

**Employee motivation in  
a cross-cultural  
organisation**

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<p><b>Abstract:</b></p> <p>Along with the rapid economic development and globalization, multi-national corporations are confronted with severe competition and compelled to work hard in order to enhance their core competence and develop their competitive advantages. For human resource department, a motivated working group is urgently required.</p> <p>The purpose of this thesis is to explore the most important motivation factors, and to analyze the cultural effects on motivation factors in question. The subject for this study is drawn from employees of Nokia branches in China. A descriptive survey method is employed to gather quantitative data. Then, descriptive statistics and chi-square test are used to study the relations between the most suitable motivation factors and job attitudes, and to study the effects of cultural differences on motivation factors. Based on the research conducted, this paper provides valuable information about employee motivation in a cross-cultural organisation.</p>	
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# 1 INTRODUCTION

## 1.1 Background

With the rapid economic development and globalization, there are an increasing number of multinational corporations and cross-cultural business communication is getting increasingly significant as well. Nowadays, it is quite common to see employees from different cultures or different countries working in the same company, even in the same office. Cross-cultural corporations are compelled to work hard in order to improve their core competence as well as develop their competitive advantages due to severe global competition. While for employees, they are always eager to realize their social values in their workplaces. Therefore, what motivation factors could influence them to work harder is not just a matter of human resource management, but also a concern of every single employee. How can they work harder and efficiently, is there a great difference on work motivations between employees from different cultural background? As a matter of fact, in a cross-cultural organisation, there could be so many problems, such as culture collision, communication disorder etc., which might make big troubles for the human resource department, and even worse affect the working efficiency of a company in the long run. Hence, for the human resource management department, a motivated working group is urgently required.

Although all firms have to deal with more or less similar core HRM issues, the task for the culturally heterogeneous firms is far more complex and challenging than for their single-culture counterparts (Tayeb, 1998). In order to develop a motivated working group in a cross-cultural organisation, having a good understanding of some basic motivation factors is not nearly enough. It is extremely essential to explore how employees who are from different cultural backgrounds react diversely to the same motivation factors, as culture has a profound effect on human's relief and behaviour. A few studies investigated employee motivations in workplaces. For instance, a study by the American Psychological Association clearly demonstrated that people wanted more from work than money (Susan, 2009). Bruce (2009) found that there were 5 key issues including employment of the work, work/life balance, link between pay and

performance, pay satisfaction, and adequate staffing levels which were most important to employees. In short, employee motivations have been observed from different perspectives; however, cultural effect on work motivations between the East and the West world is not commonly discussed by researchers and it is necessary to do some studies in this area.

## **1.2 Objectives**

On the whole, the purpose of this research is to summarize and figure out what are the most important motivation factors, and also to look into the effects of cultural differences on these motivation factors by making an analysis from the perspective of human resource management, while to be more specific, the following questions will be investigated.

- What are the most important motivation factors as a whole?
- What are the most important motivation factors for the “East”?
- What are the most important motivation factors for the “West”?
- What are the main differences regarding the motivation factors between the “East” and the “West”?

In this paper, the East refers to China, Japan and Malaysia, whereas the West refers to America, Canada, United Kingdom and European Union countries including Finland, Germany and Demark. Based on some former theories, such as Hofstede’s cultural differences theory (2001), I am trying to find something new as well as useful so as to have a better understanding of the significant role of recognition in motivating employees in a cross-cultural organisation. Some basic concepts such as Rollinson’s (2005) definition of motivation and Hofstede’s (2001) culture theory based on IBM studies will be taken up.

### **1.3 Limitation**

The research conducted only focuses on employees from NOKIA in China, which means that the representative of employees from different cultural backgrounds is limited. Besides, it doesn't analyse each country separately, instead, the employees are roughly divided into the "East" and the "west". Obviously the data is the East dominated, as there are more East respondents. Another flaw is that only Hofstede's (2001) 4-D model is employed for analyzing the cultural effects.

### **1.4 Structure**

This paper will be written up in the following way. First of all, the literature reviews concerning motivation-related theories as well as the cultural differences will be introduced. Then, primary research will be talked and the results of which will be represented by descriptive analysis, chi-square test and interviews. Finally, discussions and conclusions are made based on former theories and the research conducted.

## **2 THEORY REVIEW**

On the basis of the objectives of this thesis, which aim to explore the most crucial factors affecting employees' work enthusiasm and initiatives, and to explore the cultural effects on work motivation of employees from different culture backgrounds, this theory part primarily focuses on motivation theories as well as the theories about influences of culture differences. To be more specific, in this chapter, Herzberg's two factor theory and McClelland's needs theory will be stated elaborately, and in a broad sense the motivation factors would be analysed from the system theory point of view, additionally, the dimensions of culture from Hofstede will be also represented.

Before going on with motivation theories, some previous studies regarding work motivation are worth mentioning. For instance, as I mentioned before, in the 1980's, a study of thousands of workers and managers by the American Psychological Association clearly demonstrated that people wanted more from work than money (Susan, 2009). Bruce (2009) analyzed the Employee Opinion Survey results of more than 50 organisations representing the views of over 50,000 employees and found that there were 5 key issues including employment of the work, work/life balance, link between pay and performance, pay satisfaction, and adequate staffing levels which were most important to employees. In addition, from 1945 to 1965, the Minneapolis Gas Company carried out a study involving 31,000 men and 13,000 women and found that the ratings for the various factors differed only slightly between women and men. However, both groups gave the highest rate to security, followed by advancement, type of work and company etc. (ACCEL, 2009)

### **2.1 Work motivation**

The circumstances where people work is quite complicated and sometimes is annoying, however, people always try to accept their surroundings in a positive way. They are always trying to make most use of contextual circumstances to realize their life objectives and social values. In a work context, there is no doubt that good work motivations have been the most significant incentive elements for employees to work

efficiently and effectively, while on the other hand, this also posts the greatest challenge to a manager in an organisation.

### **2.1.1 Definition of motivation**

Rollinson (2005, pp.189) defines that: “Motivation is a state arising in processes that are internal and external to the individual, in which the person perceives that it is appropriate to pursue a certain course of action (or actions) directed at achieving a specified outcomes (or outcomes) and in which the person chooses to pursue those outcomes with a degree of vigour and persistence.” Similarly, it is also defined as a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995).

In psychology, motivation is usually employed to explain people’s behaviours (Rollinson, 2005), for instance, why a person behaves this way or that way? As to this point, three important components of behaviour which are thought to have a profound influence on performance are described as follows: direction, intensity and persistence. Generally speaking, direction of behaviour mainly refers to what a person most desires to do and what their objectives are when doing something. Then, intensity of behaviours equates to how much efforts they would like to make or how hard they are going to try in that direction. Last but not the least, persistence of behaviours refers to people’s abilities to bear difficulties and the extent to which people could keep doing in that direction.

### **2.1.2 Motivation theories**

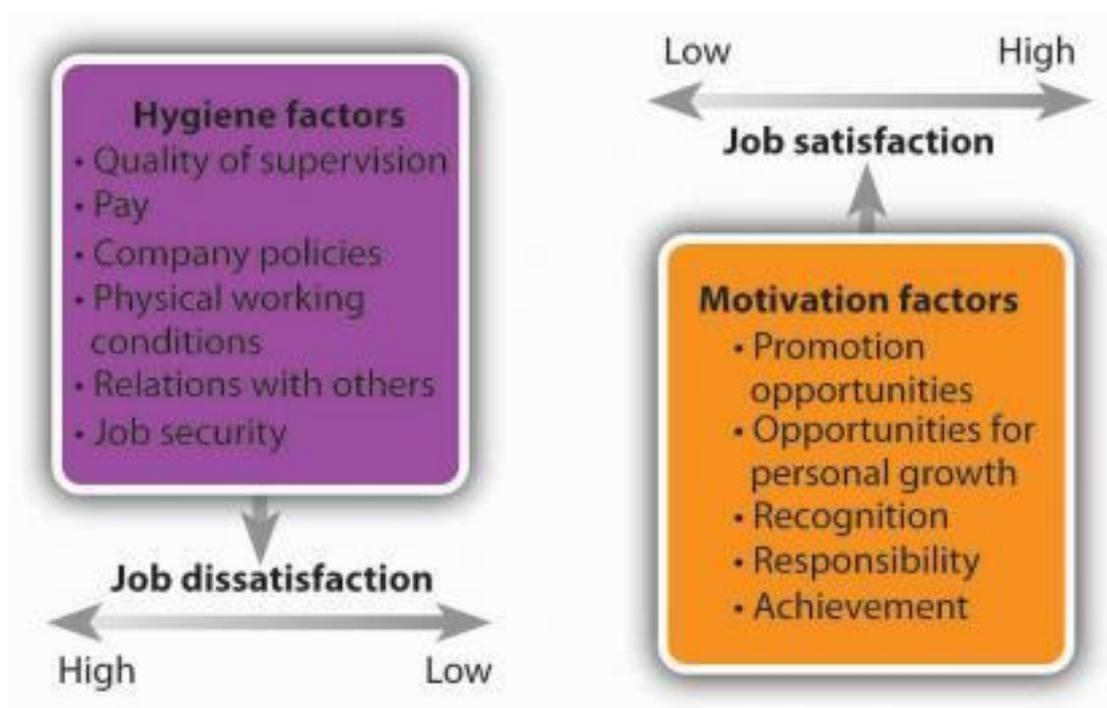
As Rollinson (2005) mentioned, all motivation theories make assumptions about the idea that all people have inner driving forces which prompt them to do certain things. According to him, there are two types of motivation theories: content theories and process theories. Content theories mean that people take into account their needs, wants and desires as the main impetus, such as Herzberg’s two-factor theory and McClelland’s theory of needs etc., while process theories such as Vroom’s Valence-Expectancy (VIE)

Model focus on mental process, in which people get a need translated into a particular pattern of behaviour. In the following pages, the theories of Herzberg and McClelland will be reviewed in greater detail, as they are basic motivation theories and easier to understand, and also other motivation theories will be mentioned.

