Motivation to work
- differences between managers and workers

-Bachelor Thesis-

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Abstract

While studying management we realised that most of the already existing theories discuss motivation to work from a general perspective. Therefore we found it interesting to investigate motivation on a deeper level.

“Motivation to work – differences between managers and workers”

The research questions for our thesis are, is there a difference in motivation between managers and workers? If so, what is the difference between the two? The purpose is to examine if a manager and a worker have shared understandings and common factors of what motivates them, or if certain characteristics can be distinguished. For our research we have chosen to use three companies operating within the financial sector in Sweden. Moreover, the chosen companies are located nearby which gives us the opportunity to visit them and to accomplish face to face conversations.

We have interviewed two persons at each company, whereby one has the position of a manager and the other has the position of a worker. Moreover, the method of our interviews are qualitative, mostly due to the fact that we wanted create a comfortable feeling for the interviewee and to so that we could get deep insight of what motivates that person.

We have studied old famous theories regarding motivation to work, we have also found more recent research about the subject. Especially in journals and financial databases, to get as updated information as possible. The theoretical framework has been useful to us in two ways, to get a foundation so that we could accomplish interviews with thought
worthy questions. The second reason was to be able to interpret and analyse the collected material.

To a certain point we mention the similarities in motivation to work between a worker and a manager, however our main focus in our thesis are the differences. We have analysed the perspective of how they feel about their work and their possibility towards advancement. All our interviewees have a great interest for their work and the financial line of business, moreover, the managers are satisfied with their positions and the workers are satisfied at the moment but would like to advance in the future.

The most important interview questions in our study are, *is it important for you to get rewards for your performance? What factors are motivating to you?* The outcomes of our answers differ between the managers and the workers. Furthermore, we have used Herzberg, Vroom and other theories presented in our study to be able to strengthen our argument. Indeed, the more resent articles have been helpful to us while interpreting the collected material.

We have found answers to our research questions, there are differences in motivation to work between managers and workers. Money is a great motivator for the workers, and working climate, recognition and free time are the essential factors for the managers. We have also reached the conclusion that people always strive for more. In our case the workers want more tangible rewards and material benefits and on the contrary the managers desire non material factors as family and free time.
Acknowledgement

First of all we would like to say that writing our thesis has made us grow as individuals. Moreover, we have gained useful knowledge regarding motivation to work, and management in total. When conducting the interviews we also sensed a connection with working life, and the thought of us soon working is not as unfamiliar anymore. We would like to say thank you to,

❖ Our interviewees, Marie Andersson, Christel Frick, Michael Granstrand, Peter Ljung, Olof Carlander & Jacob Larsson.
❖ Friends and family, which have given us their support during this time.
❖ To our supervisor, Pernilla Nilsson and our opposition group, Tobias Kopp, Sandra Bachinger and Marco Jacome, who have given us feedback and ideas during our research.

Växjö December 2006

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Sofie Palmqvist                                      Elna Hägglund
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Introduction

In the introduction chapter we would like to present our subject to the reader and create an interest to continue reading. Furthermore, the focus of our research is to find out if a difference could be found between a worker and a manager regarding motivation to work. If one will occur, we will present and describe it in the best possible way.

1.1 Background

If one takes a moment and reflects upon motivation, how would human beings behave if we lost it? Motivation plays an important role in everything we do, by our selves or together as a group. In addition, without motivation it would be hard for people to go to work, pick up the daily groceries, and even spend time with friends and family. Furthermore, motivation to work is of great importance to us since we spend a lot of our time working in organizations.¹

We believe that people spend different amounts of hours at our work depending on what career we have chosen. Possible underlying factors to career choice are what motivates a person and how they value their time. If one chose a demanding career the person has more obligations to work than one who is working in a non-demanding position.

Moreover, the view of work and private life is being looked upon with new insight. Nowadays the boundaries have widened, and work and private life are more connected to...

each other than before. Whereas, in the past when one left their workplace the person had less obligations or responsibility against the company\textsuperscript{2}; as Karl Marx once stated “Freedom begins at the gates of the factory”\textsuperscript{3}. Today, people often bring their work home as well as colleagues socialize outside work.\textsuperscript{4}

Furthermore, the importance of motivation to work has been stressed, and plays a noticeable role in organizations. The issue is much debated and a lot of research has been done in the subject in recent time. Motivation is one of the few factors that have an impact on everything we do and experience, for example with our work, family, friends and, of course, the basic needs.\textsuperscript{5}

\textbf{1.2 Problem discussion}

As mentioned earlier, motivation is crucial for organizations to function, without motivated employees no one would make an effort to work and the company’s performance would be less efficient. While studying management we found out that most of the theories regarding motivation focus upon employees in general and do not reflect on specific positions. On the contrary, we think that there might be a noticeable difference in motivation between diverse levels of employees. We are curious to know whether the old school theorists have taken this fact into consideration or if it has been overlooked during time.

Moreover, general and well-known theories pay a great attention to human needs whereby self-actualization and job satisfaction are the dominant reasons for people to be motivated to work. Other theories concerning the question what is the factor behind motivation focus mostly on money. Their argument is that without payment no one would go to work. Our opinion is that there must be more underlying causes to motivation than money, at least when discussing managers.

\textsuperscript{2} Karl Weick, Making sense of the Organization (Malden: Blackwell Publishing, 2006), 207-210
\textsuperscript{4} Weick, p. 207-210
In addition, what catches our interest is the difference between a manager and a worker, where we think of the manager as a person in a leading position who has responsibility over others as well as towards the organization. Whereby the worker is a person working in a lower position in the organizational hierarchy, and therefore does not have the same task or responsibility.

1.3 Research question
Is there a difference in motivation between manager and worker?
If so, what is the difference between the two?

1.4 Purpose
The purpose of our research is to clarify whether a difference in motivation to work between manager and worker exists or not. We are thrilled to discover if diverse factors motivate the two or if they have shared understandings and common factors. To be able to present a clear picture we will find suitable theories on the topic of motivation. The theories will help us to interpret and analyse the collected data.

Continuously, we will accomplish carefully planned interviews with workers as well as managers in different companies to get the individual perspective. We would like to get in touch with different organisations to get an objective picture, which will not be influenced by a single company’s surroundings. Moreover, we think that it is important to notice that if a difference will be discovered it might be important to take it into consideration in future organisational behaviour.

1.5 Limitations
In our research some limitations had to be done to make it more understandable and to be able to carry the research through. Due to limited time and space, we have decided to use three companies, we are aware the selection is not representative for the whole
population. To collect our empirical data and conduct interviews we have chosen both a manager and a worker. Moreover, the study will be accomplished in a local perspective, so the opportunity to make face-to-face interviews is possible, and by doing that we will also have the time to carefully interpret and analyse the collected material.

Our definition of a manager is a person with a leading position in an organisation who is for example a department manager with several direct reports. On the other hand, the worker has a lower position within the company and has not as much responsibility as the manager. We are well aware that differences between genders could occur, however this will not be investigated in this study.

