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Comparison between motivational techniques of Chinese and Swedish companies

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Abstract:

Aim & Research questions:

In the competitive business world, it is difficult to find and retain efficient employees. So the problems about how to motivate the employees and improve their enthusiasm of work are important. By following the study of Herzberg’s Two-factors theory in employee motivation, this paper aims to compare motivational techniques in one Chinese and one Swedish company and also investigate what effect of the motivational techniques on each company.

Method:

Both qualitative and quantitative methods have been used for data collection. Survey is contacted on the employees in the Swedish and Chinese company. Total of five interviews have been done.

Findings & Conclusion:

It is found that the Swedish and Chinese company both apply similar and different motivational techniques. The motivational techniques which are related to hygiene factors and motivators worked very well in the Swedish company but not in the Chinese company.

Contribution & Suggestions for future research:

This study provides some knowledge on how manufacturing industry motivate employees, especially in Sweden and China. It also gives readers new perspectives of culture and type of company in looking and thinking employee motivation. Besides, analyzing based on different motivation theories, explaining the reasons from different other perspectives and trying to compare the same type of companies could be the suggestions for future research. Finally, the future research could be extend to the research in China-Sweden joint venture, how they motivate employees under the multi-culture background.

Key words: motivational techniques, Two-Factor Theory, employee satisfaction,
Swedish company, Chinese company.

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1. Introduction

1.1 Background

In the competitive business world, it is difficult to find and retain efficient employees. To a modern enterprise, the efficient employees are regarded as its life. It is always said that the competition between companies are just the competition between employees. Therefore, only the organizations which are good at using motivational techniques to avoid “brain drain” can survive in the competitive market. Getting people to do their best work, even in trying circumstances, is one of managers’ most enduring and tough challenges. Indeed, deciphering what motivates us as human beings is a centuries-old puzzle (N. Nohria et al., 2008). So the problems about how to motivate the employees and improve their enthusiasm of work are important.

A good motivational technique makes a lot of advantages to a company. For example, firstly, it can help to stimulate the employees’ activity of working. By this way, the potential of employees can be motivated (Pan, 2012). Secondly, it can attract large numbers of good employees. Many kinds of good welfare and promotion channels are attractive to the employees in some companies of developed countries. Thirdly, it can attract efficient employees and also help to retain the talents. Finally, it facilitates the development of a good organizational culture which means a competitive environment (Pan, 2012), because the competition between people is one of the origins of motivation. Actually, different companies in different countries may have varieties of motivational approaches under various motivation theories. This paper is going to discuss the different motivational techniques between Chinese and Swedish companies.

There are many popular western motivation theories such as Herzberg’s Two-factors theory (Motivation-Hygiene theory), Maslow’s Hierarchy of Needs theory, Expectancy Theory and so on. Each of them has its own focus on different approach of motivating the employees. But are the Western theories applicable to Chinese situations? Do Chinese and Swedish companies have the same approaches to motivate
employees? The answers are probably negative. For example, Maslow A.’s (1958/1970) hierarchy of needs has been criticized as reflecting a particular individualist view of the world (Hofstede, 1991). Nevis (1983) suggests a revision of the hierarchy in the Chinese situation to reflect group loyalty and national unity which may need to be addressed. Individual esteem may not be a relevant concept in a highly collectivist society like China. Indeed, because of many factors, the application of motivation theory in countries may be different. Chinese and Swedish have different culture, different value of work. So this paper aims at comparing the difference between Chinese and Swedish companies in respect with motivation.

The reasons why these companies may choose different motivational techniques are various such as cultural, social, political, organizational differences and so on. For example, cultural difference, under the premise of highly developed international economy, more and more international businesses force the managers to go out of their home countries to see the world, so the culture issue is one of things they will experience and the motivational approaches should also be considered from this perspective. But the comparison between the motivation approaches of two totally different countries seems quite seldom and not easy. This paper focuses on one Chinese company and one Swedish company and studies how they use the motivational techniques and what the differences are. We try to study this issue both from the perspectives of managers and employees so that we can take a more comprehensive look at the problems. Assessing whether the motivation approaches are suitable for a company should also research how the employees feel so that we can see if they work.

1.2. Research questions

Motivational techniques are psychological term that refers to stimulate the psychological processes of human behavior (Maslow, 1954). They are used to promote employees’ motivation by effective ways to mobilize enthusiasm, initiative and creativity of the employees (Miner, 2005). Employees carry out their task in order
to reach company’s goals. Therefore, the fundamental purpose of a company is to encourage employees to achieve their own needs, while achieving company’s goals (Tietjen & Myers, 1998). Moreover, it can be said that the use of motivational technique is an important factor in determining the success of company. It will be an important task for us to report what motivational issues are and how managers deal with it.

Our research questions are:

1. Compare the different motivational techniques used by the Swedish and Chinese companies, and analyze the reasons.

2. What effects do the motivational techniques have on the Swedish and Chinese companies?

1.3 Aim

Following with the two research questions mentioned above, we use two main methods to find the ways out – case company interview and questionnaire survey. For this purpose, the paper is therefore to study the literature and test assumptions regarding the differences of motivational techniques in two companies. Motivational issues discussed in books and articles and Herzberg’s Two-factors Theory can be used as a starting point. Finally, the aim of this paper is to find out the motivational techniques in two companies and try to analyze the reasons in scientific ways. On the other hand, the questionnaire survey of employee can be used as an auxiliary to illustrate how these motivational techniques work in both companies, then more suggestions about employee motivation can offered to these companies.

1.4 Limitation

Firstly, there are large numbers of theories related to employee motivation, but in this paper, we only choose one of them. What the different kind of motivation theories focus on are quite different, so what kind of motivation approach should be chosen
under each theory are not the same. Secondly, the Chinese company we choose is a state-owned one but the Swedish company is a private one. Actually, the state-owned company is complex, their business models may be totally different. As a result, the motivation techniques differ from one to another. The research only on the state-owned enterprise is not comprehensive. Finally, as the companies we study are all manufacturers, which may lead a limitation that our research and conclusion can’t reflect what is going on in other industries.

1.5 Disposition

In the next chapter, we firstly define the motivation theory we use to develop our theoretical framework. Thereafter, the research to Chinese and Swedish companies are developed and introduced. Then we will show how do the motivation approaches work in each and find the difference between them and what lead to this. The conclusions are discussed and followed with implications for practice and future research.
2. Theoretical Framework

2.1 Motivation Theory

Since the 1950s, many motivation theories have been advanced in the field of organizational behavior and management (Ruthankoon & Ogunlana, 2003). For example, these are Maslow's Hierarchy of Needs Theory, Equity Theory, Expectancy Theory, Herzberg’s Two-factors Theory and so on.

2.1.1 General Motivation Theories

Maslow took with hierarchy of needs in 1943, he set needs of people into physiological needs, security needs, social needs, esteem needs and self-fulfillment needs of five, followed by a lower level to higher level (Maslow, 1943). Five kinds of needs can be divided into high and low two physiological needs, security needs and emotional needs is a low-level needs, these needs could meet through the external conditions. The need for respect and self-realization needs are advanced need, they can be met through internal factors, by the way, human need for respect and self-realization is endless (Franken, 2001).

Pay’s “Equity Theory” was proposed by American psychologist –J.S. Adams in 1956. The equity theory's basic view is that when a person makes the results and obtains a reward, he not only cares about the absolute amount of the remuneration, but also with the relative amount of the remuneration. Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities. (Adams & Freedman, 2008).

The Expectancy Theory which was proposed by Vroom (1964) states that the motivational force to an individual is an outcome of both valence and expectancy. A formulation is put forward to describe the relationship between them: \( M=\sum V \times E \). Specifically, “M” is motivational force which means how hard an individual work to reach his or her goal; “V” refers to valence which indicates how much an individual wants a reward or the value of the perceived outcome; “E” is expectancy which is the
assessment that the likelihood that the effort will lead to expected performance (F. Xia et al, 2006).

2.1.2 Herzberg’s Two-factorss Theory

This paper mostly focuses on Herzberg’s Two-factors Theory which is Content theory and addresses the question “what factors motivate people?” (Ruthankoon & Ogunlana, 2003).

Before we did this research, we planned to do a survey to explore how the employees feel about motivational factors in their companies. Then when we looked through the general motivation theories we found that Herzgerg has done such survey before and has gotten clear conclusions about two motivational factors. We think it is good we have some similarities and we can get much information to design our interviews and survey by following his theory. This is the reason why we select Herzberg’s Two-factor Theory as our main framework.

Two-Factors Theory classifies the factors which influence the working activity of employees as two types – hygiene factor and motivators. According to Herzberg’s conclusion of his research, the company can get a guideline of how to motivate employees from the perspectives of the two kinds of factors. Meanwhile, this paper’s objectives are to identify the motivational techniques which are used in the Chinese and Swedish companies and to assess the actual effects of the motivational techniques in our study. We center on Herzberg’s two factors to design the interview questions to understand the motivational techniques in the companies and design a questionnaire according to another idea of this theory (about employee satisfaction) to realize the second goal. Herzberg’s Theory will be described in detailed as follows and how we use this theory to carry on our research will be explained in methodology part.

F. Herzberg et al (1959) proposed that an employee’s motivation to work is best understood when the respective attitude of that employee is understood. In order to study the feelings of people toward their work, or their attitudes, Herzberg did a survey. The design of Herzberg’s experiment was to ask open-ended questions
specifically about a worker’s experiences when feelings about his/her job were more positive or negative than usual F. Herzberg et al (1959).