### 2.1.2.1 Herzberg's two-factor theory

Herzberg and his co-workers (1959) came up with the two-factor theory in which he avoided using the word 'need' and instead, he classified the aspects of work environment into two main groups as shown in the figure below: hygiene factors which are closely related to the features of work environment and motivators which are more associated with work itself. Basically, Herzberg (1959) stated that the close connection between work motivation and job satisfaction. This theory not only takes favourable factors which make people feel satisfied with their work into consideration, but also it takes into account the unfavourable factors which might cause unpleasant feeling for workers.(Rollinson 2005)

Figure 1: Herzberg's two-factor theory



Herzberg's two-factor theory (Collins, 2009)

As is shown from the graph, the hygiene factors include quality of supervision, pay, company policies, physical working conditions, relations with others and job security. All those hygiene factors are features of work environment rather than the work itself. They could result in job dissatisfaction when missing; however they do not necessarily motivate employees if increased. Hygiene factors make sense only when they are lacking. With regard to motivation factors which consist of promotion opportunities, opportunities for personal growth, recognition, responsibility and achievement, these factors are mainly intrinsic in nature and they could motivate employees to a large extent, but they do not necessarily cause dissatisfaction as long as hygiene factors are adequate. As a matter of fact, these two set of factors are not opposite but compatible with each other, and they are thought to be equally important, but play different roles in work places. (Rollinson 2005)

#### ***2.1.2.2 McClelland's theory of needs***

Based on the earlier research by Murray (1938), McClelland (1967) as cited in Rollinson (2005) brought forth that human's motives were derived from three dominant needs: need for achievement, need for affiliation and need for power as explained explicitly below.

The need for achievement (N.Ach.): with this, a person has a strong desire to do a job which is difficult, challenging and demanding and they would be dramatically motivated by the desire to attain the sense of achievement. One of the apparent attributes of this kind is that people pursue success and would like to receive regular as well as positive feedbacks.

The need for affiliation (N.Affil.): It refers to the desire to establish a close and friendly interpersonal relationship with others. People with high N.Affil would prefer cooperation to competition. At the work place, they are eager to be accepted and liked, moreover, they are more likely to observe all rules and regulations.

The need for power (N.Pow.): This characteristic is often reflected in persons who are longing for being a ruler or an administrator. Briefly, there are needs for personal power and social power. In the workplace, high level positions are embodiments of personal power and employees would work harder so as to get a higher position. (Rollinson, 2005)

### **2.1.2.3 Other motivation theories**

In addition to Herzberg and McClelland's theories, there are also other theories, such as Maslow's (Rollinson, 2005) need-hierarchy theory, Vroom's (1964) expectancy theory and Adams' (Berkowitz, 1965) equity theory etc. Maslow stated that employees had five levels of needs: physiological, security, affiliation, esteem, and self-actualisation, and he argued that the lower level of needs had to be satisfied first before high level of needs would motivate employees. Vroom said that employee efforts would lead to performance and performance would lead to reward. Basically, employees would be highly motivated if they wanted more positive rewards and vice versa. According to Adam, people strived for equity between themselves and co-workers.

### **2.1.3 Towards a System Theory Perspective**

System theory (Bertalanffy, 1976) believes that everything can be regarded as a system and each system has some characters of integrality, relativity, grade structure, scheduling, homeostasis, and functionality and so on, of which relativity means there is relationship among a system, elements and environment. System theory method provides a more effective mode of thinking, as it studies the interrelation between a system, elements and environment. Moreover, the famous Marxist philosophy (Sheehan, 1993) elaborated on the dialectic method of internal and external causes. From the system theory point of view, work motivation can also be seen as a system, and the analytical method of system theory requires studying the correlation between work motivation and internal environment (employees themselves) as well as relation between work motivation and external environment in order to explore motivation factors. On the basis of system theory analytical method, it is apparent that there are a lot of factors which affect the working initiatives of employees in a company, and they

are also very complicated, but these influencing factors can be divided into no more than two areas: internal environment and external environment as explicitly explained below. (hr.coatingol, 2008)

### ***2.1.3.1 Internal environment***

Internal environment refers to factors from the employees themselves, and these factors include the employee's own achievement motivation, self-efficacy, self-motivation and so on.

**Achievement motivation:** This is almost similar to McClelland's N.Ach theory (1967) as cited in Rollison (2005). The so-called achievement motivation refers to a people-driven activity in specific areas of society and people strive to be successful or make achievements. Strong achievement motivation is closely associated with the work of high enthusiasm, eager to do things more perfectly, improving work efficiency, and greater success.

**Self-efficacy:** People have their own specific standards which are able to influence their own lives. Belief in self-efficacy determines how people feel and how to behave. Self-efficacy has influence on their ability to work, for instance, people who hold a positive, progressive attitudes towards work would think they have a competent job commitment, which will impulse them to work more efficiently. On the other hand, when the employee self-efficacy is relatively low, they can not think of doing the work, and then he would have a negative work attitude being lack of enthusiasm and so on.

**Self-motivation:** Work will inevitably be encountered with various setbacks and failures. When lower achievement motivation occurs, constantly self-motivation must be used to maintain a strong achievement motivation and a high level of self-efficacy. (hr.coatingol, 2008)

### **2.1.3.2 External environment**

The external environment is about the work atmosphere including supervisors, colleagues, work incentives and job characteristics and so forth.

**Supervisors:** Superiors are the main performance evaluators of subordinates. The communication and interaction between supervisors and employees play a very important part in a company. Good quality of supervision will have positive effects on employees and vice versa. Besides, recognition from supervisors is very important to some employees.

**Members of staff:** This is primarily related to the respect of each other and also the interpersonal communication between co-workers.

**Work incentives:** There is no doubt that the appropriate incentives to improve the work efficiency have a positive effect. Incentives from different dimensions can be divided into incentives and penalties, material and spiritual incentives. Obviously, incentives have a positive effect on work motivation, and penalties could help employees pay attention to their mistakes and correct them in the future. Material incentives refer to promotion, and pay rise etc, while spiritual incentives include praise and vacation etc.

**Job characteristics:** According to Hackman and Oldham's (1977) theory of job characteristics model (JCM), the nature of job itself is an important source of motivation and it focuses on five job characteristics: skill variety, task identity, task significance, autonomy and feedback. In fact, for different levels of achievement motivation and self-efficacy, the meaning of the same job is different. This requires managers to distinguish the work according to staff orientation, and to distribute the work appropriately so that they can effectively arouse the work enthusiasm of employees. (hr.coatingol, 2008)

### **2.1.4 Limitation of motivation theory**

Rollinson (2005) pointed out some criticisms on motivation theories. As to Herzberg's two-factor theory, there are still some worrying criticisms of the theory as well as his

research methodology. For instance, the answers to his research question are all too easily contaminated by respondent self-image, and also the answers may depend on how the question is put. Besides, the idea that quality of supervision does not motivate employees but just results in job dissatisfaction is not totally true. According to an authoritative source, one-third of all employee job changes can be attributed to poor supervision, thus, quality of supervision will largely determine the level of employee performance (Robert, 1974). While, McClelland's claim that adults can be easily retrained to have higher level of N.Ach is debatable and his assertion that needs can be permanently changed by training is far from proven. About Maslow's theory, the order that the needs are imposed by his pyramid is challenged, as social needs are placed on fundamentally than any other needs in some culture. Alderfer (1972) provided simpler explanation of the effects of needs than Maslow's idea by coming up with only three levels: existence, relatedness and growth. Anyway, each motivation theory is more or less criticized and it is not a good idea to just use one theory.

As far as I am concerned, I'd like to analyse the research results from the system theory point of view for the following three main reasons. First of all, it provides a more effective analytical method, by which all elements of different motivation theories could be categorized into internal or external environment factors. For instance, Herzberg and McClelland both mentioned achievement, and this factor will be classified into internal environment factors, that is, achievement motivation. Furthermore, Herzberg's hygiene factor "quality of supervision" would be regarded as external environment factor which might have effect on work motivation. In the second place, it is quite suitable for the analysis of the information obtained from the survey conducted, by which I mean all factors can be easily divided into internal or external factors. Lastly, analytical method of system theory is more dialectic and universal.