Moreover, we concentrated our research on the private sector, where occupations within that area are being used, where the public sector would not be included. Finally, we would like to stress that we will not reflect upon the aspect of voluntary work, instead work will be defined as a role in the organisation whereby a salary is received by an individual.
The methodology chapter will provide you as a reader with a description of our way of writing our thesis regarding choices of method and approaches. Theoretical and empirical frameworks are being discussed as well as reliability and validity of our study. Moreover, we will describe how, when and what will be done.

2.1 Research journey

When we started to think about an appropriate topic for our research, motivation was the first thing that came to our mind. We are both very interested in management, and motivation plays a significant role in organisations and work in general. Furthermore, we want to discover if a difference exists regarding motivation to work between a worker and a manager. As displayed in figure 2.1 we have created a time schedule that shows the journey of our research. After deciding the topic and writing the introduction we will start to find relevant literature, such as existing theories by well-known authors as well as more contemporary articles referring to motivation to work.

When the methodology is completed it is natural to start to contact possible companies that would be suitable for our empirical framework. Our objective is to use companies which operate within the financial sector and also use more than one company to create a wider picture of what motivates people. Moreover we will, were it is possible, interview managers and workers within the same company. Our data collection will be of importance for us to understand the difference in motivation between the two.
The theories that we find useful and worthy to use in our research will help us to analyse and interpret the information that we have collected from the interviews. We are inspired to find out if there are some aspects that distinguish the manager and the worker. These will be presented in our final conclusion. We hope our work and findings will create a curiosity and contribute to further research in the subject.

<table>
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<tr>
<th>TIME</th>
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<tr>
<td>October 16 - November 6</td>
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<td>November 7 - November 23</td>
<td>Adjusting introduction&lt;br&gt;Searching for theories in books and articles&lt;br&gt;Writing the methodology&lt;br&gt;Reflect upon interviews&lt;br&gt;Writing theoretical framework</td>
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<tr>
<td>November 24 - December 7</td>
<td>Continuing with theoretical part&lt;br&gt;Establish contact with chosen organizations&lt;br&gt;Conducting interview&lt;br&gt;Writing empirical chapter and analysis</td>
</tr>
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<td>Reflect upon the empirical chapter&lt;br&gt;Continuing with analysis&lt;br&gt;Describe the findings of our thesis&lt;br&gt;Final touch</td>
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<tr>
<td>December 21 - January 10</td>
<td>Preparing final presentation</td>
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Figure 2.1 our research journey
2.2 Pre-understanding

It is important to have a pre-understanding when one would like to interpret and understand the collected material. The definition of pre-understanding is previous knowledge about the subject, and experiences from the field that one is investigating. A person’s experience can derive from both personal and working life, and from others through books, reports and lectures.\(^6\) Although, it is important to have a pre-understanding and one has to be open for new information and interpretation.\(^7\)

Taking all of this into consideration, we would like to present our pre-understanding regarding management and motivation. The two authors have the same academic background, both attending the international business program, and have taken the same previous courses. We have chosen the path of management and have therefore expanded our knowledge within the area. Previously, studied basic organization theories as well as more rethinking courses which have taught us the value of questioning and reflecting upon the information given to us.

One of the authors has studied psychology on university level and we feel that that knowledge will also contribute to our research. Motivation also plays an important role in psychology and in order to accomplish something we depend on motivation. Moreover, it can be useful knowledge when we interpret and analyse the gathered information. We feel all our previous knowledge will be advantageous for us to carry out good ideas and usable arguments for the conclusion.

\(^7\) Gummesson, p.81
2.3 Scientific approach

First of all, in science one has to investigate “what are the interesting research problems and which methodological approach can be used to tackle them?” There are two different characteristics within scientific approach, positivistic and hermeneutic which are two different ways of conducting a research.

The positivistic perspective focuses upon description and explanation in small and structured studies. Moreover, the researcher often tries to be objective and wants to treat facts and findings separately. In addition, the researcher is more of an external observer, and prefers not to be involved, instead he or she tries to keep a distance to the project. Lastly, the positivistic perspective pays attention to statistic and mathematical measurement of the quantitative collected data.

On the contrary, the hermeneutic perspective contemplates on understanding and interpretation of the research. This type of study allows the researcher to be more involved, and play the role of an actor instead of an observer, and to be able to interpret the data in an experienced way. The study can be both specific, definite and it can also generate generalisation, it can be hard to distinguish between facts and understanding. The researchers are able to consider feelings and are in this case more subjective. Moreover, pre-understanding can be difficult to explain and communicate to others but it plays a significant role for the research. In the end, the data collection is often done with a qualitative approach.

In our thesis the hermeneutic perspective is more appropriate to apply due to the fact that we want to investigate if a difference could be found between a manager and a worker. Continuously, we want to be a part of our study to be able to interpret the

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8 Gummesson, p.18
9 Gummesson, p.175-179
findings in an active way. We also think that it is of great importance to use qualitative data collection to get the appropriate answer to our questions.

2.4 Research strategy

It is important for the researcher to decide what kind of research strategy he or she should use, “there are two ways of establishing what is true or false and to draw conclusions: induction and deduction.” In the inductive strategy the researcher tries to create general conclusions, where the theory is the result of the study. However, these conclusions could not be one hundred percent certain due to the reason that they are generated from empirical data.

The research process begins with data collection and observations that lead to findings from which a theory can be developed, as shown in figure 2.2.

On the other hand, the deduction strategy relies on logical reasoning and develops hypotheses from already published material. The starting positions in this case are theories, concepts and models, where they are being used to explain the collected data as well as the studied phenomenon as shown in figure 2.3. This type of strategy is often used when the researcher test the theories in practice, and adopt quantitative studies.

11 Adapted from Ghauri, p.15
12 Ghauri, p. 15
Finally the abovementioned strategies are usually combined as one, abductive strategy. Additionally it is substantial to see the abductive strategy as a mixture of both and not as a new strategy. In our research we will use the combination, the underlying reasons is that theory will be presented before collecting data, and when collecting it we will use qualitative data.\(^\text{14}\)

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{figure2_3}
\caption{Figure 2.3 deductive strategy\(^\text{13}\)}
\end{figure}

Withal, figure 2.4 shows two ways of structuring and working with a research, we will use the first way (1) and not the second way, which is influenced by inductive strategy. In the first way the researchers use existing knowledge to be able to structure the research problem, and to know which facts are relevant and should be considered. To create an

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{figure2_4}
\caption{Figure 2.4 production and use of theory\(^\text{15}\)}
\end{figure}

\(^{13}\) Adapted from Ghauri, p15
\(^{14}\) Gummesson, p.64
\(^{15}\) Ghauri, p.37
understandable investigation it is important to have a theoretical base to present concept, valuable theories and previous work.16

2.5 Research method

Firstly, when one decides the study design of the research one has to take into consideration that it would be a good idea if the research is created in a way suitable of one’s personality, skills and knowledge.17 Moreover, there are two methods, quantitative and qualitative, where one is not better than the other, it all depends on how the researcher would like to conduct the study.18

Quantitative method is categorized by being scientific where the researcher often uses mathematical and statistical surveys to investigate the phenomenon. Here the focus is to explain cause and affect relationships (why things happen) and to be able to test if the hypothesis is applicable in reality.19 The measurements, scales, tests and questionnaires, are very controlled and the conclusion often results in a generalisation of the population. The researcher is seen as an outsider, and keeps a distance and an objective view of the research.20