By asking some questions such as which items are you satisfied with most during your work and which are not satisfied with most to the employees, F. Herzberg et al (1959) developed two distinct lists of factors, one group are called motivators which are task-related and the other group are called hygiene factors which are not directly related to the job itself, but to the conditions that surrounded doing that job (Tietjen & Myers, 1998). The findings of this experiment are shown in figure 2.1, which indicates that the hygiene factors contribute to employees’ job dissatisfaction most such as the relationship with supervisor and work conditions, and the motivators contribute to employees’ job satisfaction most by contrast, for example, the work itself, advancement, growth and so on. So the conclusion is quite clearly, on one hand, hygiene factors can cause dissatisfaction when not satisfied, however, when satisfied these factors do not motivate or cause satisfaction, they only prevent dissatisfaction (Herzberg, 1971).

On the other hand, the motivational factor (motivators) is the only way to increase satisfaction and thereby enhance work motivation (Wright, 1989). However, when the motivators are missing this does not cause dissatisfaction, simply an absence of satisfaction (F. Herzberg et al, 2005).

Figure 2.1
The most significant and basic difference between Herzberg’s two factors is the inherent level of satisfaction/dissatisfaction within each factor (Tietjen & Myers, 1998). According to Herzberg (1968), the opposite of job satisfaction is not dissatisfaction, but rather a simple lack of satisfaction. In the same way, the opposite of job dissatisfaction is not satisfaction, but rather “no dissatisfaction”.

2.2 Why difference in motivational techniques?

One research question of this paper is to analyze the reasons for the difference of motivational techniques between Chinese and Swedish companies. Many reasons such as cultural, political, social organizational differences can explain why there are differences in motivational techniques between these two countries. Considering the totally different background of culture in two countries, culture diversity could be a significant reason to analyze this problem. In addition, the Chinese company we choose is a state-owned company, there are a number of particularities in this kind of country, so it is obvious to regard this issue as a big reason. Therefore, this paper focuses on two of them which are culture and type of company.

2.2.1 Culture issues

Trompenassrs and Hampden-Turner (1998) considered culture as the beneath awareness in the sense that no one bothers to verbalise it, yet it forms the roots of action. Culture plays a significant role in the behavior in the workplace.

Many studies have illustrated the culture issues on business management, Hofstede identified four different dimensions of culture that he suggested explained differences in work-related values and behaviors (Cesare & Sadri, 2003). For example, power distance, individualism versus collectivism. Power distance, according to G. Hofstede
et al (2010), is large in China compared to western countries including Sweden. Large power distance indicates that organizations are hierarchical and superiors and employees are not equal, it also reflects the unapproachability of the top stratum, in addition, Cesare & Sadri (2003) concluded that people who work in high power distance countries have high levels of respect for their superiors in the company. Employees would not consider going over the heads of their managers in order to get a job done, and vice versa.

China is a typical collective country and Sweden share the individualist culture according to G. Hofstede et al (2010). The primary difference between individualism and collectivism is the way that members of different cultures identify themselves as an individual or a member of a group and the employees under individualist culture are motivated to do well on the job by individual desires (Cesare & Sadri, 2003).

Because we argue that the two kinds of motivational factors (motivators and hygiene factors) play different roles. Then different motivational techniques may appear.

2.2.2 Type of company

The two case companies have different business types, so it should also be considered as one reason two explain why the difference of motivational techniques exist.

Korsnäs AB, the Swedish case company, is a private organization. In economics, the private sector organization is defined as the citizen sector, which is run by private individuals or groups, usually as a means of enterprise for profit, and is not controlled by the state (C. Jurkiewicz et al, 1998). Al-Aamri (2010) discovered employee motivation is presented to be the framework to understand and systematically analyze factors in private sector organization.

For the private business owner, employee motivation is estimated. A happy employee provides a better representation of the company to the clients and customers (Alkandari & Hammad, 2009). If employees are motivated, they are productive and the office environment is more pleasant (Al-Aamri, 2010). Clarke (2001) said the
talent has become the core resources, competition among enterprises is going evolved into a competition of talent. Using effective motivational techniques to attract and retain corporate talent is an important means for company to improve competitiveness.

According to Alkandari & Hammad (2009), individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. Authors believe that business ethics not only protect the company, but a high standard of morality in the workplace also aids in employee satisfaction. In any relationship, whether person-to-person or organization-to-person, trust is a key element to keeping things as they should be (Zineldin, 2000).

Based on a review of the literature, many studies has investigated ethical environment to exist, for example Al-Aamri (2010), if an employee does not trust that the company would make the right decision. On the other hand, if employee has just cause to mistrust the organization’s ethics. High ethical standards will take the “guessing” out and make the overall experience better.

Furthermore, the freedom and deliberate, moderated delegation are also important. An employee with passion, drive, and a good head on their shoulders will become discouraged if never empowered, and at the same time an employee with drive, passion, and a good head on their shoulders should also be walked alongside of as they are empowered (Schaefer, 2010).

Schaefer (2010) also gives some advices about how to empower the employees. For example, give employees the freedom to get a job done (no breathing down their necks) and provide employees with the right level of support to get the job done well, including information, training, resources and so on.

Guiyang Mining Machine Factory (GMMF) is a Chinese state-owned company. It is quite different from the Swedish case company—Korsnäs. In this part, we would like talk about motivational techniques in Chinese state-owned company.
The Chinese state-owned company is a special kind of company. Most of its capital investment is controlled by the State and all of its capital or shares are owned by the state (Guo, 2011).

China has accessed into WTO for a long time. Because of increased globalization, human resource management became more and more important in state-owned companies. But in this relatively strong centralized ideological leadership in the Chinese state-owned companies, employees had little authority and their activities space is very small. There are fewer communication between employee and superior, (He, 2006). We want to figure out the particular situation.

Guo (2011) showed, 30 years after The People’s Republic of China (PRC) founded, the employee motivation has been hovered between the two extremes, one is intrinsic of motivation (including political motivation) and other is material motivation. These motivational techniques lack of scientific theoretical guidance.

Today, in most Chinese state-owned companies, the fair competition mechanism is hard to establish. Only the intrinsic rewards of the employee motivation is less effective and single way. Because evaluation and assessment is unfair, so that employees’ autonomy and independence is difficult to implement (He, 2006).

Motivational techniques are used by managers to maximize their subordinates in order to create enthusiasm, initiative and creativity. The aim is to make that organizations’ and individual goals are achieved. With the modern motivation system growing improving, the state-owned companies have been established employee incentive and restraint mechanisms. However, many motivational techniques are not perfect, there are many problems in motivational system.

He (2006) describes problems of motivational techniques in Chinese state-owned company in the following way.

(1) The motivational system is imperfect, the motivation effect has not been fully realized. Regarding salary as motivational technique, some company’s pay system is imperfect. It lacks scientific management. Superiors ignore set up scientific
systems and failed to implement the principle of contribution allocated. Therefore, that can’t give full motivation of salary. Further, employment mechanism, career design and other aspects of the mechanisms are inadequate to mobilize the enthusiasm of the employees fully.

(2) Motivational technique is single and rigid.

When many state-owned companies run implementation of motivation, there is no analysis for employees’ need. They use the same motivational technique for all people. It is difficult to mobilize the employees’ enthusiasm, so that company loses them.
3. Methodology

3.1 Primarily Research

In order to get the first hand information, we select primarily research to realize the research questions. Both qualitative and quantitative researches are used in thesis. On one hand, we choose the in-depth interview with people who have the human resource experience and deliver the questionnaire survey to the employees in the companies on the other hand. In this part, the details are discussed below.

3.1.1 Research Methodology

Qualitative research

Milena et al (2008) say qualitative research methods tend to be used more and more in academic research. The cost for these methods is quite low and the results may be very interesting and useful for many fields of study. However, the utility and the characteristic of qualitative research methods differ from subject to subject and from discipline to discipline. The thesis comes close to a qualitative research method (in-depth interview) used in investigating the opinion of academics.

The qualitative research is to explore the issues in order to understand the phenomenon of the event and analysis of human behavior and views, as well as get insight by answering questions (Silverman, 2006). The specific purpose is to analyze the manager's view of in-depth study, to further explore the reasons for the manager to do so (Bitsch, 2005).

We choose in-depth interview as one of primarily research method, which is structure and direct one-on-one interviews. We believe it is mainly used in field studies. It main role is to be used to get rich qualitative data by in-depth and detailed interview which is vivid. Moreover, summarize and generalize the conclusions though our analysis by subjective insight.

An article describes that primary data will be obtained from the interviews which
impacts on the development of the research as it was a practical example. It is useful to compare the theoretical part which had been previously gathered (Onwuegbuzie & Leech, 2010).

The reasons why we choose in-depth interview are discussed here. The greatest strengths of the interview are elastic, flexible, and it gives full play to interview both the initiative and creativity. Compared with the structured interview, unstructured interview is characterized by in-depth and detailed.

But there still have some limitations. They are discussed as follows. Firstly, the requirement of the interviewers in this kind of interview is higher than the requirements of the structured interview. Secondly, Information obtained from this interview method is difficult to carry out statistical processing and quantitative analysis. Lastly, the interview method is particularly time-consuming, making the size of the interview subject to greater restrictions (Tacq, 2011).

Quantitative Research

Quantitative research is an inquiry into a social or human problem based on testing a theory composed of variables, measured with numbers, and analyzed with statistical procedures, in order to determine whether the predictive generalizations of the theory hold true (Simon, 2012). And quantitative research is also a formal, objective, systematic process in which numerical data are utilized to obtain information about the world (Simon, 2012). After interviewing the managers how they motivate employees, this paper also plans to identify how the employees feel about the companies’ motivational techniques and what the effect of the motivational techniques in the companies. So a great deal of information from the perspective of employees should be collected. Therefore, we use a questionnaire survey to realize our objective.