## **2.2 National culture**

Tayeb (1998. pp.54) said "cultures are normally different from one another in the degree to which they generally hold certain values and attitudes, and not in the kind of these values and attitude." According to plenty of studies, such as "culture and international

business” (Becker, 2000), cross-cultural issues are among the most central and most persistent factors which influence international business activity. The most significant approach to explaining differences in work values within the international HRM literature are cross-national cultural explanations (Pelled & Hill, 1997; Black, 1994).

The relationship between national culture and work motivation were more or less explored by former researchers. Kelly, Whatley and Worthley (1990) examined the relationship between organizational success and work motivation for its cross-cultural properties in three Asian (Japan, Korea and Taiwan) and three Western countries (United States, Philippines and Mexico). Michael (1997) whose research focused on how cultural differences influenced managers’ behaviors attempted to import western management practices without considering the host country’s culture, but this attempt led to the frequent failure of these practices. Matić (2008) tested work value preferences of Croatians and Americans, and found similarities as well as significant differences between the two groups. Additionally, a survey of business students found evidences that the relationship between national culture and intrinsic work values was mediated by individual self-construal (Peter & Lakmal, 2009). In this paper, effects of national culture on employee motivation in a cross-cultural organization NOKIA in China will be studied.

It is very necessary to understand each national culture before discussing its effects on employees. In the following part, dimension of culture will be represented and the differences of culture characteristics related to work motivation between the East and the West will be discussed as well.

### **2.2.1 Dimension of culture**

Hofstede (2001) stated “Culture is the collective programming of the mind which distinguishes the members of one category of people from another.” Based on his research in a large multi-national corporation IBM, Hofstede developed a 4-D model of culture which provides an effective framework for the measurement and description of culture value. Basically, about 50 countries all over the world have been scored on the cultural scale. The original 4-D model includes these dimensions: power distance, uncertainty avoidance, individualism and masculinity which will be discussed in detail.

### ***2.2.1.1 Power Distance***

In general, power distance illuminates the extent to which subordinates accept the inequality between employees and employers, the extent to which they accept superiors have more power than subordinates, and the extent to which they obey the orders or accept the opinions from their boss (Hofstede, 2001).

Power, as a complex concept, has a firm root in culture, and it is enormously affected by situational factors, as power is distributed unequally in societies. Power inequality is clearly reflected in any superior-subordinate relationships, such as boss-employer, parent-child, and teacher-student and so on. There are also other factors including sex, race, age, nationality, education background and wealth which would exert profound influences on power. In a sense, power is very flexible and unstable, and power would change as the situation where people are is different, for instance a man would be as a boss in a work place, and also a father in a family. (Hofstede, 2001)

In a high power distance culture:

- Subordinates are expected to take the responsibility for things going wrong.
- Subordinates always expect clear guidance from superiors.
- Superiors openly illustrate their rank.
- The relationship between employers and employees is not quite close.
- Hierarchical work environment in workplace.
- Social divisions are accepted.

In a low power distance culture:

- Blame is often shared by superiors and subordinates, or sometimes accepted by superiors because of responsibility.
- Subordinates are assigned important tasks.
- Subordinates are treated with respect and trust by their superiors.

- The relationship between employers and employees could be personal and very close.
- Less nonhierarchical work environment in workplace.
- The society tends to be more equal.

(Hofstede, 2001)

Hofstede's (2001) analysis provided a power distance index value for 50 countries and three regions on the cultural scale, such as China (80), Japan (54), Malaysia (104), United States (40), Canada (39), Finland (33) and Germany (35) etc. And the average score on power distance is 79 for the East countries (China, Japan, Malaysia) involved in this paper, while it is 33 for the West (USA, UK, Canada, Finland, Germany, Denmark). It is evident that there are relatively higher scores for the East countries than that of the West countries.

#### ***2.2.1.2 Uncertainty avoidance***

Cultures are discrepant in the way which they can tolerate ambiguity and the means they use to copy with it. Hoecklin L. (1995) states: "uncertainty avoidance is the lack of tolerance for ambiguity and the need for formal rules."

In a high uncertainty avoidance culture, people try to avoid uncertainty and ambiguity, seek for consensus and believe in absolute truths. Additionally, they are also characterized by a higher level of anxiety and stress and there is a strong need for written rules, planning, regulations, rituals, and ceremonies which add structure to life. On the contrary, for the low uncertainty avoidance culture, it is easier to accept the uncertainty inherent and take risks in life and they are less tense and more relaxed. (Hofstede, 2001)

The average score on uncertainty avoidance is 56 for the East countries involved and 46 for the West. Generally, there is high uncertainty avoidance in most East countries, such as Japan (92) and China (40), where people do not like change and keep working hard at one work place. Furthermore, employees would like to work in groups because of lower

risk. While in most West countries, such as USA (46) and Denmark (23), there is lower uncertainty avoidance compared with the East. Under these circumstances, it is not unusual for people to change jobs and they like challenges. Moreover, people with low uncertainty avoidance are more independent than those with high uncertainty avoidance. (Hofstede, 2001)

### ***2.2.1.3 Individualism & Collectivism***

Tayeb (1998, pp.57) said in his book “The Management of a Multicultural Workforce” that individualism and collectivism refer to the relationships between individuals and the group or groups which they belong to and the extent to which a society attach importance to personal autonomy, independence as well as privacy.

In an individualist culture, individuals put more emphasis on their own interests rather than the groups which they belong to and loyalty also comes first to themselves rather than the group. Besides, they pay more attention to personal autonomy and want to be independent. The in-group to which individuals are emotionally close is not large and it just includes immediate family, such as spouses or children or parents. Nevertheless, in a collectivist culture, the situation is quite opposite. In this case, individuals put group’s interest over theirs and they are more loyal to their groups. Additionally, they do not value self-independence as much as individualist people do. Their in-group is relatively larger. Except for closest family, good friends, close relatives or co-workers are also included. People in collectivism culture are thought to be more humane to others than those in individualism culture to some extent. (Hofstede, 2001)

In China (20), Japan (46) and Malaysia (26), people values collectivism, instead of individualism in Western nations (Chang Jiguan, 2008). The United States (91), United Kingdom (89) and Finland (63) are good examples of individualistic societies. The average score on individualism is 31 for the East countries involved and 77 for the West. Thus individualism is more important to the West than the East. (Hofstede, 2001)

#### **2.2.1.4 Masculinity & Femininity**

Masculinity refers to a society where there is a distinct difference between roles of men and women and masculine traits include assertiveness, materialism or material success, self-centeredness, power, strength, and individual achievements, whereas femininity refers to a society where gender roles somehow overlap and they both ought to be modest, tender and concerned with the quality of life (Hofstede, 2001). In work places, people in masculine culture are ambitious and they have a high desire of achievement. However people in feminine culture consider work just as a way of living and they strive for consensus and develop sympathy for people who are in trouble or danger.

On the whole, there are higher masculine scores for the East countries than West countries, for instance, China has a masculine culture with a 66 on the scale of Hofstede (2001), while it is just 26 for Finland. Besides, the average score on this dimension is 70 for the East countries involved and 48 for the West.

### **2.3 Hypotheses**

Hypotheses are made in terms of the particular independent and dependent variables that are going to be used. In this paper, the independent variables are cultural background, and the dependent variables are attitudes towards the internal as well as the external environment which is thought to be the important factor of employee motivation in an organisation. Based on the literature review, the following hypotheses are made and will be tested in the results part of this paper.

- 1) The relation or respect from colleagues or employers is more important in Eastern cultures due to higher power distance.
- 2) Responsibility matters more to the Eastern culture because of high power distance culture, in which subordinates are expected to take the responsibility for things going wrong.

- 3) Recognition is more important in Eastern culture because of high power distance culture, in which subordinates always expect clear guidance from superiors.
- 4) Work environment is more important in Western culture because of low power distance, in which employees value relaxation and positive attitudes because of less hierarchical environment in workplace.
- 5) Job security is more important in Eastern cultures because of relatively higher uncertainty avoidance.
- 6) Team spirit is more important in Eastern cultures as a result of higher uncertainty avoidance, in which employees would like to work in groups to avoid as well as share high risk.
- 7) Personal growth or promotion opportunities are more important in Western cultures because they value individualism more than the East do.
- 8) Achievement is more important in Eastern cultures because of higher masculine score on the cultural scale.
- 9) Salary is more important in Eastern cultures with masculinity, as they value materialism and material successes more than the West do.
- 10) In my views, the impact of job characteristics as a whole on work motivation for Eastern culture is similar to that of the Western culture, as people are more or less influenced by different job characteristics.