In contrast, the qualitative method is often pigeonholed by the fact that one wants to understand people and how they experience their reality. Qualitative researchers investigate different parts of the context to create a visible whole. In addition, this procedure often requires fieldwork, description and discovery of the meaning of the hypothesis, where the researcher plays an active role to collect the information.21 The data is retrieved from interviews and observations, where generalisation is made by

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16 Ghauri, p.36-37
17 Sharan B. Merriam, _Qualitative Research and Case Study Applications in Education_ (Hoboken: John Wiley and Sons, Inc., 1998), p.1
18 Ghauri, p.109
19 Ib Andersen, _Den uppenbara verkligheten_ (Lund: Studentlitteratur, 1998), p.31
20 Ghauri, p.110
21 Merriam, p.5-9
comparing individuals. The researcher is a part of the action, and is perceived as an insider which is subjective in one’s judgement.\textsuperscript{22}

The method of our research will be qualitative, where we will try to discover what factors distinguish the manager and worker concerning motivation to work and we will also try to understand the behaviour. We have chosen this orientation due to the reason that we will not question existing theory about motivation, use experiments, or measure different outcomes. Withal, the purpose of a qualitative study is to review and interpret the already existing theories or writings concerning the subject, and thereby creating a dialogue between accomplished studies. To us it is of great importance to explore already written theories regarding motivation to be able to contribute with new ideas.

\textit{2.6 Data collection}

There are two main procedures to collect relevant data, theoretical and empirical. Theoretical refers to secondary data, which are collected by others where the purpose of that data might distinguish from our work. On the other hand, empirical data is primary, which the writers of the thesis collect directly to investigate the specific problem.\textsuperscript{23}

\textit{Theoretical data} will be used to understand and interpret our research question, and it will help us to “broaden the base from which scientific conclusion can be drawn.”\textsuperscript{24} This type of information consists of books, historical studies, articles and online-data, which need to be reviewed to see if they are useful and reliable sources. To find suitable information we have used Växjö University’s resources and its literature concerning motivation and existing theories within the subject.

Moreover, we have found scientific articles in ELIN database, which will be useful to us to get updated information. There are advantages with using secondary data, primarily to save time and money. Additionally, the theoretical data provides us with an international

\begin{itemize}
\item \textsuperscript{22} Ghauri, p.109-110
\item \textsuperscript{23} Ghauri, p. 91
\item \textsuperscript{24} Ghauri, p.95
\end{itemize}
point of view, since we have adapted theories from different authors from different countries.\textsuperscript{25}

*Empirical data* is collected in favour of our research, with questions and objectives. This information will help us to find the underlying behaviour for motivation. It is important to carefully plan and decide which persons and organisations should be involved in the study to get an accurate picture of the reality.\textsuperscript{26} We will use deep interviews with both managers and workers to get both perspectives on motivation. Furthermore, we will use organisations operating within the same line of business so that the research will be applicable not only on one specific company but also in a wider range of organisations. Furthermore, so that the findings from the interviews will not be influenced by a specific organisation. The companies we have chosen for our thesis are bank and insurance companies, Länsförsäkringar Kronoberg, SEB and Vågen Försäkringsbyrå.

### 2.7 Quality of research

When conducting research it is of great importance that the material is valid and reliable, the reader must be able to trust the hypothesis and the findings that are being presented. When talking about validity and reliability in qualitative research one has to take ethical aspect in consideration to make a fair judgement. To test the trustworthiness and credibility of a research there are three different categories, to judge the quality one uses internal-, external validity and reliability.

*Internal validity* is how the findings of our thesis match reality, and if we as the authors measure the things that are aimed to measured. Moreover, the reality in qualitative research is an on-going processes, it always changes, due to the fact that what is being studied is how people understand the world. According to Merriam there are six strategies to develop internal validity. The first one is triangulation, which emphasizes on multiple sources and methods to strengthen the outcome. Next, are member checks,
where one should allow the interviewed persons to read the findings to make sure that the researchers have interpreted the material correctly.

Following with long term observation, where the researcher should observe the phenomenon for a longer time to ensure that the findings are not temporary. Moreover, Merriam suggest peer examination, where colleagues could give feedback to the collected material. Continuously, participatory or collaborative modes of research are being mentioned, to allow people to participant throughout the study. Lastly, is researcher’s bias, where the aim is to make the researchers’ assumptions visible.

*External validity* is primarily about reusing the findings in other situations, if it is possible to generalize the results of the study. To develop the result from a qualitative study in external way different strategies can be used. Starting with rich, thick description, where one should provide much material so the readers can decide if their situation matches the research. Additionally, typicality or modal category is to make a detailed description of the studied phenomenon so that it can be compared with other categories. Finally, multisite designs where the researcher uses as much information and data collection as possible so the reader can use the result in other situations.

Another aspect that must be considered is *reliability*, where the findings from a research with same studied phenomenon, should reach the same conclusion, independent of the researcher. However, when it comes to qualitative studies, which we are using in our thesis, the reliability is hard to define though human behaviour is investigated. Moreover, it can be hard to segregate and it could be explained by “researchers seek to describe and explain the world as those in the world experience it.”

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27 Merriam, p. 198-205
28 Merriam, p. 205
We have deepened our knowledge on previous written theories regarding motivation to work, as well as more contemporary research in the subject. Moreover, we have selected the ones that are suitable for our study, and they are presented in this chapter. To discover their content and actual say about motivation will be helpful for us to interpret and analyse our collected data.

3.1 Old famous theories

3.1.1 Thoughts about motivation

If one takes a moment and think about how people spend their time during waken hours, one will realize that people spend most of their time at work. Furthermore, working is a part of almost anything one does, and the definition of work is individual. Going deeper into the characterization it can be viewed in two ways, one as play where the play itself does not have a certain purpose, on the contrary as work, which has a distinct purpose.

Money is a significant factor when discussing whether something is work or play, if one is getting paid it will be considered work and if not, it will be referred to as play. Money or salary is often seen as an external reward which one receives for performing work. Continuing, a person will experience internal rewards as enjoyment, sense of achievement when playing. Another aspect of work and play could be the individuals attitude to the task they are performing, if one considers oneself to be working one will perceive it as no more than work and vice versa.