There are some advantages of questionnaire survey, for example, firstly, it is easy for respondents to answer the questions and it is a low-cost and time saving approach (Wang & Shi, 2004). Secondly, the responses are gathered in a standardised way, so
questionnaires are more objective than interviews (Milne, 1999). Thirdly, it is helpful to collect more data and improve the validity of research. And finally, the questionnaire can be repeatedly used in different place. Our study is conducted in both Chinese and Swedish companies and the same questionnaire could be used in both companies.

Actually, there still exist some disadvantages of this kind of approach. Firstly, questionnaires are standardised so it is not possible to explain any points in the questions that participants might misinterpret (Milne, 1999). Secondly, the data which comes from questionnaire survey belongs to sectional data and it can only measure the variables in a certain point of time. Finally, the respondents could be restricted by the offered alternatives so that much significant omitted information can be and questionnaire can supply comprehensive information but not in depth (Wang & Shi, 2004).

3.1.2 Design of interview questions and questionnaire

Interview Questions

According to the research purpose, we contacted two specialized managers in Swedish company and three managers in Chinese company as respondents. In order to let Chinese respondents easily understand the interview questions, we also translate them in Chinese as can be seen in Appendix 1-1

Two respondents in Korsnäs AB (Swedish company) are Benny Dahlstrom and Press Thomas who work in Korsnäs AB as employee coach and HR manager for a long time, and they have long experience of employee management.

Three respondents in GMMF (Chinese company) are Shuhua Bao, Xiaobin Lu and Xiangdian She. They have been worked long time in Guiyang Mining Machine Factory (GMMF) in China.

Background of interviewers:

Today, Thomas Press is responsible for Korsnäs HR- process. He works with training
and education, recruitment, health and welfare, school contacts and introduction of new employees. His background is from pulp and paper industry in Sweden and worked as a manager for production and engineering. From times before industrial career, Thomas Press has worked as a teacher at high school and university. He was educated as master degree of science in chemistry and also social science. He came to Korsnäs in 1994 as a training manager at HR and today he is still at HR.

Benny Dahlstrom has worked in Korsnäs since 1988. He works with negotiation in the company and deals problems such as salary with work union.

Today, Shuhua Bao is office manager in the factory, he has worked 41 years.

Xiaobin Lu has been working for 23 years. Now, he is production manager.

Xiangdian She has long experience of HR management. He has worked 41 years and he is HR manager now.

After exploring the literature, according to research purposes, we draw up the initial research framework and interview guide. Then outline is modified by the opinions of the advisor. Then we complete the subject of depth interviews.

We would like to use open outline in order to collect respondents’ specific views more easily. We want to talk with managers to figure out motivational technicalities in two companies.

The data was gathered by following the in advance prepared interview questions (see Appendix1). The interview questions had been sent upfront to the respondent, so that they knew beforehand the nature of the interview and had time to prepare for the meeting.

**Questionnaire Survey**

According to the Two-factors theory of Herzberg, two kinds of factors, motivator and hygiene factor, are taken into consideration in the design of questionnaire. The first part of questionnaire is about the individual information of the employee and the second part is about the employees’ feeling about some motivational techniques in the
companies. The questions are involved with the factors which are related to Herzberg’s two factors. For example, the hygiene factors like work conditions, security and motivators like work content, working hours and so on (See Appendix 2). So all the questions ask to which degree they are satisfied or not satisfied with these factors. The feelings of these factors can reflect the effect of a company’s motivational techniques according to Two-factors theory.

But the selections of the answers are different from ordinary ones which are in the line with the extent from dissatisfaction to satisfaction. According to Herzberg (1968), the opposite of job satisfaction is not dissatisfaction, but rather a simple lack of satisfaction. In the same way, the opposite of job dissatisfaction is not satisfaction, but rather “no dissatisfaction”. Therefore, four answers are described as “satisfactory”, “not satisfactory”, “not dissatisfactory” and “dissatisfactory”.

According to Two-factors theory, not all motivational factors which have been satisfactory can motivate employees, only when the motivational factors are satisfactory, the employees can be motivated. If the hygiene factors can’t be satisfactory, the employees’ negative attitude can arise. But when they have been satisfactory, more improvement can do nothing to motivate the employees. Therefore, the effect of the company’s motivational techniques can be concluded by the ways as follows:

1. If most employees are satisfactory with the motivational techniques related to motivators, it means these motivational techniques are efficient.

2. If most employees feel lack of satisfaction, no dissatisfaction even dissatisfaction about the motivational techniques related to motivators, it identifies that these motivational techniques should be improved.

3. If most employees are satisfactory with the motivational techniques related to hygiene factors, it means the company needn’t improve but maintain these techniques.

4. If most employees feel lack of satisfaction, no dissatisfaction even dissatisfaction
about the motivational techniques related to hygiene factors, it shows that the company must improve these motivational techniques.

3.1.3 Data Collection

In-depth interview

We contact Korsnäs AB and GMMF to do data collection, one is in Swedish and another is in Chinese. Interviews were the same and consisted of 12 questions (see Appendix 1). Each interview lasted around 40 minutes. The meetings were attended by us at a time as it was required, and we were involved in the interview process. The interviews were tape recorded for more accurate and precise outcome.

Questionnaire survey


Sample size: According to Marilyn (1996), general rule for determining the sample size. Considering our situation, for population size ≈ 500, 50% of the population should be sampled and for small populations (N < 100), there is little point in sampling and surveys should be sent to the entire population. The number of employees enrolled in Chinese company is about 1200 but which on-the-job is about 300. And it is only 50 employees in Korsnäs headquarter. So theoretically the sample size of each one is 150 and 50 separately. But in fact, we can’t get 50 respondents in Korsnäs because we are not allowed and the manager told us it was impossible so that we just get 28 respondents.

We take random sampling. The questionnaires are made on the paper and sent to the employees directly in both Chinese and Swedish companies and sent back to us finally. Because not all of the employees in both companies read English, we are asked to translate the questionnaire in local languages which are also listed in Appendix 2-1 and Appendix 2-2.

3.1.4 Data Processing and Analysis
We would like to listen the recording many times and write it down by words. Then mark number on text by the order of questions during meeting. We sorts note in many categories by read deeply in following step. At last, we would analyze data by using theory and questionnaire survey data, then present findings (Yin, 2003).

We take the Frequency Analysis to process and analyze the questionnaire data. The data analysis usually begins with basic statistics and the basic statistical features and general distribution can be gained according to the basic statistics. Frequency distribution is one of them (Xue, 2009). Based on frequency analysis, we know the values of variables and the distribution of data clearly. In our questionnaire, we try to get the results about which variables (17 items in the questionnaire) are mostly or least contributed to the four alternatives—“satisfactory”, “not satisfactory”, “not dissatisfactory” and “dissatisfactory”. So frequency analysis is an adequate method. There are often two ways to realize the analysis, one is numerical calculation and another is chart (Xue, 2009). Numerical calculation refers to frequency or percentage of each variable under four alternatives and the bar chart is used in this paper. We use Excel 2010 to realize the data processing and analysis.

3.1.5 Reliability and Validity

Reliability and Validity in qualitative research

Reliability in qualitative research is concerned with the extent to which the results of a study or a measure are repeatable in different circumstances (Bryman, 2001). In order to increase the reliability of the qualitative research-in-depth interview in this thesis, on one hand, we choose as many interviewers as possible to assure the accuracy and amount of the information. And on the other hand, other methods for increasing reliability include ensuring technical accuracy in recording and transcribing (Roberts & Priest, 2006). While some suggest that tape-recorded interviews and interview transcripts can help improve reliability, important non-verbal aspects of communication are sometimes omitted from transcripts (Perakyla, 1997). Therefore, in this thesis, the interviews were tape recorded for more accurate and precise
outcome. We would like to listen the recording many times and write it down by words. Then mark number on text by the order of questions during meeting. We asserts note in many categories by reading deeply in following step.

Internal validity asks the question: How congruent are one’s findings with reality? (Sharan, 1995) Many strategies can strengthen the internal validity of a qualitative study. For example, peer/colleague examination, we ask each other to examine the data and to comment on the plausibility of the emerging findings.

On the other hand, the extent to which the findings of a study can be applied to other situations refers to the question of external validity, or generalizability (Sharan, 1995). The topic of this thesis, employee motivation, is studied for a long time. However, seldom of them focus on comparison of motivational techniques between two different countries. This thesis gives some suggestions to the further research for example the research in China-Sweden joint venture, how they motivate employees under the multi-culture background.

**Reliability and Validity in quantitative research**

Joppe (2000) defines reliability as: The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Essentially, any research tool should provide the same information if used by different people (inter-rater reliability), or if it is used at different times, for example, on Friday morning and again on Sunday afternoon (test-retest reliability) (Roberts & Priest, 2006).

Furthermore, Kirk & Miller (1986) identify three types of reliability referred to in quantitative research, which relate to: (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period.

Considering the questionnaire survey used in this thesis, it is a survey about employee
satisfaction in companies. All the questions in the questionnaire are designed under the main theoretical frameworks and the same questionnaire are used in two case companies. The questions can be asked in different times and places and also for different people. In addition, the frequency analysis is used to process and analyze the data, the survey can be repeated at any time and the similar information is obtained under a similar methodology.

Validity describes the extent to which a measure accurately represents the concept it claims to measure (Punch, 1998). There are two measures of validity in quantitative research, external and internal validity. External validity ensures that the conditions under which the study is carried out are representative of the situations and time to which the results are to apply (Black, 1999).

In this thesis, all the respondents are from two case companies and know well about their own companies. 150 respondents are chosen in GMMF (Chinese company) which is up to the standard according to Marilyn (1996) but not for the respondents in Korsnäs (Swedish company) due to some reasons which have been discussed above. And the respondents in Korsnäs are all from headquarter but not include other workers in the factory. Therefore, the external validity of the questionnaire survey is a little limited.