### 3 METHODS AND DATA

As we know, conducting primary research is a useful skill to acquire as it can greatly supplement your research in secondary sources, such as journals, magazines, Internet or books (Eldon, 2008). The purpose of this research is to explore the most important motivation factors and also analyze the effects of cultural differences on motivation factors in question. From the human resource management point of view, an organization should apply appropriate motivation factors to convince the employees to cooperate effectively and improve their job attitude during the globalization, especially during the economy downturn period.

The research design for this study employs a descriptive survey method. In other words, quantitative research method is used. Quantitative research method is used to gather quantitative data, and statistics are good ways of presenting the results (Saunders, 2007). Generally, the investigation is mainly conducted by questionnaire to collect the data, and then employs descriptive statistics so as to study the relations between the most suitable motivation factors and job attitudes, and chi-square test to study the effects of cultural differences on motivation factors. The subjects for this study were drawn from employees of Nokia branches in China. The designed sample size includes all 250 employees of the target population. Actually, 224 employees participated in the survey with a participation rate of around 90%.

From a review of literature, a survey questionnaire was developed to collect data for the study. Data was collected through use of a written questionnaire hand-delivered or emailed to participants. Basically, the questionnaire asked participants basic information on themselves and something related to work, and then about their attitudes towards factors that motivated them in doing their work. In addition, two structured interviews were conducted by phone and email trying to get professional ideas. The reason why unstructured interviews were not employed was that unstructured interviews involved non-standard questions, which was not suitable to obtain participants' responses to the same motivation factors, for example.

### **3.1 Case study: Nokia in China**

Due to tremendous change in the business world nowadays, many multinational corporations are trying to make their every effort to be successful in this changeable era. With the world trend of globalization as well as the view of “Going hand in hand and creating a magnificent future” Nokia and local partners in China, such as Nokia Investment Co. are carrying out a long-term development plan and will devote to becoming the best partners. From the 1950s, Nokia had established the trade relations with China. In 1985, Nokia had opened the first office in Beijing, starting the initial development phase in China; In the mid-90's, through establishing the joint venture in China, Nokia implemented the localization production, and gradually aimed to develop it as Nokia's major production base in the World; Entering on the new century, Nokia is participating deeply in the development of Chinese information industries and further makes China as their research and development centre with talented people by strengthening close cooperation with China in the field of the newest communication technology. (Nokia, 2009)

It was year 2006 when Nokia experienced a significant success in China. The annual sales and total export amount of Nokia was over 10 billion euros, of which the net sales was over 5.3 billion euros and the export amount came to 4.8 billion euros. It is undeniable that China continues to become the Nokia's biggest market in the whole world. As one of China's biggest export enterprises in mobile communications industry, the total export amount of Nokia in China was over 18.2 billion euros in the past seven years. (Nokia, 2009)

In the process of exploration, innovation and global cooperation with connection to Chinese characteristic, Nokia's brand strength will be promoted continuously, and it has attracted plenty of talented persons as a result of the outstanding employer's status. Nokia has developed from representative offices with only several persons twenty years ago into a multinational corporation with many R&D institutions and production base, having staff over 12000 people (includes staff in the Nokia Siemens Networks Company China area) Nokia has made a great contribution to China's development. (Nokia, 2009)

### **3.1.1 Sampling- Nokia People's Republic of China (P.R.C.)**

As I mentioned before, the research is primarily conducted by sending the questionnaire to the employees working for Nokia and living in China, including Nokia Guangzhou P.R.C., Nokia Shenzhen P.R.C., Nokia Hangzhou P.R.C., Nokia Shanghai P.R.C., Nokia Fuzhou P.R.C., Nokia Kunming P.R.C., Nokia Beijing P.R.C. as well as Nokia (China) Investment Co. A total of 250 questionnaires had been sent to the employees working in the above mentioned branches by mails and in person as well. However, 224 of which is successfully answered and 26 are still missing, and therefore the response rate is approximately 90%.

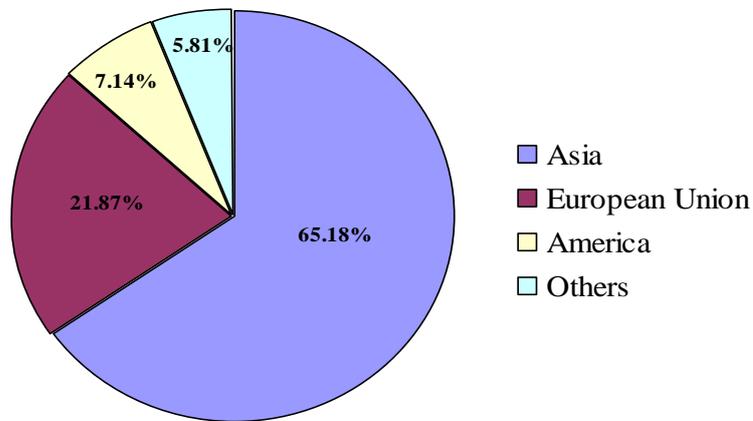
With regard to the age of the respondents, of the total number of respondents, the youngest one is 18 years old, while the oldest one is 55 years old. The most majority of the respondents are from 20 to 40 years old. Generally, their salaries mainly range from 4000 (RMB) to 10000(RMB).

The nationalities of respondents are from countries all over the world, including Chinese, Japanese, Malaysian, American, Canadian, British, Finnish, German, and Denmark, but they all lived and worked in China when this research was conducted.

Statistics from the research show below that out of the 224 respondents, 65.18 percent of them came from Asia (China, Japan, Malaysia), 21.87 percent from European Union (Finland, Germany, Denmark), 7.14 percent from America, 5.81 percent from other part of the West world, such as Canada and United Kingdom.

Figure 2: The nationality of respondents

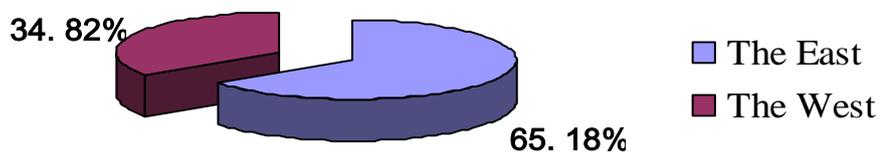
The nationality of respondents



In order to better understand the cultural effects on motivation factors, in the following analysis, the total respondents will be divided into two main groups: the West and the East. According to these completed questionnaires. A large proportion of the respondents are from the East (65%) including China (60.7%), Japan (3%) and Malaysia (1%), whereas all the other 34.8% belong to the West including America, Canada, Britain, Finland, Germany, and Denmark.

Figure 3: The distribution of respondents

The distribution of respondents



## **4 RESULTS AND ANALYSIS**

As I mentioned earlier, from a system theory point of view, there are two sorts of elements which have a profound effect on work motivation. One is internal environment which is from employee themselves, and the other is external environment that is closely related to work atmosphere. Based on the survey conducted, I roughly classify all the investigated factors which may affect work motivation into these two categories. The internal environment includes achievement and responsibility, while all other factors are regarded as external environment including promotion, personal growth, recognition, salary, physical work environment, job security and relation with others etc.

In this chapter, the descriptive statistics is employed to visually present employees' attitudes towards these two kinds of factors, and then chi-square test is used for further analysis to see the cultural effects on work motivation factors. For the latter part of the chapter, the interview results will be roughly illuminated.

### **4.1 Descriptive statistics**

The preliminary descriptive analysis will first provide an overview of all data, such as frequency distribution mainly by statistical graphs in order to do further test. Moreover, attitudes towards the internal as well as external environment factors between the East and the West will be also represented respectively.

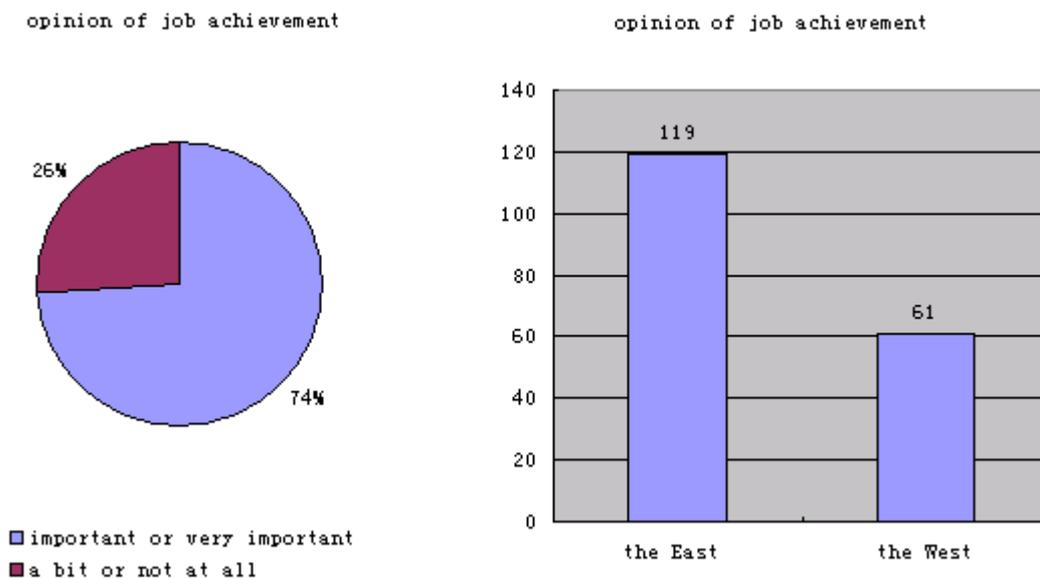
#### **4.1.1 Attitudes towards internal environment factors**