29 Frederick Herzberg et al., Motivation to work (New York: John Wiley & Sons, 1959), p.3
30 Drafi ke, p.9-10
3.1.2 Dual- factor theory

In 1959 Herzberg, Mausner and Snyderman processed a research concerning motivation to work. They chose similar companies situated in Pittsburgh Industry area, they interviewed approximately 200 engineers and accountants working for those companies.\textsuperscript{31} The theory developed from this research concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person’s relationship with the environment in which one operates.\textsuperscript{32}

Furthermore, hygiene factors are not associated with the work itself but arouse bad feelings regarding the work situation.\textsuperscript{33} Herzberg and his colleagues found common aspects that characterize the hygiene factors;

\begin{itemize}
    \item \textit{Company policy and administration:} companies’ norms and values
    \item \textit{Supervision- technical:} one’s relationship with managers
    \item \textit{Salary:} all compensations as well as rewards, bonus systems
    \item \textit{Interpersonal relations:} all relationships within a company
    \item \textit{Working conditions:} physical conditions and equipment for performing work\textsuperscript{34}
\end{itemize}

All of these factors only create short term changes in the job attitude, where the short term is defined as a maximum of two weeks. The other angle of the theory refers to motivators, which are directly connected to one’s performance. The motivators create a need for personal growth as well as self-actualization within work.\textsuperscript{35}

\textsuperscript{31} Herzberg, p.30-33
\textsuperscript{33} Herzberg, p.113
\textsuperscript{34} Herzberg, p.46-48
\textsuperscript{35} Pugh, p.376-378
Achievement: solutions to problem, confirmation, appreciation of one’s work
Recognition: to be seen by others in the organization
Work itself: doing the job
Responsibility: own work, others work and be given new responsibility
Advancement: change in status or position

In addition, if the factors called work itself, responsibility and advancement change the outcome would be a change of attitude for a lasting time. Herzberg claims that a lasting time is a time span of years.

As shown in figure 3.1 one can see how the different approaches are divided, where some of them categorizes under hygiene and motivator depending on their job dissatisfaction or satisfaction.

<table>
<thead>
<tr>
<th>Hygiene factors in job context affect job dissatisfaction</th>
<th>Motivator factors in job content affect job satisfaction</th>
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<tbody>
<tr>
<td>Organizational policies</td>
<td>Achievement</td>
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<tr>
<td>Quality of supervision</td>
<td>Recognition</td>
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<tr>
<td>Working conditions</td>
<td>Work itself</td>
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<tr>
<td>Base wage or salary</td>
<td>Responsibility</td>
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<tr>
<td>Relationship with peers</td>
<td>Advancement</td>
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<td>Relationship with subordinates</td>
<td>Growth</td>
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<td>Status</td>
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<td>Security</td>
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Figure 3.1 Herzberg’s dual-factor theory

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36 Herzberg, p.44-48
37 Pugh, p.376
3.1.3 Vroom's perspective

Victor H. Vroom is a professor of organization and management, he has performed much research within that field and he has presented many books and articles.\(^{39}\) Moreover, Vroom has founded the theory called expectancy theory, which is a cognitive model that focuses upon motivation to work. The theory pays attention to how one behaves in a certain way to avoid pain and gain as much pleasure as possible.\(^{40}\) Furthermore, people become motivated when they experience high likelihood that managers and colleagues acknowledge their work. In addition, one would also like to be rewarded for one’s performance and it is of high importance that the reward is tangible and positive.

Vroom uses a formula to calculate the level of motivation: \(M = (E) \times (I) \times (V)\). Where \(E\) is the abbreviation of expectancy, \(I\) stands for instrumentality and \(V\) is the shortening for valance.\(^{41}\) People chose among different behaviour, which result in possible outcomes from our actions. One measures the different outcomes of one’s actions to find the best possible action that creates most pleasure.\(^{42}\)

*Expectancy*: if a person feels that the task effort can be accomplished one can imagine the expected outcome. One can also describe it as a particular action which leads to a particular outcome.

*Instrumentality*: if one increases one’s performance at work it will result in better outcome, such as increased bonus. Vroom refers to the phenomenon as outcome-outcome association.

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\(^{39}\) Vroom, p.xxix  
\(^{40}\) Vroom, p.31  
\(^{41}\) Schermerhorn, p.127  
**Valance:** the different outcome has different values depending on the person. One might desire something that another person does not desire and vice versa.⁴³

The expectancy theory is a very logical and easy understood model as shown in figure 3.2, it make sense that people cannot be motivated by things they do not want, and that people will be motivated by thing they hunger for. Moreover, the theory is applicable with other well-known motivation to work theories. No matter of what the motivator is (money, achievement, status) people must want it and believe they can achieve it.⁴⁴

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**Figure 3.2 Vroom’s expectancy theory**⁴⁵

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⁴³ Vroom, p.17-23
⁴⁴ Drafke, p.288
⁴⁵ Schermerhorn, p.128
3.1.4 Perspective of McClelland

David McClelland has also conducted research in the field of motivation to work. The result is a theory consisting of three needs, namely achievement, power and affiliation. Moreover, these needs help to understand motivation, where the different needs are more or less suitable for a manager or a worker.

Need for achievement: one who wants to reach personal success and desire to do things in a better way. A person with need for achievement likes to perform tasks where one has personal responsibility, moreover tasks should be neither easy nor difficult, instead one wants to have 50-50 chance to succeed.

Need for power: the characteristics for power are that a person likes to make decisions and have control over others. Furthermore, one is more worried about prestige than effective performance.

Need for affiliation: when a person has a need for affiliation he or she is concerned about friendship and being liked by others, cooperation is very important.

McClelland claims that managers and entrepreneurs often have a high need for achievement, due to the fact that they are goal-oriented and take reasonable risks which are the characteristics for the need for achievement. Additionally, McClelland states that the need for power is high in managerial and leading positions. On the other hand, affiliation is more common in worker positions, because they are more friendship-oriented and want to get along with co-workers. 46

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3.2 Recent research

3.2.1 Money as primary motivator
In the book of Jackson and Carter called *Rethinking Organizational Behaviour*, they have questioned traditional ways of understanding organization. Interestingly, the primary reason for work could only be money according to their perspective. Jackson and Carter claim that we live in a wage labour economy and therefore people put a price on their work efforts. All other factors regarding motivation are only secondary, in other words money comes before all non-material motivators.\(^{47}\) They strengthen their argument with the statement that people “can survive without job satisfaction, but cannot survive without a wage”\(^{48}\)

Withal, the main purpose to work is not the work itself instead it is the rewards and bonuses given by the organization. Jackson and Carter argue that need theories concerning motivation to work are misinterpreted. Preferably, such indications only rely on social constructions and are to be generalised. Additionally, they stress that motivation is a product of the human mind and therefore it is impossible for a person to directly motivate another person.

On the contrary a manager is capable of de-motivating a worker due to the fact that incentives are restricted or due to a failure made by the worker. A manager can also de-motivate by creating a bad atmosphere at the workplace, for example, by treating the workers with a lack of respect. Another noteworthy aspect mentioned in *Rethinking Organizational Behaviour* is that people are different, at least when it comes to social classes “to make the rich work harder you pay them more, to make the poor work harder you pay them less”\(^{49}\). There is no point in being rich if one does not get the possibility to

\(^{48}\) Jackson, p.82
\(^{49}\) Jackson, p.151
communicate one’s status (e.g. have nice car, wear fancy clothes) especially for those worse off.  

3.2.2 Incentive motivators
Alexander D. Stajkovic and Fred Luthans have completed a study upon Differential effects of incentive motivators on work performance. The most common incentive motivators used in organisations are money, social recognition and performance feedback where it is important to recognize the differences in effect. Stajkovic and Kluthan claim that money is the most frequently used motivator, especially cash payment. Moreover, this type of motivation brings huge costs for an organisation. For the employee money is not only an amount of notes instead money gives them the opportunity to buy things that they long for. Withal money is a motivator because it can be used to satisfy physiological and psychological needs.