3.2 Secondary Research

Blumberg et al (2005) indicate secondary data were used to analyse, discuss and critically approach the chosen theme from different angles and it was obtained mainly from: Textbooks of the course; relevant articles from international scientific journals; data from internet; secondary data from the case company.

The purpose we use secondary data is to resolve the issue we want to study. Nicholson & Bennett (2008) say secondary data assists research to define the scope of the study and the development of exploratory assumptions. It also finds the direction of further research to help the problem definition and expanding the research knowledge and theory.
The outstanding advantages of using secondary data are to save money and save time. It is easier to do comparative studies and trend research. It is low cost and fast. Sometimes secondary data is more correct, such as professional data and terminology. Some of the information can only be achieved by the secondary data, for example, the theoretical literature (Yin, 2003).

The book (J. Eskildsen et al, 2003) also said secondary data could support the existing raw data, which researchers through the collection of secondary data to help collect the raw data. The secondary data enable us familiar with the industry status to determine the concepts, terminology and data so that raw data become useful.

Corn have two sides, there are obvious shortcomings in the secondary data. Its validity is sometimes difficult to guarantee. Sometimes the raw data contains some errors and deviations, if people do not understand this secondary analysis, they may make the conclusion deviations occur. Secondary data is not required for researchers to collect, so information may be on the inapplicability side.
4. The qualitative study

4.1 Swedish company: Korsnäs AB

The Swedish company we chosen is “Korsnäs AB” which is engaged in the manufacture of cardboard and paper. It produces fiber based packaging materials using renewable raw forest materials. The company is headquartered in Gavle, Sweden and employs approximately 1,800 people. Korsnäs AB is a wholly owned subsidiary of Investment Kinnevik AB. The product portfolio consist of liquid packaging boards, white top kraft liners, kraft papers, sack kraft papers and folding cartonboards. Their products are used for packaging in confectionery, luxury beverages, health care, media and beauty care markets. Its products are sold across Europe and Asia. (Korsnas AB (Korsnas), 2012).

After completing the literature review, the case companies were chosen to gather primary data and critically view from Chinese company and Swedish company. Because the Chinese company almost relate to manufacturing industry, we would like choose viable company in Gavle achieve primary data.

4.1.1 Management style

Superiors and employees can communicate with each other effectively in Korsnäs, there are 1600 employees in Sweden, 1000 in Gavle. In Gavle, there have 100 managers among 1000 employees. Thus, 1 manager with 10 employees, manager and employee are very near. Korsnäs has A, B, C, D, E and F shift groups, every group have one manager so that manager could communicate with employee in good ways. The level are not so steep, employees can talk to manager directly even when they eat food. The superiors will ask the employees what they think and ask them to participant in the solution of problems. That is to say superiors take the initiative to ask views of employees and this quite low hierarchy makes superiors communicate with employees effectively.

Superiors allow the employees to work independently. Employees largely know how
to run factory, so they need to work independently. Managers’ job is to think how to motivate employees to get team goal, they have also the right to allow employees leave. In the other side, employees must work under the certain standard. The superiors have to control them.

Sweden has a quite good health care system. Government pays health insurance for every employee. If family members of employee get sick, Korsnäs gives employees a couple of weeks with salary to take care family. The superiors look after the employees who are sick but not too much concerns on the employees’ family. Because Korsnäs pays tax and it is financially support the government. The company only focus on employees.

4.1.2 Right of employees

Employees could talk with superiors if they aren’t satisfied. If the manager doesn’t listen, they could tell the union of the company. Union will discuss problems with HR department, then HR department will talk with company authority to find out what the problems are.

If the employee dissatisfies with the job they can say, “I don’t like this, can you get something else for me to do and may I have the education.” The company will support the employees’ education if it is in the area of work. The law regulates the employees have some days’ off for special things, for example, the education and marriage.

Korsnäs gives any work staffs and support comfortable working environment to employees. It has a strong law of working environment. On every level, the company people, the union and group discuss these things. And they will follow them on the daily basis. The working environment, especially the safety and accident issue, are regulated.

On the other hand, the working staffs are well prepared for the employees. The kitchens are all around in the company and factory. Every new employee will go through the introduction in the first few days to understand disciplines and company
culture. The company will prepare everything what they need for the new employees.

For recruiting, Korsnäss relies on “skill” which refers to education background, experience in same area and so on. It doesn’t matter with race, gender, age and so on. The law in Sweden has regulated these issues. In Swedish companies, they must pay employees the same for same works and that should be based on competence.

There are not too much extra hours in Korsnäss. In factory, they strictly obey the job rotation system for example, two or three shift and also the working time which is regulated by the law. But if there is extra work, the employees will get the corresponding allowance. Actually, “People are lazy in Sweden” according to Benny. They want to be free and not to do too much work. But in Asia, people always rush to work and think how I can be better and how to make more money.

4.1.3 Salary & Reward

In Korsnäss, salary depends on how much an employee work. There are not so much intrinsic rewards in company, only good feedback from superior, but sometimes it also happens, for example, the celebration takes place on the success of a group. And material reward-money is used often. If employees give good idea to make change and succeed finally, they might receive 50% benefit which is generated from this project as rewards. It is often a useful way to motivate employees.

The employee must do better to get promotion and salary increasing. Manager would plan how to motivate those people. If they give good idea to the company they could be promoted. If they deliver a lot of products to company they may have chance to increase salary.

4.1.4 Evaluation system

The work efficiency of employees is not the same. 40 percent of the difference of individual’s efficiency occurs due to the leadership and the rest due to the individual employee.
How to evaluate an employee depends on a lot of things. The following questions are relevant during evaluation: High responsibility, High performance skills, How well an employee works in groups? How well they communicate with others? How your brains work? How smart he /she is? How long have he/she been in profession and how much does he/she know about it? How motivated is he/she and so on.

Korsnäs has tradition for doing this kind of evaluation once in every year. The level of efficiency of employees like a curve, some are low and some are very high. But most are in the middle area. If performance is evaluated higher, employee might get salary increased. Managers need to think about developing plans for lower graded employees.

4.1.5 Motivational techniques

Low hierarchy level in shift groups can cut down gap between superiors and employees effectively. Korsnäs believe it is a useful motivational technique.

There also have training project for leadership (managers):

The project lasts 12 days, it is taken 6 times in one and half year. Managers do homework which they talk with employees in good way and give positive feedback. The aim of project is to increase motivation of employees.

Another efficient motivational technique is coaching. When the employee feels not happy with the superiors, coach of union would give them help.

Feedback is most favourable. 80% people in Korsnäs said that they wanted to get feedback from superiors. They want their boss to tell them how she or he thinks about what they are doing. The manager talks to every employee twice a year go through what the employees have been doing. They talks about what employees do well and what they do not. This discussion helps to motivate the employee.

4.2 Chinese company: Guiyang Mining Machine Factory (GMMF)

GMMF is an old state-owned business. It produces many kinds of components of
engineering equipment. It started in 1953 and there were 5400 employees until 1996. Along with the deeply reform of enterprise, part of GMMF (including most part of plants, equipment, staffs and so on) founded a joint venture with a Canadian company in 1998. After reorganization the rest GMP still carried on the business and is still wholly state-owned enterprise, the enrolled employees are 1200 but only about 300 which are on-the-job (National Resource Department of Guiyang, 2010). According to Jiang (one of the persons in charge), nowadays the main products of GMMF are producing the accessory products of excavator for the new joint venture company and the accessory products of crusher.

The reason why we chose this company is that we know some persons in this company and we can easily get their permission to interview them and also send questionnaire to the employees.

4.2.1 Management style

In GMMF, superiors communicate with employees effectively in three ways. The first one takes place during celebrating festival or company activities. Second one is talking when working together. And the third way is that the manager talks with employees during work time. HR manager could talk with employees initiative while office manager and production manager could do less.

The communication between superiors and employees in GMMF is often not as so efficiently as it in Korsnäs. More hierarchical things exist between them. Benny commands that high hierarchical people refuse talk to lower hierarchical people.

Office managers can’t allow employees work independently, because of special work content. They make sure everything is under control. In China, the superiors control over the employees and want them to follow the superiors’ mind. But production manager and HR manager always allow employees work independently.

Work union of GMMF which is communicate bridge between employees and company. If employee’s family suffer from disaster, company gives help and money
through work union.

4.2.2 Right of employees

If the employees are dissatisfied with the job, they can tell superiors. Employees have right to enjoy basic work equipment and environment. GMMF works to cut down labor intensity and improve the working environment.

GMMF believes that equality in company is human rights and democracy. All employees have the salary and they enjoy corporate welfare. On the other hand, employees have right to take rest time. They can rest on weekend and on festival day. But nominal working hours and actual working hours are inconsistent. Day-time workers and shift group have different schedule.

4.2.3 Salary & Reward

GMMF as Chinese company prefers to use both intrinsic rewards and material rewards. In the company, “Advanced Award” is given four times in one year. There are also other awards which are used to motivate employees. There are: “Good Quality Award”, “Overcapacity Award” and “Rationalization Proposals Award”. The principles of promotion and increasing salary are given following. The GMMF considers comprehensive capacity, skill, job grades and ergonomics of employees.

4.2.4 Evaluation system

Work efficiency of similar type job is almost the same. But if people have different ability and enthusiasm, the work efficiency is not same. Evaluation system of GMMF assesses the situation of complete tasks, degree of waste, safety incidents and the quality of products.