##### *Job achievement*

The most effective motivator is from people's heart, and the desire of achievement is an inherent nature of human (Jingliren, 2008). Sense of achievement, as is explained in the Chinese dictionary (Benshebian, 2005), is the feelings of success as well as happiness which people obtain when they have done something or when they are doing something. Just as the name implies, job achievement refers to the feeling of success which people

get from their work. For every individual, it is also a significant embodiment of social value. With the research done, it is evident that motivation has a lot to do with work achievement, just as the close connection between work motivation and job satisfaction which Herzberg (1959) mentioned. As is known from the graph below, out of 224 respondents, 180 (74%) think work achievement is important or very important to motivation and would affect work enthusiasm. The East employees account for 119, which equal to 81.5% of total East participants, while the West employees occupy 61, which is 78.2% of total West participants. Therefore, there is a slight difference between the East and the West and there are a few more East respondents who agree with this point. But, they both consider that achievement is an important factor of work motivation. In my views, that is because people all pursue achievement to make their life more meaningful, and it may be more important to the East with a relatively higher masculine score on Hofstede's cultural scale.

*Figure 4: Opinion of job achievement*



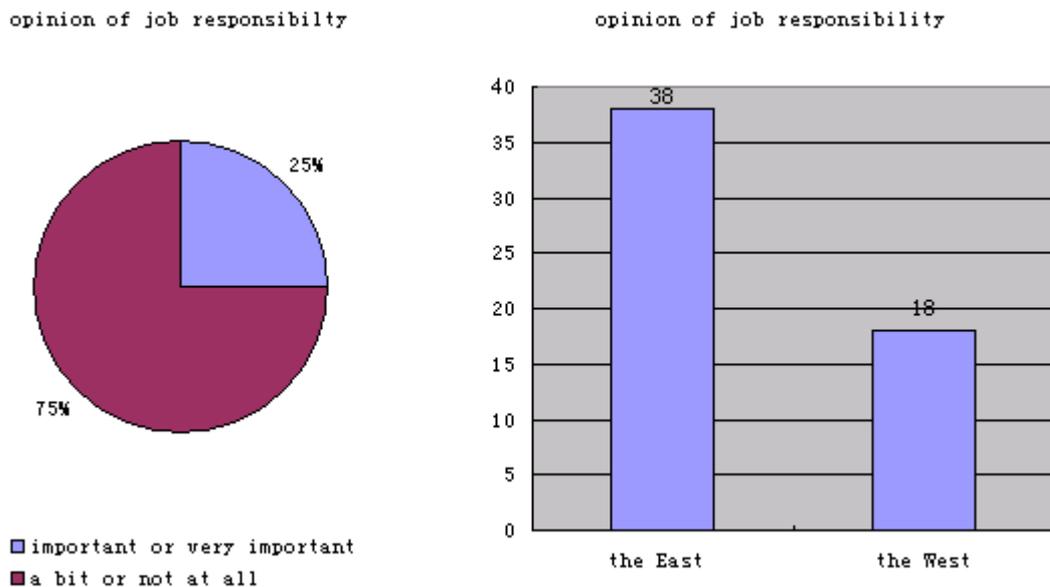
### ***Job responsibility***

What are really supposed to be given to employees are the responsibility for achieving something and the authority to do it their own ways. This empowerment unleashes tremendous energy and motivation. In this way, employees may feel they are useful and trusted. Therefore, they will bend over backwards to do it better. (Bruce & Pepitone,

1999) As is thought, the new responsibility and empowerment to operate at a higher level would contribute to motivation and capacity to perform better to a very large extent. Moreover, in the long turn, it may develop loyalty of employees to the organisation. In brief, employees are motivated by growth as well as extra responsibility, while at the same time the organisation benefits from having its employees focus on higher strategic aims and activities.

As discussed earlier, responsibility is one of the crucial motivation factors. There are 25%, which equals to 56, of total respondents who had approved of this point, of which there are about 26% (38) of East participants and around 23% (18) of West participants as shown in the graph below. Still, regarding this factor, there are a few more East supporters. I think it makes sense. As mentioned in the literature part, generally East people have higher power distance and they are expected to take all responsibilities for mistakes. Therefore, they take responsibilities more seriously in workplace than the West do.

Figure 5: Opinion of job responsibility



#### **4.1.2 Attitudes towards external environment factors**

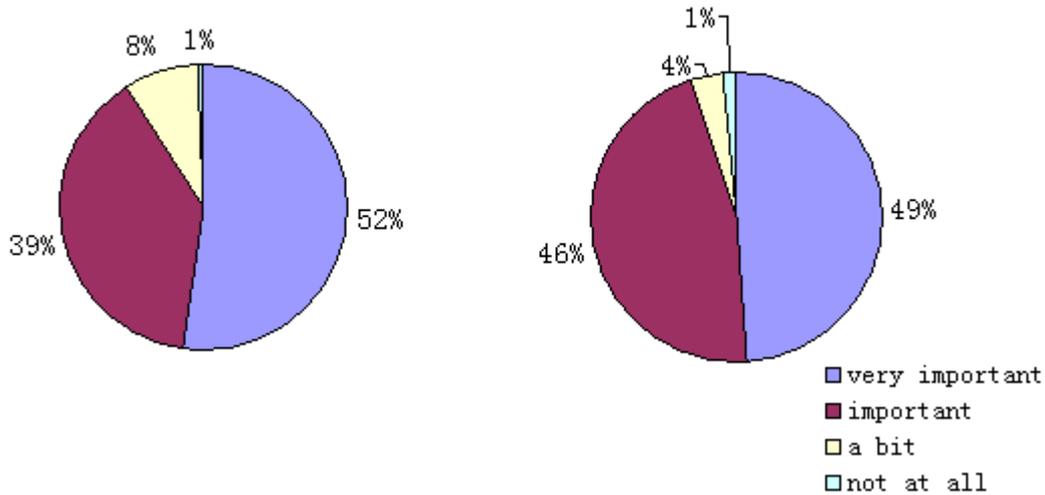
##### ***Work environment***

Generally speaking, work environment consists of three main parts: natural environment, operating environment or working environment and team environment. First of all, natural environment refers to the geographical conditions under which you work, including geographical position and air condition etc. Secondly, operating environment is the man-made environment related to certain work, involving facilities, equipments, tools, surrounding manufacturing divisions and so on. Lastly, team environment is the work atmosphere formed by the working team where you work, comprised of team communication and team skills. (Wen Da, 2009)

As we know, a good work environment not only plays a significantly greater role in the development of a company but also it has an effect on employees' performances. It refers to safety, relaxation, positive attitude, good facilities, and competent employers and so on which will encourage people to work hard and continuously tap their potential energy, thus making for self- promotion as well as company development. Through the practical research, it also proved the importance of work environment. As we can see from the bar chart below, for both the East (91%) and the West (95%) participants, there are more than 90% of total participants who believe that a good work environment is important, while just few of them think it is not so important or not at all. From my point of view, the reason why there are more West supporters for work environment is that in Western culture with lower power distance people care more about pleasant environment than the East do.

*Figure 6: Opinion of work environment*

opinion of work environment (The East)    opinion of work environment (The West)



### ***Team spirit***

Team spirit is a comprehensive team development program and is essential to performance and success, said Heermann (1997). A good team will not only do good to self-development, but also increase work efficiency as well. Even though most of the East and the West respondents value the importance of work environment, there is still obvious difference of attitudes towards team spirit between the East and the West. It seems from the survey that the West value team spirit more than the East do. To be more specific, about 65% West participants agree team spirit is very important in work places, while just around 44% East participants indicate the importance of team spirit as shown in the graph below. It is surprising that this research results are not consistent with Hofstede's culture theory. According to him, in the East culture with relatively higher uncertainty avoidance, people are more willing to work in groups in order to lower the risk; therefore, they should value team spirit more than the West do. I think this difference between the East and the West may happen by chance and it will be tested further by Chi-square test.

