation, rather emphasize the individual and try not to motivate generally

• Try to focus on the new generation and how to motivate them to stay in the company, since they are the future

• Although different strategies exist for different generations it is easier to treat everybody as equals, since less conflicts might arise

6.4.2 Recommendations for future research

The research data has given an insight in the field of managerial implications of motivating employees, but still more research is needed since there are more interesting findings that can be made with future research.

• We conducted a multiple-case analysis where two companies were compared with theory and each other from a managerial perspective and therefore it might be interesting to also conduct studies where the employees’ point of view are included

• Our qualitative data has been narrowed down from the introduction and certain concepts has been left out that could be interesting to observe and find similarities and dissimilarities with our thesis

• The same study could be conducted on other industries with more companies and in different parts of Sweden

• To conduct a qualitative study involving a larger sample of companies would obviously result in findings when it would be more prone to generalization
REFERENCES


REFERENCES


REFERENCES


INTERVIEW GUIDE- English version

Company background

- History
- Leadership
- Employees

A. Employee motivation in SMEs

Motivational factors managers can use

1. How do you motivate your workers? How do you perceive them to be motivated?
2. How does the work environment provide a place where people can be motivated?
3. How are they motivated by external or internal factors?
   - Internal
     - Power
     - Achievement
     - Affiliation
   - External
     - Work conditions
     - Wage, salary

DISC model

4. Do certain employees at the workplace motivate others?
   - Decisive
   - Influential
   - Steady
   - Compliant

Incentive profile

5. Do you use an incentive profile in order to know what can motivate the employees?
   - Security
   - Recognition
   - Rewards
   - Responsibility
Leadership

6. How do leaders motivate employees at the workplace?
7. How do you recruit leaders that can motivate others?

Job characteristics

8. How does the work provide for skill variety in order to motivate?
9. How do managers recognize employees’ different skills in order to enhance motivation?
10. Is the task significant when motivating employees?
11. Does the employee have enough autonomy to influence their own situation and by doing so enhance motivation?
12. Is feedback given on a regular basis? What is the feedback for?

Do you have anything to add?

B. Relationship between Motivation and Gender

1. Does it exist any particular stereotypes of motivation concerning male and female employees?
2. Are male and female employees motivated differently?
3. How is gender differences perceived, is the work divided into male and female units?
   - Male dominated
   - Gender segregated
   - Gender balanced

Do you have anything to add?
C. Relationship between Motivation and Age

Generations

1. Have the age differences at work differentiated when motivating employees?

2. How do you perceive the different generations to be motivated? Are some generation more motivated? By what are they motivated? How come?
   - Traditionalists
   - Baby boomers
   - Generation X
   - Generation Y

3. Have you recognized any particular changes concerning the new work generation, Yers, in comparison with the older generations at work?

4. How do you approach employees concerning motivation, do you approach them differently due to age?

Do you have anything to add?
Företagsbakgrund

- Historia
- Ledarskap
- Anställda

A. Motivation av anställda i små och medelstora företag

Motivationsfaktorer ledare kan använda

1. Hur motiverar ni era anställda? Hur uppfattar ni att dem blir motiverade?
2. Hur kan de anställda bli motiverade utifrån arbetsmiljön?
3. Hur är de motiverade av externa eller interna faktorer?
   - Interna
     - Makt
     - Prestation
     - Gemenskap
   - Externa
     - Arbetsmiljö
     - Lön

DISC-modellen

4. Vilken typ av anställda motiverar andra?
   - Beslutsam
   - Inflytesrik
   - Stabil
   - Medgörlig

Stimulerande profil

5. Använder ni någon speciell profil för att veta vad som motiverar era anställda?
   - Säkerhet
   - Uppskattning
   - Belöning
   - Ansvar
Ledarskap

6. Hur motiverar ledare sina anställda på arbetsplatsen?
7. Hur rekryterar ni ledare som har egenskapen att motivera andra medarbetare?

Arbetsegenskaper

8. Hur tillhandahåller ni era arbetare med varierande arbetsuppgifter?
9. Hur uppmärksammar ni era anställdas olika egenskaper i syfte att motivera dem?
10. Har arbetsuppgiften en viktig funktion när ni motiverar anställda?
11. Hur har de anställda frihet att påverka sin jobbsituation och bidra till ökad motivation?
12. Hur ger ni feedback till era anställda? I vilket syfte?

Har ni någonting att tillägga?

B. Förhållandet mellan Motivation och Kön

1. Finns det några speciella stereotyper angående motivation med manliga och kvinnliga medarbetare?
2. Är manliga och kvinnliga medarbetare motiverade olika?
3. Hur uppfattas könsskillnader på arbetet, är abetet uppdelat i manliga och kvinnliga avdelningar?
   - Mansdomined
   - Könssegregerat
   - Könsbalancerat

Har ni någonting att tillägga?
C. Förhållandet mellan Motivation och Ålder

Generationer

1. Blir anställda motiverade annorlunda beroende på åldersskillnader?
2. Vilken generation uppfattar ni är den mest motiverade? Vad motiverar dem? Varför?
   - Traditionalister
   - Baby Boomers
   - Generation X
   - Generation Y

3. Har ni uppmärksammat någon speciell skillnad mellan den nya generationen, Y, i förhållande till den äldre arbetsgruppen?

4. Hur tar ni upp begreppet motivation med era anställda, är detta förhållningssätt olika på grund av ålder?

Har ni någonting att tillägga?