4.2.5 Motivational techniques

Increasing salary and promotion are main motivational techniques in GMMF. The company also uses intrinsic rewards mix with material rewards, which set of different skills competition, labor competition. Winner could get bounce.
5. Survey

The questionnaire survey about Employee Satisfaction to its own companies can answer the second research question. By investigating employees’ feeling about the motivational factors, we can obtain how the motivational techniques work in each company. All the motivational techniques are shown by two kinds of motivational factors: Hygiene factors and motivators according to Two-factors Theory. Therefore, the items in the questionnaire can be divided into two categories which follow the Two-factors theory. One kind of items is related to motivator and the other one is related to hygiene factors.

As can be seen in Figure 5.1-5.4, all the items are related to motivators or hygiene factors. Among them, Figure 5.1 and 5.2 show the hygiene factors, which mean the factors not directly related to work itself. These are work conditions, security management, discipline management, organizational culture, relationship with colleagues, relationship with superiors, welfare, salary, working equipment and labor appliance.

Figure 5.2 and 5.3 express the motivators which refer to the factors which are task-related. And these are work content, concern and respect from superiors, promotion opportunities, salary increase, possibility of working freely, working hours, training and work intensity.

In addition, four alternatives represent the degree of employees’ satisfaction, for different items, each company has different performance.

5.1 Korsnäs

28 respondents in Korsnäs are from headquarter. Most employees gave high scores to most items, more details are displayed as follows:

5.1.1 The motivational factors related to hygiene factors:

Hygiene factors are not the motivator to active employees, which means the
improvement of the motivational techniques related to hygiene factors can’t motivate employees when they have already been met, but when it is not met, it will decrease employees’ activity to work to a large degree. In another word, hygiene factor is essential guarantee to employees.

In Korsnäs, most employees feel satisfactory with the hygiene factors and the percentage of satisfaction is above 80% except “salary”. Even so, we can’t neglect the smaller percentage of “not satisfactory” and “dissatisfactory” because the sample size is too small in Korsnäs, even small percentage is representative. For example, according to Figure 5.1, 10.7% employees feel lack of satisfaction with work conditions, organizational culture, relationship with superiors, welfare, working equipment and labor appliance and 7.1% employees feel not dissatisfactory with welfare. What was worse, 32.1% employees feel lack of satisfaction and 3.6% feel not dissatisfactory with salary. These items should be paid attention to.

**Figure 5.1**

<table>
<thead>
<tr>
<th>Employee Satisfaction Survey in Korsnäs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Conditions</td>
</tr>
<tr>
<td>Satisfactory 89.3%</td>
</tr>
<tr>
<td>Not Satisfactory 10.7%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Security Management</td>
</tr>
<tr>
<td>100.0%</td>
</tr>
<tr>
<td>Not Satisfactory 0.0%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Discipline Management</td>
</tr>
<tr>
<td>85.7%</td>
</tr>
<tr>
<td>Not Satisfactory 3.6%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Organizational Culture</td>
</tr>
<tr>
<td>89.3%</td>
</tr>
<tr>
<td>Not Satisfactory 10.7%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Relationship with Colleagues</td>
</tr>
<tr>
<td>89.3%</td>
</tr>
<tr>
<td>Not Satisfactory 7.1%</td>
</tr>
<tr>
<td>Not Dissatisfactory 3.6%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Relationship with Superiors</td>
</tr>
<tr>
<td>92.9%</td>
</tr>
<tr>
<td>Not Satisfactory 7.1%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Working Equipment and Labor Appliance</td>
</tr>
<tr>
<td>96.4%</td>
</tr>
<tr>
<td>Not Satisfactory 3.6%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Salary</td>
</tr>
<tr>
<td>89.3%</td>
</tr>
<tr>
<td>Not Satisfactory 10.7%</td>
</tr>
<tr>
<td>Not Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
<tr>
<td>Welfare</td>
</tr>
<tr>
<td>82.1%</td>
</tr>
<tr>
<td>Not Satisfactory 10.7%</td>
</tr>
<tr>
<td>Not Dissatisfactory 7.1%</td>
</tr>
<tr>
<td>Dissatisfactory 0.0%</td>
</tr>
</tbody>
</table>

**5.1.2 The motivational factors related to motivators:**

According to Herzberg’s Two-factors theory, motivator is the only way to enhance the employees’ work motivation. When the motivators are missing, they can’t cause dissatisfaction of employees, but once they are developed well, they can motivate
employees to a large degree.

As can be seen in Figure 5.2, most motivational factors related to motivators get high scores in satisfactory, which mean the related motivational techniques are quite efficient. However, there still exist larger rate of people feel not satisfactory, not dissatisfactory and even dissatisfactory about some items. For example, 14.3% employees feel not dissatisfactory with promotion opportunities and 3.6% think they are dissatisfactory with salary increase. More improvement can be made on these items to enhance work motivation.

**Figure 5.2**

<table>
<thead>
<tr>
<th></th>
<th>Satisfactory</th>
<th>Not Satisfactory</th>
<th>Not Dissatisfactory</th>
<th>Dissatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. *Work Content</td>
<td>64.3%</td>
<td>32.1%</td>
<td>3.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>11. *Concern and Respect from Superiors</td>
<td>53.6%</td>
<td>25.0%</td>
<td>14.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>12. *Promotion Opportunities</td>
<td>71.4%</td>
<td>14.3%</td>
<td>7.1%</td>
<td>3.6%</td>
</tr>
<tr>
<td>13. *Salary Increase</td>
<td>89.3%</td>
<td>10.7%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>14. *Possibility of Working Freely</td>
<td>78.6%</td>
<td>17.9%</td>
<td>3.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>15. *Working Hours</td>
<td>67.9%</td>
<td>25.0%</td>
<td>7.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>16. *Training</td>
<td>82.1%</td>
<td>10.7%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>17. *Work Intensity</td>
<td>82.1%</td>
<td>10.7%</td>
<td>7.1%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

**5.2 GMMF**

150 respondents come from GMMF, employees’ satisfaction to their company show quite different from the ones in Korsnäs. Overall, it looks that there are a lot of complaints from employees.

**5.2.1 The motivational factors related to hygiene factors:**

In GMMF, most hygiene factors related items have low scores in satisfactory and high scores in other three alternatives, especially the “salary”. Nobody feel satisfactory with the salary and 44% employees feel dissatisfactory with it. Few employees satisfy
with welfare, working equipment and labor appliance, the percentages are only 4.7% and 6.7% separately. All in all, every hygiene factor related motivational techniques should be improved otherwise the employees’ enthusiasm will decrease.

**Figure 5.3**

<table>
<thead>
<tr>
<th>Employee Satisfaction Survey in GMMF</th>
<th>Satisfactory</th>
<th>Not Satisfactory</th>
<th>Not Dissatisfactory</th>
<th>Dissatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Conditions</td>
<td>22.7%</td>
<td>32.0%</td>
<td>28.0%</td>
<td>17.3%</td>
</tr>
<tr>
<td>2. Security Management</td>
<td>24.0%</td>
<td>21.3%</td>
<td>50.7%</td>
<td>4.0%</td>
</tr>
<tr>
<td>3. Discipline Management</td>
<td>17.3%</td>
<td>16.0%</td>
<td>64.7%</td>
<td>2.0%</td>
</tr>
<tr>
<td>4. Organizational Culture</td>
<td>10.7%</td>
<td>29.3%</td>
<td>35.3%</td>
<td>24.7%</td>
</tr>
<tr>
<td>5. Relationship with Colleagues</td>
<td>40.0%</td>
<td>10.0%</td>
<td>47.3%</td>
<td>2.7%</td>
</tr>
<tr>
<td>6. Relationship with Superiors</td>
<td>16.0%</td>
<td>23.3%</td>
<td>53.3%</td>
<td>7.3%</td>
</tr>
<tr>
<td>7. Working Equipment and Labor Appliance</td>
<td>4.7%</td>
<td>28.7%</td>
<td>41.3%</td>
<td>25.3%</td>
</tr>
<tr>
<td>8. Salary</td>
<td>0.0%</td>
<td>25.3%</td>
<td>30.7%</td>
<td>44.0%</td>
</tr>
<tr>
<td>9. Welfare</td>
<td>0.7%</td>
<td>23.3%</td>
<td>46.0%</td>
<td>30.0%</td>
</tr>
</tbody>
</table>

**5.2.2 The motivational factors related to motivators:**

Meanwhile, most employees feel lack of satisfaction with motivational factors related to motivators in GMMF. Among them, according to Figure 5.4, the items which have lowest score on satisfactory are work content and working hours. They also get the highest score on dissatisfactory which are 43.3% and 40.7%. Therefore, all in all, fewer people feel satisfied with these items when compared with Korsnäs.

**Figure 5.4**

<table>
<thead>
<tr>
<th>Employee Satisfaction Survey in GMMF</th>
<th>Satisfactory</th>
<th>Not Satisfactory</th>
<th>Not Dissatisfactory</th>
<th>Dissatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. *Work Content</td>
<td>0.7%</td>
<td>28.7%</td>
<td>27.3%</td>
<td>43.3%</td>
</tr>
<tr>
<td>11. *Concern and Respect from Superiors</td>
<td>12.7%</td>
<td>26.0%</td>
<td>52.7%</td>
<td>8.7%</td>
</tr>
<tr>
<td>12. *Promotion Opportunities</td>
<td>28.0%</td>
<td>19.3%</td>
<td>46.7%</td>
<td>6.0%</td>
</tr>
<tr>
<td>13. *Salary Increase</td>
<td>17.3%</td>
<td>21.3%</td>
<td>58.7%</td>
<td>2.7%</td>
</tr>
<tr>
<td>14. *Possibility of Working Freely</td>
<td>10.7%</td>
<td>20.7%</td>
<td>54.0%</td>
<td>14.7%</td>
</tr>
<tr>
<td></td>
<td>Working Hours</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---------------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td></td>
<td>0.7%</td>
<td>19.3%</td>
<td>39.3%</td>
<td>40.7%</td>
</tr>
<tr>
<td>16. *Training</td>
<td>6.7%</td>
<td>32.0%</td>
<td>52.7%</td>
<td>8.7%</td>
</tr>
<tr>
<td>17. *Work Intensity</td>
<td>12.7%</td>
<td>39.3%</td>
<td>44.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>
6. Analysis

In this chapter, we discuss the result of the interview and survey conducted in this study. At first, we analyze the motivational techniques in two companies by using the cultural dimensions and the type of company and also by combining both interview and survey. Finally, we put two companies together and give a comparison between them.