Social recognition involves personal attention through communication where one is approved and appreciated for one’s work. This does not have any direct costs for the organization, except that it demands much effort from both managers and colleagues. The outcome is that people will act in a way which gives them social recognition and avoid behaviour that cause other’s disapproval.

Finally, the article reflects upon performance feedback as a motivator, when one is performing a task it is for his or her importance to be evaluated for what they are doing. It is crucial to communicate to the employees how they have performed in relation to how they could have performed to be able to improve their work. This process includes the individual to develop self- reflection and thereby create a better knowledge about the environment and themselves, which is seen as a motivator. In the end, the authors state that the three mentioned motivators are individual and depending on the context, and they can differ from person to person. 

50 Jackson, p.151
3.2.3 Manager motivation

Jay T. Knippen a professor at University of south Florida and Thad B. Green who is a business author and consultant have written an article regarding the question of what motivates one’s boss. The article start off with a quote “Only God knows and he won’t tell. But when you find out tell me and two of us will know.” There are six different steps that one could use to analyse a manager’s behaviour.

The first one is called review the basics of motivation, which the authors of the article refers to as a guessing game. The reason is that it is an ongoing process which never ends, a manager can be motivated by many different factors and those can be changed over time. The one who is investigating the behaviour should analyze how the manager behaves and what s/he values in life. Some examples could be; always be right, play it safe, be liked, look good, be in control of everything, have job security etc.

Continuing, once one has made one’s guesses of what the motivators are, one should try to understand why they motivate. This will be done by asking the manager, asking others in the surroundings, watch the manager and listen to him or her. When the investigator interviews the manager it is not always certain that the manager will be totally truthful. Moreover, one could ask other people who know the manager to get information about what motivates him or her.

In addition, to watch the manager is a good way of seeing how s/he behaves in different situation, where one should try to identify the motivational factors. It is of great importance that the person who wants to know about manager behaviour listens carefully to what s/he is saying. This must be done to be able to analyse and interpret what motivates the manager.

Finally, the more often a motivator will occur, the more it is a sign of what motivates the manager. Trying to define which factors affect him or her often will determine the important motivators. If a manager is dominated by enjoying power, advancement and money, s/he will not be concerned about the workers and if s/he is liked or not. On the other hand, a manager can be influenced by appreciation from others as well as good relationship with co-workers and job security where that manager is not very result oriented and not egoistic.\textsuperscript{53}

\textsuperscript{53} Knippen, p. 15-18
Empirical research

We have conducted six deep interviews with persons working within the financial sector, we have interviewed one manager and one worker at Länsförsäkringar Kronoberg, SEB and Vågen Försäkringsbyrå. We will present the material from conversations with the selected persons in this chapter.

4.1 Länsförsäkringar Kronoberg

The company Länsförsäkringar Kronoberg was founded 205 years ago and offers service within banking and insurance. The head office is situated in central Växjö, where 80 people are employed. Furthermore, they have a smaller office in Ljungby, but we have interviewed a manager and a worker at the head office. Länsförsäkringar Kronoberg is an old and well-established company with a strong corporate culture, they want to be local with an easy access for the customers.54

4.1.1 Interview with Finance- and IT Director

Marie Andersson works as a Finance- and IT Director at Länsförsäkringar Kronoberg, she is responsible for the finance, IT, estate and security department. She describes her work task as providing leadership for the abovementioned departments, moreover she has a position in the leader group in the company where she has the possibility to make decision as well as influence them. Due to that reason Marie has the opportunity to make decision regarding her own work.

54 Marie Andersson, 2006: Oral interview 30.11.2006
Something particular about Länsförsäkringar Kronoberg is that their working hours is reduced during the summer, between June and August they work between 8 am to 4 pm. Whereas during the other months their working hours are from 8 am to 5 pm, additionally they celebrate Friday with leaving the office one hour early. Every now and then the employees have to work over time, especially when there is a meeting or other events scheduled in evenings.

Marie has been working in the finance sector before as a controller, and she feels that the area is interesting to work within. Moreover, she describes her work as stimulating and exiting where she has the possibility to learn something new which satisfies her curiosity, her work also offers contact with people. There are many factors that are beneficial for Marie in her work. For example, the working climate is very good at Länsförsäkringar Kronoberg and the environment is very free, there is an ongoing dialog between managers and workers, and Marie’s door is always open.

Moreover, Marie feels that she has fulfilled they company’s expectations on her and even more. In addition, the people Marie is responsible for are very competent and she feels that she has the opportunity to delegate work and at the same time know that it will be done in a good way. More concrete benefits are the payment, pension insurance, both the knowledge and the actual insurance, and for Marie the closeness to work is very favourable.

When we ask Marie what factors are motivating to her she declared when one starts working the person build his or her free time and life from the money they earn. Moreover, she thinks that money is motivating to a certain point, but all in all it is more important with the work task and the working environment. Of course, money plays a role but it is not the most important one. For Marie it is a combination between work, family and free time.
When Marie started at Länsförsäkringar Kronoberg her salary was a bit lower compared to the one she had before, but this did not bother her due to the fact that her new work tasks and responsibility was more challenging. Her raise in salary in the past has been encouraging but the motivating result did not last for long, it is more of a price tag of the performed work.

Finally, Marie carries out her work tasks both for the company, what is expected form her position, but also for her own sake, because she feels that she can develop and grow as a person. When she describes her leadership, she thinks that she is open and a good listener, but she stresses that it is important to keep a distance and not be too good friends. Continuously, she also characterizes herself as a leader who stands for her decisions.55

4.1.2 Interview with salesperson

We got the oppertunity to make an interview with Christel Frick who covers two positions within the Länsförsäkringar Kronoberg, one as salesperson in customer service and one position in the finance department. She finds her work tasks varied and interesting, but at the same time she has to participate in all meetings twice, which take more time. Christel has the same working hours as Marie, but she also has the opportunity to flexibility, one hour in the mornings and one in the afternoon.

Christel has always been working within the finance sector, before Länsförsäkringar Kronoberg she was employed as an insurance salesperson, but she feels that her current work involves more tasks and therefore this work is more exciting. Moreover, it is possible for her to effect and influence decisions concerning her position in the performance review. There are many opportunities for development both with education and self within the company but the workers have to take own initiative.

55Andersson, 2006
The benefits that are provided for the workers is among many, the flexibility in working hours, preventive health care, subsidised lunch and pension insurance. Moreover, Länsförsäkringar Kronoberg pays a lot of attention to social activities outside work, where it is common that all personnel socialise during and after working hours.

According to Christel her salary consists of a fix amount and one varied part, which depends on the number of insurance she has managed to sell during a monthly period. If she works harder and sell more she will earn more, and she sees that as a reward, more or less as a carrot. Moreover, Christel states that of course one would like to earn as much money as possible but it is not everything, instead the working climate is important. The positions she has in the company satisfies her need for the moment, she recently started in the finance department. In the future, she would like to advance and feels that she has the opportunity to do so.