Figure 7: Opinion of team spirit  
opinion of team spirit



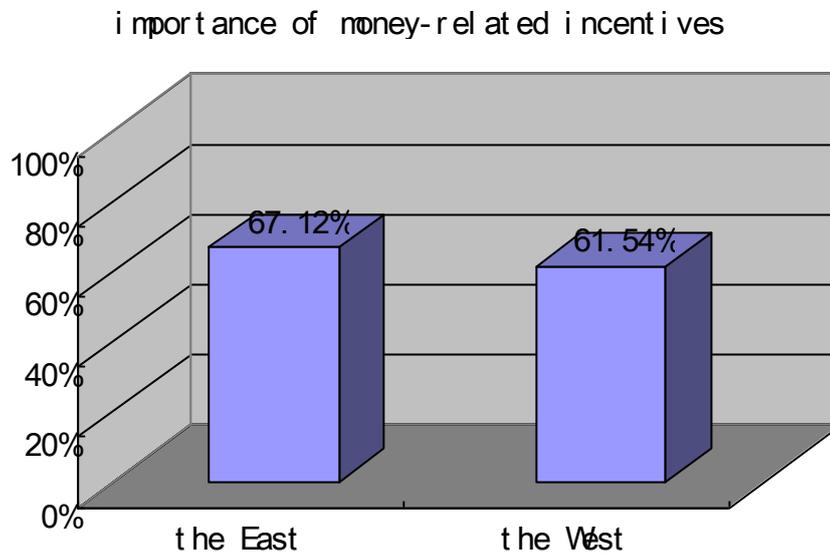
### ***Money related incentives***

When talking about motivation factors, it is quite natural that people think of a high salary. This is correct to some extent, because some employees will be motivated by money. However, according to Maslow's Needs Theory, it is not correct to a lasting extent, as having satisfied with the physiological needs, people also have a desire of security needs, affiliation needs and esteem needs which can not be satisfied by money. (Rollinson, 2005). But anyway, money is still a useful stimulus for people to work harder and it has been playing a very important role in job-seeking to some extent. For companies, offering good salary is usually a good way of encouraging employees. In addition, giving an extra bonus for the outstanding work by the employees is also a good example of utilising money to recognise worker's good job.

As a matter of fact, it is found through the research that a total of 65% of all employees involved take money as one of the most important considerations, of which there are about 67% of the East employees and nearly 62% of the West. The results demonstrate the East employees care money-related incentives more than the West. It is reasonable, because in Eastern culture with higher masculinity, people care more about material success. Besides, most of the East countries are developing countries, where the GDP

per capital as well as the level of social development are relatively lower than the most of the West countries (developed countries).

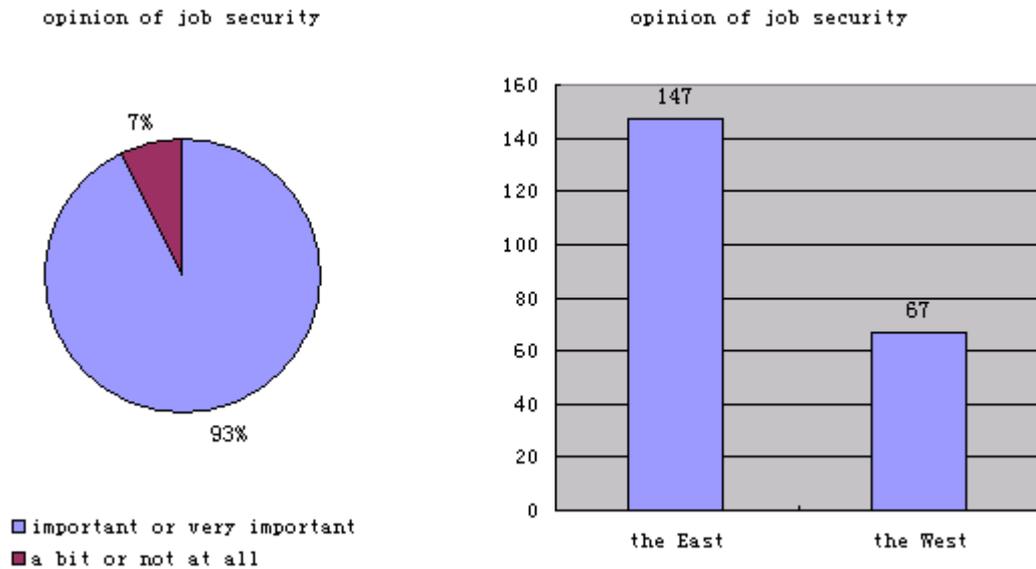
*Figure 8: Importance of money-related incentives*



### ***Job security***

Security of employment is a vital matter to employees. A job represents self-esteem, respectability, and a place in society, not just a source of income. Economic and technological change brings inevitable alterations in the pattern of employment (Bourn, 1980). A job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed and vice versa. Some people who work hard just want to keep their job, especially when the global economy were experiencing a slow down. That is because job security has a lot to do with the economic situation. It is surprisingly from the research that nearly 93% of total participants show the importance of the job security, which could be explained by the economic recession. Specifically, there are about 96.5% of East respondents and approximately 85.8% of West respondents. Still, more East employees are affected by job security. As far as I am concerned, in the East culture with higher uncertainty avoidance, people do not want so much change in their life, and they would rather keep working hard at one work place, especially during the economic recession. In addition, these percentages should be lower if the economic situation is getting better.

Figure 9: Opinion of job security



### *Relation with co-workers and superiors*

Working with foreigners is one of the reflections of relation with others. It is true that working in a cross-cultural organisation means, in other words, working with foreigners. As we know, everything has two sides, that is, advantages and disadvantages. Is it a good idea to work with foreigners? There is no unique answer to this question because of the difference of every single human. However, pros and cons on this subject can be added up from the practices. Based on the survey conducted, here are some useful tips and warnings drawn from the experiences of those participants who have worked for foreign multinational company Nokia in China.

#### *Advantages:*

- Challenging
- Learn more about foreign culture
- Learn more about cultural differences
- Make foreign friends
- Improve English

- Improve integration capability

*Disadvantages:*

- Cultural collision
- Discrimination
- Stressful
- Competitive work
- Complicated interpersonal relationship

Both the East and the West respondents have mentioned the above merits and demerits of working with foreigners, except “improving English” is great advantage to the East employees. Even though there are some demerits, the young people in modern society are still trying so hard in order to get a job in foreign companies. From this, it can be clearly seen that its advantages far outweigh its disadvantages. Hence, going after profits and avoiding disadvantages is what people are supposed to do. And this is also reflected by the figures of people who like working with foreigners in the survey, with the proportion of almost 89% (89.7% of the East, 88.4% of the West) of total participants.

Another important relationship in workplace is between employees and boss. When asking “what are the frustrating elements in workplace” in the survey, there are about 30% participants stating the element of “not respected by their superior”. In addition, about 41% participants regarded respect from colleagues or boss as an important factor which would affect their work initiatives, of which there are more East participants (49.3%) than the West (25.6%). This could be explained by the higher power distance of the East culture, where the superior-subordinate relationship is not so close and equal than the West do. Therefore, employees in the East culture care more about the respect from their employer and also consider respect as another incentive to some extent.

### ***Job recognition and trust***

Employees always want to receive the recognition of their work which they think they deserve. Praise is a very common ways of recognising subordinates' work. According to Pygmalion Effect, alias Rosenthal Effect, if a boss often indicates through words and deeds that you are very good and you can do very well, and then the employees may feel that they are really competent for the work and develop their potential energy and ability, thereby motivating them to accomplish the task excellently. However, if a boss states that the employees are not good and do not trust their abilities, then the employees may really think they are incompetent, which would affect the work initiatives severely. On the face of it, expectations have a great impact on human behaviours. More specifically, a positive expectation prompts people to change for the better, whereas a negative expectation influences people to change for the worse. In the science of business management, Pygmalion Effect also implies giving strong confidence and high expectation to employees is one of the most important qualities of a brilliant manager. (Liu Shuying, 2005) Additionally, if employees are trusted by the boss that they can do it well, they will trust their boss as well. Watson Wyatt, the global consulting firm, found a relationship between trust and profitability. It demonstrated that if the employees trusted their employer, companies produced returns 42% higher than those where distrust was the norm. (Phaneuf, 2006)

From the research, there are about 81% (82.8% of the East, 78.2% of the West) participants who agree that recognition of work could improve their loyalty and commitment. Besides, there are 120 which are equal to around 54% of participants who show work recognition is one of the very important motivation factors, among which there are about 58.2% of the East and around 44.8% of the West. As to the frustration elements in workplace, it is worth mentioning that the largest percentage with nearly 66% (67.8% of the East, 62.8% of the West) is given to the element "work not recognised". It is clear that the importance of recognition can not be disregarded, especially for the East employees. I think it has much to do with their higher power distance culture background in the East. Since the relationship between employees and employer is not so equal, recognition from employer could be a good encouragement.