6.1 Korsnäs

G. Hofstede et al. (2010) said Sweden has lower power distance country than China. They also stated that power distance is the extent to which people in the organization or institution less powerful members of the unequal distribution of power acceptance of the fact. In low power distance organizations, the superiors’ and employees’ broad participation in decisions will affect their work behavior. The similar and clearly result outline are in our interview and survey.

After the interview, we know superiors and employees can communicate effectively in Korsnäs. Because quite low hierarchy makes superiors communicate with employees effectively. Korsnäs has many small groups and ask at least one manager in each group. It makes sure that level are not so steep, employees can talk to manager directly even when they eat food. Superiors take the initiative feedback to employees, they also hope to get feedback when ask view of employees. It is the key point that Korsnäs believe feedback cut down power distance. The superiors would ask the employees what they think and ask them to participant in the solution of problems.

In questionnaire survey, we find almost employees-96.4% (see figure 4.1) satisfy with relationship with their superiors in Korsnäs.

According to G. Hofstede et al. (2010), Sweden is individual culture country. The authors respected individualism in society, each person only takes care of their own interests, each person is free to choose their own actions.
Thomas told us employees have least know how to run factory, so they work independently. Managers should consider how to motivate employees to get team goal. Moreover, the questionnaire survey shows 89.3% employees feel satisfactory with possibility of working freely in Korsnäs. In other words, Korsnäs meet high individualism because of culture influence.

Thomas said Sweden has quite good health care system. Government pays health insurance for every people. Thanks to developed health care insurance, the company doesn’t take responsibility for taking care of employee’s family. They pay employees’ work to achieve business goal. They also pay tax and feed government in order to take social responsibility.

Another evidence from interview and survey is that Korsnäs supplies essential working stuffs and good environment to employees. Benny said Korsnäs concerns employees very well. The working environment, especially the safety and accident issue are regulated. We also see the fact from the questionnaire survey, 82.1% employees feel satisfactory with it. Managers always treat safety care seriously. From survey, 100% employees are satisfactory with work security.

Thomas told us company must obey law to support every working equipment and labour appliance to employees. More things, Korsnäs gives comfortable working environment and make employees enjoy it. Employees can take free drinks and use microwave and refrigerator in office kitchen. The fresh employees know everything from manager in first couple days. The Korsnäs will prepare everything for the new employees what they need. That 89.3% employees satisfy with work conditions is presented in survey.

After mentioned interview, intrinsic rewards in Korsnäs are good feedback from superior. Sometimes, successful group party might happen which is regarded as intrinsic rewards. In Korsnäs, salary depends on how much employee worked. And material reward-money is used often. If the employees deliver a lot of materials to company, they might have chance to get salary increasing. Good idea to company is
measured as promotion standard. It is often a useful way to motivate employees. Thomas said if employees give good idea to make change and succeed finally, they might receive 50% benefit which is generated from this project as rewards. In surveys, majority of employees satisfy with salary and welfare.

In Swedish companies, they must pay employees the same for same works and that should be based on competence. In Korsnäs, equity is most related to human right and democracy. For recruiting, it depends on only one condition-“skill” which refers to education background, experience in same area and so on. It doesn’t matter with race, gender, age and nationality.

From interview, we know, in factory, Korsnäs strictly obey the job rotation system. There are not too much extra working hours, the working time which is regulated by the law. But if overtime work happens, the employees will get the corresponding allowance. According to Benny, daytime officer works 40 hours/week; 2-shift, morning-mid, mid-evening, works 38 hours/week; 6-shift, 6:00-14:00, 14:00-21:00, 21:00-6:00, works 36 hours/week. The overtime payment is very attractive. For example: employees will get money more 20% -200% than salary.

Generally speaking, feedback is most favourable. 80% people in Korsnäs said that they wanted to get feedback from superiors. They want their boss to tell them how she or he thinks about what they are doing. So does superior.

The manager talks to every employee twice a year by going through what the employees have been doing during last period. They talks about what employees do well and what they do not so well. That is very valuable, they can motivate the employee.

Korsnäs has a system for evaluation and takes once in every year. It has a quite good standard for these things. The level of efficiency of employees like a curve, some are low and some are very high. But most are in the middle field. If performance is evaluated higher, employee might get salary increased. Manager also should think about developing plan for lower people. In other words, Korsnäs----Swedish company
evaluates employees’ performance and use targeted method to motivate different level of employees.

Similar results can be seen from the perspective of type of company. Korsnäs is a private enterprise. In private organization, business ethics not only protect the company, but a high standard of morality in the workplace also aids in employee satisfaction. In any relationship, whether person-to-person or organization-to-person, trust is a key element to keeping things as they should be (Zineldin, 2000). It means a good and trusted channel should be built between superiors and employees. This also focuses on the efficient communication between people to improve the performance of both employees and the whole company.

On the other hand, for private enterprises, the freedom and deliberate, moderated delegation are also important. An employee with passion, drive, and a good head on their shoulders will become discouraged if never empowered (Schaefer, 2010). It addresses the significance of certain degree of working independently. In order to realize it, the related information, resources and training should be offered to the employees. Korsnäs always pays attention to this issue, and according to the questionnaire survey, most employees about 82.1% feel satisfactory with the training in Korsnäs.

Fortunately, combining interview and questionnaire survey, we found that on one hand, there are a series of good motivational techniques which are conducted, and they are also popular and work quite well in the company on the other hand. No matter the hygiene factor related or motivators related motivational techniques are used well. Most of employees are satisfactory with every item. According to one conclusion of Two-factors theory, when hygiene factor related motivational techniques are satisfied by most employees, improving these techniques further can’t motivate employees, what the company should do is to maintain it. However, company can also do a lot of work to improve motivators related motivational techniques, because the motivational factor (motivators) is the only way to increase satisfaction and thereby enhance work motivation (Wright, 1989).
6.2 GMMF

Because of large culture differences between countries, Sweden and China, the two companies in each country appear different. The most obvious issue is power distance. Power distance, according to G. Hofstede et al (2010), is large in China compared to western countries including Sweden. Large power distance indicates that organizations are hierarchical and superiors and employees are not equal, it also reflects the unapproachability of the top stratum. According to our interview and survey, we also get similar and clearly result.

When asked about how the employees and superiors communicate effectively, one of the interviewers tells us in three ways, during celebrating festival or company activities, when working together and manager interviews employees during work time. Actually, employees can’t express their feelings about superiors or company freely. And superiors seldom take initiative to communicate with employees, mostly only HR manager could talk with employees initiative while office manager and production manager could do less. This may be largely due to the high power distance in Chinese organizations. It is not equal between superiors and subordinate, the concept of hierarchy is deep in their minds. They can’t get along with each other like friends so that the communication between them is always hampered.

We also see the fact from the questionnaire survey, only 16% employees feel satisfactory with the relationship with superiors. It means the relationship between superior and subordinate is not very well in GMMF.

Lack of efficient communication will lead some disadvantages. In the interview, the interviewer said that if the employee dissatisfies with the job, they can tell superiors. Employees have right to enjoy basic work equipment and environment. GMMF always does that by cut down labor intensity and improve the working environment. But, actually, it doesn’t work at all. The company thinks that they do well in these sections such as working environment, freely talking about dissatisfaction and the work equipment. However, because inefficient communication, the company even
doesn’t know the employees are not very satisfactory with these problems. For example, as can be seen in Figure 5.3 and 5.4, most employees don’t feel satisfactory with both hygiene factors and motivators. In fact, according to interviewers in GMMF, the working environment in GMMF is not very comfortable, GMMF can only guarantee the basic level of environment for employees.

Another culture dimension could be mentioned here is collectivism in China, which can also give the explanation to the two companies’ different appearance in motivational techniques. China is a collective country, in such collective society, Chinese are educated that they are always in groups so that the concept of family is quite outstanding and obvious. Therefore, not only employees themselves, even employees’ family can also obtain concern from company according to the interview. GMMF has its own work union which attach employees and company.

If employee’s family suffer from disaster, company gives help and money through work union. This could be a big distinguish between Korsnäs and GMMF, the proper concern on employees’ family could be one efficient way to motivate employees in Chinese companies.

The primary difference between individualism and collectivism is the way that members of different cultures identify themselves as an individual or a member of a group and the employees under individualist culture are motivated to do well on the job by individual desires (Cesare & Sadri, 2003).

Working independently could be related to this issue. If employees under individualist culture are motivated to do well on the job by individual desires, so the employees under collective culture are on the opposite side. This could be the one of the reasons why in China, the superiors control over the employees and want them to work by following the bosses’ mind. But things changed a lot nowadays, employees in GMMF also take more and more concern on working independence. In the survey, only 10.7% employees feel satisfactory with possibility of working freely, they also want to have some degree of right to work independently by their own desires.
Interviewers in GMMF tell us that intrinsic and material rewards such as increasing salary and promotion are main motivational techniques in the company. This is quite different from those in Korsnäs. In Korsnäs, feedback from both superiors and employees are good techniques to motivate employees. By communicating, the employee will know how their leaders think about what he or she has done during last period, and the managers can also know how employees feel about the leadership and the company. Then according to this kind of feedback, they can find their ways in the future.