The factors she finds motivating are the feeling of doing something good, to be appreciated and that she can contribute with something. Christel is also very loyal towards the company, and has no problems with working overtime. She performs her work tasks both for her own sake and for the company, when she is working in the finance department it is to learn new things, and when she is working as a salesperson, which she knows by heart, she does it for the company.56

4.2 SEB

SEB is a bank which was founded in Stockholm 150 years ago and is now spread all over the world. It has one office in central Växjö with around 30 employees, this is where we went for our interviews. Altogether SEB has approximately 20,000 employees, whereby fifty percent is working abroad. Furthermore, the company as a whole works much with

56 Christel Frick, 2006: Oral interview 30.11.2006
gender equality, and therefore they want to have a mixture of gender in their offices as well as in board of directors.57

4.2.1 Interview with customer service manager

Michael Granstrand works as a customer service manager in Växjö and at the same time as an office manager in Lessebo for SEB, he is also involved the leader group for Kronoberg’s county. He has been working in the finance sector since 1985, he chose this direction due to interest in economy and to meet people. Michael is satisfied with his position where his main work tasks are to lead and coach the employees of the bank, of course he also performs the ordinary bank tasks.

Continuously, he has the possibility to affect and make decisions, especially since he is interacting with other customer service managers in the southern part of Sweden, where they discuss and can influence decisions made by the top management. Michael thinks it is beneficial to work with people and to make the customers satisfied, in addition he also enjoys to see employees develop and grow.

To Michael the working climate is very important, if a person does not feel comfortable at work, as a manager you could force them to work, but only for a short time not in the long run. He says that it is essential to work as a team and to have the feeling of belonging since we spend more time at work than at home, therefore they have activities together to create a fellow feeling. Michael also reflects about the physical environment and how vital it is with functional spaces and modern technology.

When we asked Michael what factors that are motivating to him, he said that it is important to reach the goal he has set, because he is a competitive person. Moreover, he wants to be appreciated for his work, gladly with a pat on the shoulder. The work must also be enjoyable and one has to be open to changes or else the person will turn into a fat cat, as Michael said.

SEB uses bonus-systems, one which is directly connected with the central organization, if the company as whole reaches its goals during a year, every employee will get a smaller bonus. Additionally, there is also a more local bonus, based upon the employees’ individual achievement. Michael also has smaller incentives in order to encourage employees, for example giving the person who has done well a free ticket to the cinema. This idea depends on the fact that he thinks it is of great value to praise and stimulate the employees. According to Michael money must be a motivating factor for the personnel or else they would not use bonus-systems.

When it comes to himself it is a combination of money and free time that is motivating, nowadays it is more about his family and living standards and not only money. Michael also stresses that a high pay check can be motivating for a short time, but the work must be satisfying and fun. Furthermore, he is not doing his work task for his own sake, instead he is hired by the company to perform the work of a manager. When we asked him to describe his leadership he answered that he sees the employees as well as the organization as a sport team, where he is the coach and every employee has their own key role.\textsuperscript{58}

\textit{4.2.2 Interview with salesman in customer service}

Peter Ljung works as a salesman in customer service at SEB, where he helps the customers with daily banking tasks, for example selling bank services and handling money. His working hours are between 8.30 am and 4 pm, with exception for Thursdays when the bank has extra opening hours, and he finish at 6.30 pm, this results in shorter working week of 38.5 hours (normally in Sweden 40 hours). Moreover, he has the chance to influence decision regarding his work, but not the company as whole.

What he finds beneficial with his work are the flexible working hours, if one of the personnel has to leave early or come late it is possible to do so, but then of course they have to compensate it later. Moreover, he enjoys meeting people and the feeling of doing

\textsuperscript{58} Granstrand, 2006
something good. More material benefits are for example, subsidised lunch, discounted bank services and preventive health care. Peter is hired by hours and due to that reason he is not working with bonus-systems, but he believes that important to be rewarded when performing well.

Today money is the primary motivator for Peter, “If I would not get paid I would not go to work” but also the feeling of performance, he feels satisfied after a day’s work. Moreover, to meet people and sense fellowship with co-workers is also something that makes him enjoy going to work. At the moment he is satisfied with his position, but would like to advance in the future, and has the opening to do that in the company.

Finally, Peter performs his work tasks both for the company and for himself, he has a huge interest for the financial instruments and how to use them efficient. Of course, he is employed by SEB and does the work that is required from him for the company. Working extra is not a problem for Peter, especially due to his amount of free time today.

4.3 Vågen Försäkringsbyrå AB

The company, which is an insurance firm in Ängelholm, was founded in 1987 by Olof Carlander and Tomas Tedvik. Eight people in total work at Vågen Försäkringsbyrå AB, whereas two are self employed but use the company’s name while operating.

The company consists of insurance brokers who work with other companies’ cash flow to invest them and give them as much return as possible. Moreover, the company helps private customers with their strong assets, which need to be invested. Vågen Försäkringbyrå AB offers a wide range of saving products, where 20 percent is insurances and 80 percent is safe investments.

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59 Peter Ljung, 2006: Oral interview 29.11.2006  
60 Ljung, 2006  
4.3.1 Interview with company director

Olof Carlander has been operating within the insurance field since 1978, and he was one of the founders of Vågen Försäkringsbyrå. His position in the company is to be responsible for the organisation, he is working with the finance department as well as with customer relations. He puts the customers in focus and stress that it is essential to provide the right product to the right customer.

When we asked Olof what he considers to be his benefits he answered that the major factor is freedom. Continuously, it is due to his flexibility in work, he has the opportunity to decide his own working hours as long as the work is completed. Nowadays, for the family’s sake he tries to be at the office between 8 am to 5 pm. For him, job satisfaction is something important, the people working for him must be good colleagues with similar mentality.

The factor that motivates Olof is the relationship with his customers, he has become good friends with many of his customers during the years. Therefore, the customers trust him and very often they phone and tell him to invest their money without serious meetings. Olof values the trust very highly, and has worked hard to create the good relationships. Before, money was a motivating factor but today it is secondary to Olof, more important today is free time and family.

Furthermore, of course Olof can effect a great deal when it comes to company issues, and as mentioned much of his work can be also be adjusted after his demands. Vågen Försäkringsbyrå is a part of a collaboration called Sigillet- group, where the insurance brokers in the director position get together at a conference to discuss and improve the line of business.
When Olof is describing his leadership, he refers to himself as kind and humble toward the employees. At the same time, he presupposes that the personnel carry through their work tasks in a way suitable for their customers.62

4.3.2 Interview with insurance broker
Jacob Larsson works at Vågen Försäkringsbyrå as an insurance broker, he has been employed at the firm twice in total 4 years. His working tasks are to sell life-insurance as well as different types of saving products, but his salary is not based on provision instead it is fixed amount. Furthermore, Jacob notify that he can affect his salary, depending on how well he perform his work task, and look upon that as some kind of reward.

According to Jacob his has no actual position in the company, certainly he is hired as an insurance broker, but since the company is small everyone gets involved in the organisation, for example if the coffee-machine is broken everyone is concerned. Moreover, when we asked Jacob to describe how he feels about his work, he answered amusingly the reason for that the boundary between his work and free-time is loose. Mainly, this depends on him not having a family and therefore no obligations, at the moment his work plays a huge role in his life. Additionally, he always enjoys going to work on Monday mornings, and enjoys the daily contact with the customers.