### ***Promotion and personal growth***

Regarding promotion, it is easy for people to think of the 4P of marketing which is one tool for company to market their new products. However, speaking of promotion in the workplace, it refers to employees obtaining a higher position as a result of good job done or as praise. Employees would work hard for a promotion, and promotion motivate employees in turn. Furthermore, the opportunity for personal growth is one of the keys to maximizing the employee motivation. Personal growth, as a motivator, will change the way people think about their work. People may feel more capable about themselves and more meaningful about their work. (Bruce & Pepitone, 1999)

Obviously, both promotion and opportunity for personal growth are conducive to self development. Nowadays, for the majority of people, they work not only for money, but more for achievement and self development and so on. In the survey conducted participants who did not agree money was the most important motivation factor talked about their concerns, such as opportunities for promotion and personal growth etc. According to the statistics, the chances for personal growth, has gained the largest percentage with about 92% (93.1% of the East, 91% of the West). And the second largest has been given to the promotion prospect with a percentage of nearly 82% (81.5% of the East, 83.3% of the West). It seems that the East respondents value personal growth a little more than the West respondents, while promotion prospect is a little more important to the West. Anyway, these two factors are standing out as the most important motivation factors as a whole.

### ***Work itself***

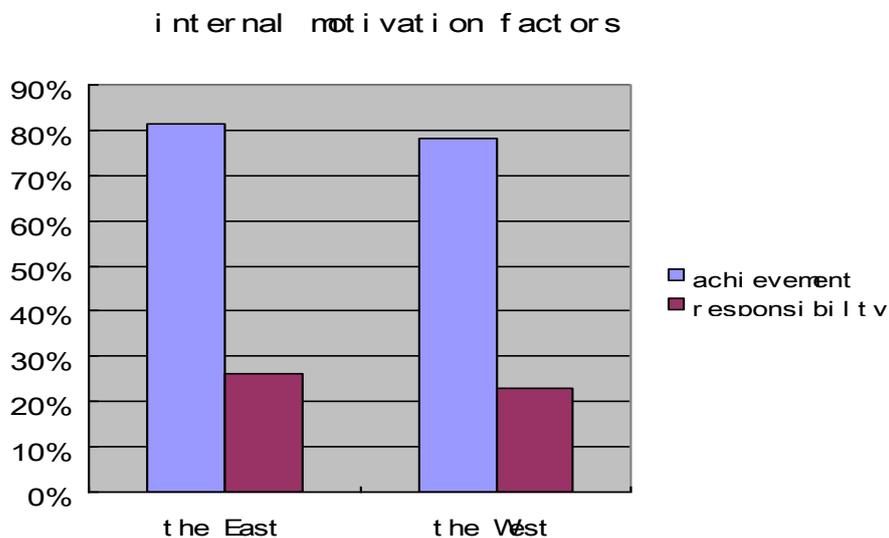
Apart from the motivation factors mentioned above, there are also other elements about which employees are concerned and those mainly refer to the nature of work. As mentioned in theory part, Hackman and Oldham's (1977) stated that job characteristics have a lot to do with motivation. In reality, plenty of people care about whether the job is interesting, promising, challenging or meaningful. But job characteristics as a whole are going to be discussed. From the research, there are about 13% of total respondents, of which there are 13.6% of the East and 11.5% of the West, who thought these job

characteristics would affect their work enthusiasm to a large extent. Basically, there is not so much difference between the East and the West. I think this factor is not affected by culture differences, as people would be more or less influenced by different job characteristics.

#### 4.1.3 Most important motivation factors for the East and the West

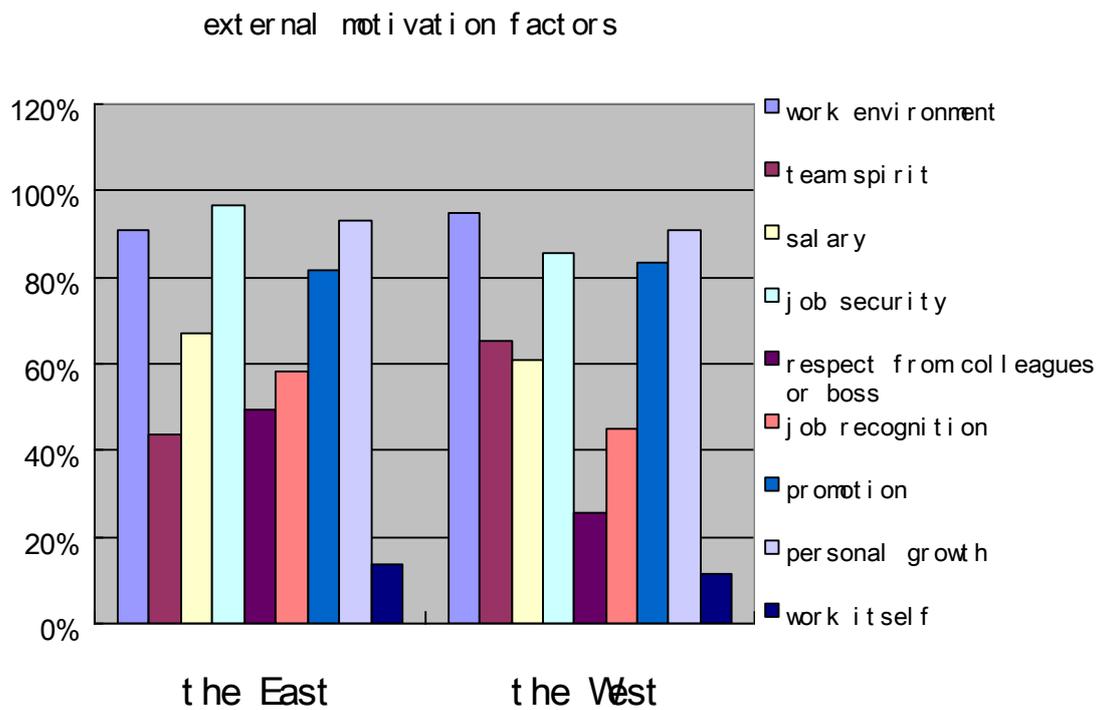
According to the descriptive analysis, the most important factors for the East and the West are becoming obvious. Generally speaking, for the East, the most important motivation factors in the order of decreasing importance are job security, personal growth, work environment, achievement, promotion, salary, etc. while for the West, the order is work environment, personal growth, job security, promotion, achievement, team spirit etc as shown in the two graphs below. Apparently, these two graphs perfectly help answer the research questions regarding important motivation factors.

Figure 10: Internal motivation factors



With respect to internal environment factors: job achievement and responsibility, this graph illustrates that the East value job achievement as well as responsibility a bit more than the West do, however, the differences is not so big.

Figure 11: External motivation factors



Regarding external environment factors, job security, respect from colleagues or boss and job recognition are far more important to the East than the West, while team spirit is far more important to the West than the East. In addition, there are not big differences between the East and the West concerning salary, promotion, personal growth and work itself.

## 4.2 Chi-Square Test

Based on the results of descriptive analysis, generally, the major motivation factors in the decreasing order of importance are job security, personal growth, work environment, promotion, achievement, salary, recognition, and respect from colleagues or boss, responsibility and work itself. As mentioned earlier, all respondents are mainly divided into two groups in order to investigate the cultural effects on these motivation factors. Hence, in this chapter, Chi-square test is conducted separately for the internal environment factors and external environment factors; moreover, the hypothesis testing is carried out to see whether the differences between the attitudes of the East and the West towards these motivation factors are caused by chance or not.

The independent variable of the test is from the demographic information of total participants, such as the East and the West, while the attitudes towards the internal and external motivation factors are considered as the dependent variables in this case. All variables are denoted by number 0 or 1 in the SPSS so that the chi-square test could be conducted properly. For instance, the East respondents are denoted by number code 0, whereas the West respondents are denoted by number code 1. Regarding the respondents' attitudes towards motivation factors, number 0 is used to symbolize "important or very important" (much or very much) and number 1 is employed to stand for "not very important or not important at all" (a bit or not at all) as described or implied in questionnaire which is in the appendices in the end.

The results of SPSS represent both cross tabulation and chi-square test for each factor discussed. The cross tabulation displays the joint distribution of two or more variables and each cell shows the number of respondents (or the percentage) that gave a specific combination of responses. In the  $\chi^2$  (chi-square) test of independence, the question of interest is: are the two variables related or not related? And the test can be used for the nominal or ordinal levels of measurement. (Borisov, 2007) More specifically, in this paper, the question is: are the cultural background of participants and their attitudes towards motivation factors related? In the following pages, results of the test will be demonstrated.

#### **4.2.1 Chi-square Test: Attitudes towards internal environment factors between the East and the West**

First of all, the attitudes towards the internal environment factors including job achievement and responsibility are analysed. The emphasis of this analysis is put on whether there are obvious differences between the attitudes of the East and the West. The results of cross tabs as well as Chi-square test obtained by SPSS are set up in the appendices at the end.

From the tables under the title of chi-square test for the internal environment factors in the appendix number 1, they represent the results of the separate cross tabulation together with chi-square test analysis for job achievement and responsibility. According to this analysis, it can be seen that there are not great differences of attitudes towards job achievement ( $P=0.553$ ), and job responsibility ( $P=0.068$ ) between the East and the West, since both p values are bigger than 0.05, which means there is a big risk that the differences are caused by chance. In other words, cultural background and attitudes towards job achievement and job responsibility are not related. No matter the respondents belong to the East or the West; it seems that job achievement and job responsibility are important to both of them. Consequently, the hypotheses number 2 and 8 which are put forward earlier concerning job responsibility and achievement are rejected accordingly. In my views, as an individual, pursuing achievement and taking responsibility are two crucial ways of realizing social values and this is why they are almost equally important to both the East and the West.