However, in GMMF, also because of large power distance in Chinese organizations, inefficient communication between superiors and employees not prefer to feedback but material rewards like increasing salary and promotion. GMMF also uses more intrinsic rewards mix with material rewards than Korsnäs.

Considering GMMF is a state-owned company, which is a traditional type of company. With the development of society, this kind of company performs not well when compared with modern companies. Many disadvantages have come out, especially in employee motivation. The organization of state-owned company itself has drawbacks.

For example, the relatively strong centralized ideological leadership in the state-owned enterprises, there are fewer employee communication and responsibilities, which things contain each other, employees had no clearly authority and the activities of the free space is very small (He, 2006). So this can also explain some of the issues we mentioned above just like the inefficient communication between superiors and employees and the little possibility of working freely or independently.

Chinese state-owned companies, like GMMF, are favor of intrinsic rewards or material rewards. Actually, only the intrinsic or material rewards of the employee motivation are less effective and single way. In most Chinese state-owned companies, the fair competition mechanism is hard to establish today because evaluation and assessment is unfair, so that employees’ autonomy and independence is difficult to implement (He, 2006).
And we can also see that the material rewards like salary increasing and promotion don’t work at all from the questionnaire survey. There are 28% and 17.3% employees feel satisfactory with promotion opportunities and salary increase. According to Two-factors theory, the motivational factor (motivators) is the only way to increase satisfaction and thereby enhance work motivation (Wright, 1989). Therefore, if GMMF pays more attention to material rewards to motivate employees, then they will have a lot of work to improve it.

GMMF also emphasizes the equality for employees. Equality means human rights and democracy. And they mention about employees have the equal right to enjoy the companies’ welfare, however few employees around 0.7% are satisfactory with welfare.

One problem of motivational techniques in Chinese state-owned company is that motivational technique is single and rigid, which means when many state-owned companies run implementation of motivation, there is no analysis for employees’ need. They use the same motivational technique for all people. It is difficult to mobilize the employees’ enthusiasm, so that company loses them. This is quite different form Swedish companies like Korsnäs which have been mentioned before. If pertinence motivational techniques can be used to motivate different kind of employees, then it will be more efficient.

Generally speaking, how the leaders in GMMG think about what they have done to motivate people are not so consistent with how employees feel about. According to Two-factors theory, not all motivational factors which have been satisfied can motivate employees, only when the motivational factors are satisfied, the employees can be motivated. If the hygiene factors can’t be satisfied, the employees’ negative attitude can arise. But when they have been satisfied, more improvement can do nothing to motivate the employees. Considering the situation of GMMF, no matter hygiene factors related items or motivators related items are both not satisfied by employees.
In Figure 5.3, we can see most employees don’t feel satisfactory with the motivational
techniques related to hygiene factors, it means these motivational techniques should
be improved. Especially for working equipment and labor appliance and welfare, few
people are satisfactory with them. But form interview, the interviewers tell us that
employees have right to enjoy basic work equipment and environment. GMMF
always does that by cut down labor intensity and improve the working environment.
Actually, they don’t work from the result of survey.

What was worse, there is nobody feel satisfactory with salary and 44% employees feel
dissatisfactory with it. But it fails to illustrate the details about why it was like that
because of the disadvantage of questionnaire survey by which the in-depth
information couldn’t be obtained. But we can imagine if the basic salary can’t be
satisfied by employees, then it doesn’t make sense to mention about regarding salary
increase or promotion as the motivational techniques, they won’t work anyway.

Figure 5.4 also shows that the motivator related motivational techniques are not
satisfied by most employees. Therefore, these motivational techniques should be
improved. For example, the work content and working hours, only 0.7 % employees
feel satisfactory with both of them and more than 40% are dissatisfactory with them
separately. According to interviews, nominal working hours and actual working hours
are inconsistent. But the employees can get reasonable payment for the overtime
work.

6.3 Comparison of the result

Both Korsnäs and GMMF use some similar hygiene factors and motivators related
motivational techniques. But what are quite different are how they use them and the
effect of these motivational techniques which are discussed below.

6.3.1 Hygiene factors related motivational techniques

Hygiene factors are the group of factors which are not directly related to the job itself,
but to the conditions that surrounded doing that job (Tietjen & Myers, 1998). There
are a lot of motivational techniques based on hygiene factors. In our study, we summarize the following hygiene factors related motivational techniques, these are emphasizing equality, guaranteeing working environment and giving reasonable overtime working payment which can be seen in Table 6.1.

**Table 6.1 Comparison of the Hygiene factors related motivational techniques**

<table>
<thead>
<tr>
<th>Similarity</th>
<th>Korsnäs</th>
<th>GMMF</th>
</tr>
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<tbody>
<tr>
<td>Emphasis on equality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have reasonable and good payment for overtime working</td>
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</table>

| Difference                          | Make employees enjoy comfortable working environment | Just guarantee the basic working environment |

Hygiene factors can cause dissatisfaction when not satisfied, and when satisfied these factors do not motivate or cause satisfaction, they only prevent dissatisfaction (Herzberg, 1971). Therefore the hygiene factors related motivational techniques are just used to guarantee the basic conditions in order to eliminate employee’s dissatisfaction.

Korsnäs and GMMF stress equality in companies, for them, equality stands for human right and democracy, which means there isn’t any discrimination in recruiting employees, welfare, assigning tasks and so on.

However, they have different performance in other sections. About working environment, Korsnäs does a lot to offer employees a comfortable working environment such as open kitchen and it is satisfied by the employees. However, in GMMF, just basic level of working environment is guarantee and just offer what should be used in working but not other humanistic equipment like open kitchen. And employees don’t also feel satisfactory with the working environment at all.

For the payment of overtime working, as a good motivational technique, it is used well in both Korsnäs and GMMF. If employees are asked to work for extra hours, they can get reasonable payment back, so that they are willing to work for the companies.

**6.3.2 Motivators related motivational techniques**
Motivators are one group of motivational factors which are task-related. The motivators related motivational techniques which are discussed in this paper concern on the following issues: communication between superiors and employees, the independence of work, concerning on employees’ family, intrinsic and material reward. (See Table 6.2) There is a big distinguish in how the motivational techniques are used and the effect of these techniques between Korsnäs and GMMF.

The motivational factor (motivators) is the only way to increase satisfaction and thereby enhance work motivation (Wright, 1989). However, when the motivators are missing this does not cause dissatisfaction, simply an absence of satisfaction (F. Herzberg et al, 2005). In other words, improving these motivational techniques can increase employees’ activity and enthusiasm of work to a large degree.

**Table 6.2 Comparison of the Motivators related motivational techniques**

<table>
<thead>
<tr>
<th>Difference</th>
<th>Korsnäs</th>
<th>GMMF</th>
</tr>
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<tbody>
<tr>
<td>Efficient communication</td>
<td>Give certain space to work independently</td>
<td>Give little space to work independently</td>
</tr>
<tr>
<td></td>
<td>Give little concern on employees’ family</td>
<td>Give more concern on employees’ family</td>
</tr>
<tr>
<td></td>
<td>Have little intrinsic reward and focus more on material reward</td>
<td>Have both intrinsic reward and material reward</td>
</tr>
</tbody>
</table>

If more efficient communication exists between superiors and employees, then it can facilitate the development of the company. If the superiors can take initiative to ask about employees’ feeling or the employees can freely say what they are dissatisfactory, then the motivational techniques can be conducted well. Because the boss can handle the information about employees timely and can change their countermeasure timely.

For this part, Korsnäs did better than GMMF. Korsnäs offers lots of opportunities for all people to communicate, for example the evaluation system, feedback and face to face conversation for both sides of superiors and employees.

We find that more free space for employees to work in Korsnäs than in GMMF, this is
a good motivational technique which can make employees more truth from superiors and also can stimulate employees’ creativity. However, because of some reasons, Chinese company, GMMF, doesn’t address this kind of motivational technique.

Concerning not only the employees but also the employees’ family is regarded as a good motivational technique by GMMF. They think if they can give certain degree of care about employees’ family, they can obtain loyalty from employees and make them work more actively. But Korsnäś doesn’t emphasize on it, and may be because of good welfare system in Sweden.

Both Korsnäś and GMMF use intrinsic and material rewards as motivational techniques, but Korsnäś focuses more on material rewards and few intrinsic rewrads, and GMMF focuses on intrinsic rewards mixed with material rewards.

Finally, when asking about what are the efficient motivational techniques in their companies, they go different ways. Korsnäś pay more attention to bidirectional feedback. The employees want the feedback from their bosses so that they can go on their further work in right way and the superiors want the feedback from their employees so that they can know their feelings about company and think about more efficient motivational techniques.
7. Conclusion and Suggestion for future research

7.1 Conclusion

The major objectives of this paper was to answer the questions of what the motivational techniques used in Swedish and Chinese companies, what the differences between the techniques and also what effect of these motivational techniques. According to case study, we found the two companies use the similar motivational techniques and also some different ones, but how they use them and the effect of them are quite different.

For the hygiene factors related motivational techniques, two companies emphasis on equality and give reasonable even good payment for overtime working. But Korsnäs did better than GMMF in improving working environment. For the motivators related motivational techniques, they have a lot of differences, Korsnäs focus on efficient communication, they will give certain space to work independently and use material reward but litter intrinsic reward. However, GMMF gives more concern on employees’ family, and focuses on both intrinsic reward and material reward.

We explain the difference of motivational techniques from the perspectives of culture differences and type of companies. We also found that the motivational techniques are conducted very well in Korsnäs (a private enterprise) but not in GMMF (a state-owned company).