What Jacob finds beneficial with his work is the flexibility in working hours, if he does not want to work on a Wednesday it is no problem as long as he compensate it on another day. One more benefit is that he enjoys work and the working climate is satisfying, this is important though he spends more time at work than at home.

Vågen Försäkringsbyrå does not have any fixed policies which provide their employees with extra benefits, for example pension insurance, preventive health care and so on. However, if an employee would like to have a specific benefit it is negotiable with the director.

62 Carlander, 2006
Money is the primary motivator for Jacob, he knew very early that with money he could buy the things he longed for. He believes that our society is influenced by the wage labour economy and that people want to get paid well to be able to buy a fancy car, big house and nice clothing. Jacob is satisfied with his work and thinks it is interesting but at the same time he would not go there if he would not get paid.

In the end, Jacob is loyal towards Vågen Försäkringsbyrå and wants to be a good ambassador, he performs his tasks for the success of the company and of course of his own interest. He wants to be recognized for his work, especially from the person with more knowledge and experience.\

The theories we have chosen to present in the theoretical chapter have contributed with ideas and useful thoughts for the conducted interviews. At the same time they will provide us with helpful assistance while interpreting the collected data in our analysis. We will discuss motivation to work and other interesting aspects, as well as analysing what distinguish managers from workers and vice versa.

5.1 Introduction

First of all we would like to mention that each and every person that we have interviewed has contributed with many interesting aspects regarding work and motivation. In order to present the data that is relevant for our study, we will not examine each person individually. However, we will divide the interviews into two groups, worker and manager. Our interviewees have not discussed the questions in exactly the same way, but still considerable similarities can be interpreted within the answers.

We are aware of the fact that a critical eye is necessary while conducting a research. However we feel that the interviewed persons have answered in a truthfully way, the reason is probably that we have asked personal and individual questions to them, mostly, because we are not interested in company issues or policies how the company motivates their employees.
Interestingly, our first observation is that persons working in a manager position are older and have more experience. On the other hand the persons working in the worker position are younger and not that experienced. Naturally, this applies for our study and due to our interviews. We understand that managers in other organisations can be younger as well as workers can be older.

In general we can see that the interviewed persons perform their work tasks either for the companies’ sake or as a combination between the company and themselves. The tasks they perform can be viewed as work and not as play because the work tasks have a distinct purpose. Moreover, due to the fact that the interviewees get paid for their achievements support the discussion regarding work and not play.

5.2 Worker and manager analysis

A common factor between the ones we interviewed is their feelings about their work. Everyone enjoys their work, have an interest for the line of business and love the contact with other people. If we summarize these mentioned factors about how they feel about their work it can be connected to Herzberg’s dual- factory theory, where work itself is a motivator which leads to job satisfaction.

Moreover, the person experience motivation when performing the actual work tasks. We believe that people must enjoy their working atmosphere and the work itself, mostly due to the fact that people spend more time at work than at home. In addition, if a person has negative thoughts about his or her work we think it is hard to be motivated at all. Surely, a person could manage the situation for a short while but not in the long run.

5.2.1 Possibility to affect decisions

When we talked to the workers we were surprised to find out that they have the opportunity to affect decisions regarding their position, we did not expect them to have as much influence. Especially, concerning their working hours and internal education, working hours which are flexible, and in one case depend on the season and the fact that
they all have the possibility to advancement. We believe that the workers experience a sense of freedom in their work and therefore increase their feeling of influence over decisions regarding their positions.

Moreover, we think this openness can contribute to motivation to go to work. In our opinion a parallel can also be drawn to Herzberg where advancement is a motivator, where he claims that opportunity to reach a higher position within the organisation increases job satisfaction and will keep the workers motivated for a long time. All three of our workers are happy with their position at the moment, but will definitely reach for higher positions in the future. Reasons for this could be that they are fairly new on their position, their relatively young age, and they feel that they have more to learn.

On the other hand, the managers have more impact on decisions regarding the whole company, much depending on their position within the organisation. Where the position itself gives them the chance to be involved in decisions regarding the employees they are responsible for as well as issues concerning the company.

We do not see the possibility to make decisions itself as a motivating factor for the managers, instead we believe that they are still motivated by the previous advancement within the company. Moreover, Herzberg states that advancement as motivator is something that last for a long time so therefore this has already been achieved. When we asked the manager if they are satisfied with their positions and they all agreed.

5.2.2 Working climate
Another interesting factor is the working climate, all workers believe it is important to have friendly colleagues and nice working environment. Additionally, as Jacob at Vågen Försäkringsbyrå stated during the interview “enjoys going to work on Monday mornings.” We understand the workers thought about their working climate as something that must be there so that they can experience a good environment at work. We imagine that our interpretation of the interviewed workers can be agreed with McClelland’s need
theory. One of the conclusions McClelland has presented is the need for affiliation among workers, because friendship and good relation with colleagues are important for them.

Even though the working climate is important for the workers, during the interviews it became clear to us that it is vital for the managers. They strongly stress how important it is to communicate the friendly environment so that the organisation functions and that the employees experience belongingness. For example, with an open door, team spirit and trust. Furthermore, during the interviews with the managers they often pointed out how essential the working climate is, we see this as a motivating factor for them. As Knippen and Green states in their article the more often a factor occurs the more motivating it is for the managers.

5.2.3 Discussion regarding benefits
In our case the workers pay attention to the concrete benefits provided by the company. At Länsförsäkringar Kronoberg the employees get subsidised lunch, prevented health care, flexibility in working hours. In addition, at SEB the employees get similar benefits as Länsförsäkringar Kronoberg.

On the other hand, at Vågen Försäkringsbyrå the benefits for employees are not distinct, but they have possibility to turn to manager and negotiate the benefits the person wish for. We guess that the subsidised lunch is there for the reason that the colleagues can talk to each other about more than work tasks, the company wants their employee to socialise during lunch hour.

Furthermore, the lunch gives them the opportunity to talk with people within the company to whom that they usually do not converse with. We also believe that the whole idea create a positive thought, going out to eat is something exciting for all most every person. Another factor that can be pointed out is the feeling of fellowship between the employees, and this is positive outcome of the subsidised lunch.
Of course, Vågen Försäkringbyrå does not provide subsidised lunch, but on the other hand they already have a strong fellowship between the people working at the firm, mostly due to the small size of the organization. Moreover, we believe that if Vågen Försäkringsbyrå will expand in the future, subsidised lunch will be provided.

On the contrary, the managers in the interviewed companies do not refer that much to the concrete benefits for them the working climate is more important. The managers see the working climate as an actual benefit. In our opinion we imagine that the managers have another perspective regarding the working climate, due to their positions, where they are hired as managers and therefore have the responsibility to guide the personnel. Moreover, we think that the working climate plays a great role since they work active with it.

5.3 Aspects of motivation

When we conducted our interviews we recognised common factors regarding motivation within the group of managers and within the group of workers. Everyone is satisfied with their current position and enjoys going to work.

In our research all the workers describe money as a huge factor when it comes to motivation. Two of the interviewees stress that they would not go to work without any payment. Indeed, the more non material factors such as working climate, interest in work itself is important to them, but money is discussed as the most essential motivator. According to Vroom a person would like to be rewarded and the reward must be tangible, and we believe that money is tangible.