Our thesis discuss motivational techniques in Swedish and Chinese company, we did lots of research in order to figure out empirical result. But there appear limitations during our study.

Because the number of case company is limited, one in Sweden and one in China, it is hard present overall evidence. On the other hand, two case companies represent the manufacturers, the result couldn’t relate to others; such as Services industry, Agriculture, Architecture and so on.

There are many theories are used to research motivation in company all the time.
These theories figure out a lot of results. In theory chapter, we use Herzberg’s Two-factors theory analysis motivational techniques in case companies. Standing at another theory point may achieve different results. Moreover, we considered Hofstede’s culture dimension and type of company would impact on study. We should feel more view so that get perfect result. Our case company in China is State-owned company, if we choose private company, the result would be different.

In methodology chapter, the questionnaire sample size of Korsnäs is small. It is not representative enough. More things, the Korsnäs asks us to offer Swedish questionnaire. Because language shock, the information we got might not very clearly. Because the questionnaire is a widely research, the result only show appearance, we couldn’t dig up further information. For example, there is nobody satisfy with salary while we not know reasons. For interview, the managers unwilling talk some questions we want to know.

Our thesis could help reader know how manufacturing industries motivate employees, especially in Sweden and China. We also discuss culture dimensions which can influence management behavior. Reader could compare Sweden and China. Under our findings, reader could know characteristic of Chinese state-owned company in employee motivation. Our interview questions and questionnaire give suggestions to people who study this object in the related research.

7.2 Suggestion for future research

A lot of suggestions could be given to the future research. This paper is based on Herzberg’s Two-factors theory. Others motivation theories like Maslow's Hierarchy of Needs Theory, Equity Theory, Expectancy Theory and so on could also be used to analyze the motivational techniques. Meanwhile, more issues such as social, political and organizational differences between two countries could be used to explain why they would choose the different motivational techniques. Furthermore, it will be better if the same type of companies are regarded as the case company, but even in the same type of companies, the differences may also exist. In this paper, we just focus on the
manufacturer, therefore, other industries, for example service industry, architecture and so on, could be taken into consideration as well. In addition, we have made a comparison between motivational techniques in Chinese and Swedish companies, the future research could be extend to the research in China-Sweden joint venture, how they motivate employees under the multi-culture background. All in all, there are a lot of possibilities to continue this study.
8. Reference


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Appendix 1 (English)

Date: 2012-4-12

UNIVERSITY
OF GÄVLE

University of Gavle Department of Economics and Business Administration

MBA: Business Management

We are students from University of Gavle doing Masters Program in Business Administration and we are glad to introduce ourselves to you. Currently our main study topic is comparison between motivational techniques of Chinese and Swedish companies. The work is based on a case study for which we are looking for the company that will have an established motivational techniques with the employees in the foreign countries and would be interested to cooperate with us in this assignment. The way of our study will be conducted is as follows: we will interview at least 3 people with HR experience before the middle of April, 2012. The interview process will take about 40 minutes for each person. It will be based on the interview questions that would be sent to the respondents in advance before the meeting to prepare. The main idea of the interview process is to investigate the company and its motivational techniques with employees. We will come up with the scientific explanation of the differences that exists between yours and your employees, we will also come up with the recommendations on the problems, for example if they exist based on the cultural differences, and the suggestion will be according to the theoretical knowledge and previous researches done in the same field. In the end of the study that will be in June 2012 your company will get the final report of the study free of charge and we can also come up with the recommendation of the problem if any exist. If you find the offered suggestion interesting, please contact on the following contact information:

Weizhi He:
kiarahe0901@sina.com
Lianqiu Jiang:
jianglianqiu@hotmail.com
Interview questions used for interview:

1. How do the superiors communicate with employees effectively? Could superiors take the initiative to ask views of employees?
2. If employees were not satisfied with the work, can they tell it to their supervisors freely?
3. Do the supervisors allow the employees to work independently?
4. Would the supervisors offer a certain amount of concern and help to employees’ family?
5. How the company takes care of working environment for the employees?
6. What are intrinsic rewards and material rewards? What difference and similarity between them?
7. Are the work efficiency of employees the same? If not, what are the reasons?
8. What are the criteria for promotion and increasing salary?
9. How do you evaluate employee performance?
10. What does equality mean in your company?
11. Are nominal working hours of employees consistent with the actual working hours? If not, what are reasons?
12. Could you tell us some efficient motivational techniques which are used in the company?
您好！

我们是在瑞典耶夫勒大学攻读 MBA 的中国学生，通过贵公司蒋立虎同志取得您的联系方式，很感谢您百忙之中接受我们得采访。我们的课题是对比研究中国和瑞典公司所运用的激励方法，以下是我们访问的题目，如果有任何意见，请告诉我们，我们会及时修正。谢谢！

蒋恋秋 jianglianqiu@hotmail.com

何维之 kiarahe0901@sina.com

受访者姓名：______________________

职务：______________________

工龄：______________________

受访日期：______________________

1. 上级与员工如何进行有效的沟通? 上级是否能主动询问员工的意见?

2. 如果员工对工作不满或有意见，是否能够自由地向上级提出？

3. 上级能否适当地授权员工独立工作?
4. 上级是否能给予员工家庭及生活一定的关心及帮助？

5. 贵公司如何为员工营造舒适的工作环境？

6. 贵公司有哪些精神奖励和物质奖励，精神奖励和物质奖励的作用有什么相似与不同之处？

7. 员工的工作效率是否相同，如果不同，不同的原因是什么？

8. 加薪和升职的标准是什么？

9. 贵公司如何对员工进行绩效考核？

10. 对于贵公司来说，平等的含义是什么？

11. 员工的名义工作时间与实际工作时间一致吗？如果不一致，原因是什么？

12. 能否具体说一下贵公司有哪些有效的激励方法？
Appendix 2 Questionnaire (English)

University of Gavle Department of Economics and Business Administration
MBA: Business Management

Employee Satisfaction Survey

Hello!
Please take a few minutes to complete this survey. We are students from University of Gavle and now doing our master thesis on studying the comparison between motivational techniques of Chinese and Swedish companies. So we need to understand the employees’ true feeling about the companies. Your specific answers will be completely anonymous and only be used in our thesis.

Department of Economics and Business Administration
University of Gavle
2012-4-17

Section A: Generally about you

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<td>1. Your Gender</td>
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<td>□ Female</td>
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<td>2. Your Age</td>
<td>□ 25 &amp; less than 25</td>
<td>□ 26-35</td>
<td>□ 36-45</td>
<td>□ 45 -</td>
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<tr>
<td>3. Your Job</td>
<td>□ General Staff</td>
<td>□ Firstline Manager</td>
<td>□ Technology Backbone</td>
<td>□ Middle Manager</td>
<td>□ Top Manager</td>
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<tr>
<td>4. Working Years</td>
<td>□ less than 1 year</td>
<td>□ 1-3 years</td>
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<td>□ more than 10 years</td>
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<tr>
<td></td>
<td>Satisfactory</td>
<td>Not satisfactory</td>
<td>Not Dissatisfactory</td>
<td>Dissatisfactory</td>
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<tr>
<td>1. Work Conditions</td>
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<td>2. Security</td>
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<tr>
<td>Management</td>
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<td>12. Salary Increase</td>
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<td>17. Work Intensity</td>
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</table>

Others (Please mention)

Thank you for your interest and time! If you have any questions, please contact us!

Weizhi He  
E-mail: kiaraha0901@sina.com  
Lianqiu Jiang  
E-mail: jianglianqiu@hotmail.com
员工满意度调查问卷

您好！

感谢您百忙之中接受我们的采访。我们是在瑞典耶夫勒大学攻读 MBA 的中国学生，我们的论文课题是研究对比中国和瑞典公司所运用的员工激励方法，在此项目中我们想要了解员工对企业的真实想法。问卷匿名填写，我们将严格保密你的信息，采访的结果将只用于我们的毕业论文研究。非常感谢您填写我们的问卷！

瑞典耶夫勒大学工商管理学院

2012.4.

第一部分：个人情况

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<th>□ 女</th>
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<td>□ 25 岁及 25 岁以下</td>
<td>□ 26-35 岁</td>
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<td>7. 职务</td>
<td>□ 普通员工</td>
<td>□ 基层管理者</td>
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第二部分：满意度情况（请在对应的选项上划“√”）

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<td>26. 员工福利</td>
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<td>29. 加薪</td>
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<td>30. 工作自由度</td>
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<td>32. 员工培训</td>
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<td>34. 工作强度</td>
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其他的请说明

我们的调查结束了，感谢您的支持！如果你有任何问题请联系我们！

何维之：E-mail：kiarahe0901@sina.com

蒋恋秋：E-mail：jiangliangqiu@hotmail.com
Hej!

Department of Economics and Business Administration
University of Gävle
2012-4-17

Section A: General information om dig

<table>
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<th>Question</th>
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<td>□ Man □ Kvinna</td>
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<tr>
<td>10. Din ålder</td>
<td>□ 25 eller yngre □ 26-35 □ 36-45 □ 45 -</td>
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<td>11. Du arbetar som</td>
<td>□ Vanlig personal □ Firstline Manager □ Teknisk arbetare □ Medel Manager □ Top Manager</td>
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<tr>
<td>12. Du har jobbat</td>
<td>□ mindre än ett år □ 1-3 år □ 3-5år □ 5-10 år □ mer än 10 år</td>
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### Section B: Arbetare nöjdhet (märka “X”)

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<td>Säkerheten</td>
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Tack så mycket för Din tid! Om Du har några frågor, tveka inte att kontakta oss.

Weizhi He  
E-mail: kiarah0901@sina.com  
Lianqiu Jiang  
E-mail: jianglianqiu@hotmail.com