We understand the workers desire for money as a hunger for material things, they are (in our case) young and have not been active in the labour market for that long, and therefore they have a need for buying things they long for. As the article of Stajkovic and Luthans mention, that money can be used to satisfy physiological and psychological needs.

Moreover, as Vroom point out, people cannot be motivated by something they do not want, as we see it, the workers want things and therefore long for money. Furthermore,
Jackson and Carter also describe how important money is when it comes to motivation, and that people can survive without job satisfaction but not without a pay check.

Additionally, the workers wish money as reward for their performance, perhaps not a bundle of bank notes, rather a bonus or a pay increase. We believe that this type of reward has to be visible and concrete for the workers, so that they can actually experience that they accomplished something good for the company. At the same time it is appropriate to mention what Michael at SEB discussed during our interview regarding bonus-system. Where he believes that it would not stay alive if people where not inspired to worker harder when they can receive a bonus.

On the other hand, the managers do not mention tangible reward at all when we asked them how important reward is for their performance. Instead they pay attention to more non material factors. A parallel can be drawn to Herzberg’s dual-factor theory, where he declares that achievement, recognition, work itself, responsibility and advancement are motivators. If we compare his idea to our material from the interviews with managers we can discover that achievement, recognition, work itself and responsibility are harmonised. If these different factors are fulfilled the job satisfaction will increase.

What we believe are important for the managers are appreciation for their work, and be recognised by others in the company, responsibility in their positions and as mentioned before a great interest of performing the actual work. In our case the motivator called advancement is not new for the managers, due to the fact that there are already happy with the position they hold, as we stressed before, this motivator has already been achieved.

Moreover, Stajkovic and Luthans discuss in their article incentive motivators, money, social recognition and performance feedback. We have argued that money is more important for the workers than the managers. Of course, money is important for managers to a certain point, and as they told us during the interviews, money was more important when they where young and fresh on the labour market. At the present they are more
concerned about social recognition, which Stajkovic and Luthans define as being approved and appreciated for the work they perform. Another management theorist who has researched about motivation to work is McClelland, where he has defined three needs, achievement, power and affiliation. McClelland also declares that the need for achievement and need for power are often more recognisable for managers. We imagine that our interviewed managers comply with the need for achievement where a person wants individual responsibility and likes to make decisions. We believe that the managers like to make decisions or else they would not have applied for the position.

Furthermore, a common aspect that our interviewed managers discussed was the importance of family and free time. We think that money has lost a bit of its interest, the managers already live in house they like, drive the car they have longed for and have a family. For them nowadays it is more essential to have the weekend to spend time with their families. Finally, what also seems important for the managers are once again the working climate, to enjoy their work and colleagues and the feeling of doing something good.
6

Conclusion

We would like to present the results we have found during our study. Differences in what motivate a manager and a worker has been discovered. In this chapter, we will reveal our outcome of the journey, enjoy!

6.1 Differences in motivation

The whole process of writing our thesis has contributed to a greater knowledge of motivation to work, especially while studying previous presented theories. From the interviews we have gain much information regarding the subject and given us a deeper insight of motivation. All in all our research has made it possible for us to draw exciting conclusions.

Before starting to present the different findings for workers and managers, we would like to say that without an interest for one’s work motivation could be hard to define. Luckily, all interviewees participating in our thesis have a huge interest within their line of business and the company.

Our conclusion of what motivates a worker is, primarily money. They want to receive tangible rewards for their performance, for example bonuses and pay increase for the same work which can be viewed as money, in one way or another. Moreover, the craving for material benefits, subsidised lunch, preventive health care, which can be used to strengthen our argument that money is what motivate workers. Certainly, the working
climate matters for the persons in worker positions, however we feel that this is not the essential working motivator.

Our conclusion of what motivates a manager is, working climate, recognition and free time. They experience a positive recognition as a reward as well as working climate, and do not pay attention to material ones. Moreover, we have discovered how important good relationship with colleagues, acknowledge for their work and to create a pleasant working environment are.

The other factor that motivates a manager is his or her free time, where the person wants time for activities other than work. Of course, the managers would not work for free, they still want to have a realistic pay check, however money plays a smaller role for the manager.

To answer our research questions, there are differences in motivation to work between a manager and a worker. The major difference is money for the workers and recognition, working climate and free time for the managers. We imagine that money will attract people to a job, but recognition and development will keep people.

For final outcome of our research we would like to use a cliché, *the grass is always greener on the other side of the fence*. We have reached the conclusion that people always want more. However, the workers want more things and therefore they urge for more money, and that is what drives them forward.

On the contrary, the managers need for money has decrease over the years, they own the material thing the want. Instead, the non material factors as family and friends are fundamental for the manager and that is what drives him or her forward. In addition, what they want is to create a better working place, make tasks more effective and be there for the employees, because it can always be better according to them.
References

Books


Articles


Interviews

Andersson, Marie, Finance- and IT director, 2006: oral interview 30.11.2006
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Appendix

- Appendix 1 – interview draft p. 53-54
- Appendix 2 – overview of interview questions p. 55-59
Appendix 1 – interview draft

Motivation to work- differences between manager and worker

Interview draft

Company:________________________________________

Interviewee:______________________________________

Date_____________________________________________

- Can you tell us shortly about your organization?
- What kind of position do you have in your company? What tasks do you perform?
- What are your working hours?
- How long have you been working for...(the company)
- How long have you been operating in this line of business?
- How do you feel about your job?
- Can you influence your work/ company decisions?
- What is beneficial with your job? What are your benefits? (If there are any)
- What role do they play in your life?
- Does your work include a bonus- system? Is it important for you to get rewards for your performance?
- How important is the working climate for you?
- Are you satisfied with your current position? If not, do you have the possibility to advance?
- What factors would you say are motivating to you?
- (1) some people say that it is money that motivates them, what would you say to them?
- (2) some people say that it is non-material factors that motivates them, what would you say to them?
- How important is the salary in relation to non-material factors?
- What would it take for you to work extra hours?
- If you would be offered to work extra on a Saturday for an extra bonus, what would you say?
- Do you perform the task that you’re supposed to do, for the company’s sake or for your self?
- How would you describe your leadership? (used during interviews with manager)

Notification: Some of the questions asked where more or less suitable for the different positions, and sometimes the questions were already answered in previous discussions.
Appendix 2 – overview of interview questions

How do you feel about your work?

Everyone is satisfied with their work, they experience interest and values their opportunity to meet people.

Affect decision regarding position/company?

Managers can affect the whole company, whereas the workers can affect decisions regarding their position.
The managers are satisfied with their position. Workers are satisfied at the moment, but wish to advance in the future.

The manager see the working climate as essential, on the other hand the workers think it must be there.
The managers refer to non material factors as benefits, for example working climate. The workers value concrete benefits, for example subvention lunch.

In this figure, money is important to certain point for managers, but the recognition is more rewarding. Compared to workers where money is most important. With 100% we mean recognition.
Managers

Marie - What factors are motivating to you?

Michael - What factors are motivating to you?

Olof - What factors are motivating to you?

Workers
Christel - What factors are motivating to you?

Peter - What factors are motivating to you?

Jacob - What factors are motivating to you?