#### **4.2.2 Chi-square Test: Attitudes towards external environment factors between the East and the West**

In this part, the attitudes towards external environment factors including work environment, salary, job security, respect from colleagues or boss, recognition, promotion, personal growth and work itself are analyzed. Again, the focus of this analysis is put on whether there are obvious differences between the attitudes of the East

and the West. Through SPSS, the results have been obtained as described in the appendices.

As is shown from the tables under the title of chi-square test for the external environment factors in the appendix number 2, it is clear that there is no apparent difference of attitudes towards salary ( $P=0.403$ ) and work environment ( $P=0.309$ ) between the East and the West, which means the slight differences between the East and the West are more likely to happen by chance, and the cultural background does not affect their attitudes towards work environment and salary so much. The similar outcome goes to promotion ( $P=0.734$ ), personal growth ( $P=0.567$ ) and work itself ( $P=0.646$ ), as the p values are far higher than 0.05.

However, regarding job security ( $p=0.003$ ), respect from colleagues or boss ( $P=0.001$ ), job recognition ( $p=0.012$ ) as well as team spirit (0.002), the differences are evident from the analysis, which indicates that there is a small risk that they happened by chance, and there is a relationship between the cultural background and the attitudes towards job security, respect from colleagues or boss, job recognition and team spirit. More specifically, percentage of frequency in cross tabulation shows that the East (96.5%) values job security more than the West (85.8%), and also the East cares more about respect from others than the West by around 23%. As to job recognition, it also reflects that there are more East respondents (62%) who think recognition is important than the West (37%). However, regarding team spirit, there are more West supporters than that of the East. In my opinion, due to the relatively higher uncertainty avoidance in East culture, employees do not like changes so much, thus they value job security more than the West employees who get used to changes in their life. Moreover, with the relatively higher power distance in the East culture, people care respect from their colleagues or boss more and work recognition from employers is a great incentive for them as well. But from the research people in Eastern culture with higher uncertainty avoidance did not show that they valued team spirit more than the West even though they would like to work in groups.

Generally speaking, it can be concluded that the attitudes towards salary, work environment, promotion, personal growth and work itself are not significantly affected

by cultural differences, while participants' attitudes towards job security, respect from colleges or boss, job recognition and team spirit differ greatly between the East and the West. Therefore, the hypotheses number 1, 3, 5, 10 relating to respect, recognition, job security and work itself respectively are accepted, whereas the hypotheses number 4, 6, 7 and 9 concerning work environment, team spirit, personal growth or promotion and salary are rejected. It is worth mentioning that the results are obtained primarily on the basis of two premises: the hypotheses are made mainly based on Hofstede's culture theory and the research data for the East and the West are not totally equal. Anyway, these results are sufficient to answer the research questions concerning the cultural effects on the East and the West in this paper.

### **4.3 Interviews**

In addition to the questionnaires, some expert opinions were gained through two interviews: one is a phone interview from a German general manager assistant, and the other is an email interview from a Chinese manager. It was conducted by asking a few related questions, like "what do you think of the importance of motivation in a cross-cultural organisation?" and so forth. The following opinions are the main points obtained from the interviewees.

#### ***Phone interview***

- There is no simple and standard way of arousing the employees' working enthusiasm as a result of workforce diversity as well as cultural differences.
- Job security is standing out as an important motivation factors to keep the job during the economy recession.
- Recognition of work, job satisfaction and money are still considered as the main elements which influence the workers' initiatives

### *Email interview*

- Motivation has become a very important as well as challenging part in human resource management with the world economic integration.
- Promotion, recognition, salary and holiday still play a significant role in work motivation.
- Cultural difference is not as a big problem to motivate employees as it did before due to the development of global economy and world integration.
- In the future, the combination of material reward and spiritual encouragement would be the central part of work motivation. Additionally, policies related to family issues would work. This is also a good application of combination of internal and external motivation factors.

Even though these interview results are individual opinions, they are basically in accordance with the results by questionnaire. As superiors, they realize job security is extraordinarily significant to employees during economic recession, and they support the importance of job recognition, promotion and salary to work motivation. However, there are still some other important factors, such as work environment, job achievement and personal growth etc. which should be paid attention to by the interviewees.

## 5 RESULTS CONCLUDED

Based on the research conducted by analysing the differences between the East and the West, the research questions about motivation factor and cultural influences are successfully answered. On the whole, a run-through of the major findings of this study is as follows:

- 1) Regarding the most important motivation factors, both the East and the West agree that personal growth, work environment, job security, promotion, achievement, salary, recognition are more important than respect from colleges or boss, responsibility and work itself. However, for the East, job security and personal growth come to be the first two, which work environment and personal growth are for the West.
- 2) There seems to be no big difference between the attitudes towards salary, work environment, achievement, responsibility, promotion, personal growth and work itself between the East and the West.
- 3) It is shown that the East employees value respect from colleges or boss more than the West. In other words, most of the East countries with relatively higher power distance consider respect from boss as an incentive for working. Moreover, they are more likely to cherish friendship between co-workers than the West because of collectivism. Therefore, the respect from their colleagues matters to them as well.
- 4) Both the East and the West value job security more than ever during the economic downturn period. But more specifically, the East employees with high uncertainty avoidance consider job security more important than the West with relatively lower uncertainty avoidance.
- 5) It implies that there is difference of attitudes towards work recognition. It seems recognition is more significant to the East than the West as a result of higher power distance culture in the East, where employees expect clear guidance from employer.

Likewise, recognition from employer plays a positive effect on employees' performance.

- 6) The results don't support that team spirit is more important for the East respondents even though Eastern people with higher uncertainty avoidance culture would like to work in groups according to Hofstede.
- 7) As shown in the interviews, the combination of material reward and spiritual encouragement would be the central part of work motivation in the future. Put it another way, the internal as well as external motivation factors are supposed to be used jointly and flexibly.

## **6 DISCUSSION AND RECOMMENDATION**

### *Discussion*

Even though there are still some questionnaires missing and the number of respondents from the East and the West is not totally equal, for the most part, the data obtained has provided plenty of useful information and is enough to answer the research questions. The objective of this paper is to explore the most important motivation factors in a cross-cultural organisation as well as to study the cultural effects on these motivation factors. According to this research of Nokia in China, involving in multiple cultures, the relationships between most suitable motivation factor and employee attitudes are studied and the differences between the East and the West are also analysed, which to a large extent implies that there are effects of cultural difference on motivation factors. As the organisation studied consist of employees from different cultural backgrounds and the rationale for the analysis is provided by Bertalanffy' s (1976) system theory and Hofstede' s (2001) culture theory, the results are considered plausible. Moreover, categorizing the participants into groups makes it easier to analyze the cultural effects on motivation factors between the East and the West, therefore helping achieve the results.

This thesis provides an overview of employee motivation in a cross-cultural organisation NOKIA. Based on Hofstede' s (2001) culture theory, it further looks into differences of responses to work motivation factors between the East and the West. In fact, there are other ways of studying the cultural effects other than categorizing the participants into the East and the West, for example, categorizations could be China versus other countries, or comparing Asia, Europe and America etc.

### *Recommendation*

It is inevitable that the world economic integration has brought about profound impacts on local culture, and it is believed that culture collision is unavoidable but won't be a big

problem for cross-culture business and communication. Basically, from the point view of human resource management, this paper provides useful information for employers in multi-national corporations. That is to say, a manager in a cross-cultural organisation is supposed to not only have a comprehensive understanding of most important motivation factors, but also have the ability to employ the most appropriate motivation factors in different contexts. For instance, they should realize that job security is more important to the East, whereas work environment is a little more significant to the West. Additionally, it is found from the research that both the East and the West employees consider personal growth as a vital motivation factor; therefore, more self-development related plans are advised to be developed, such as providing a regular practical training, or offering work opportunities abroad and so on. Furthermore, team spirit should be carried forward, as it plays a crucial role in cross-cultural communication.

More researches about employee motivation of the West could be done, as samples of this research are dominated by the East. It is also quite interesting to look at the cultural effects on work motivation between Asia and America or between Europe and America and so on. Besides, apart from the cultural effects on work motivation, there are other aspects, such as age or education effects, which could be also good topics for further researches. Regarding culture theories, Hofstede (2001) also developed the fifth dimension of culture called long-term orientation which was based on a questionnaire designed by Chinese scholars rather than IBM studies. This dimension can be also taken into consideration for future researches.

## **7 CONCLUSION**

The human resources are strategic resources of modern enterprise and it is also the most essential factor of enterprise development. However, the work motivation is an important part of human resources, which refers to the mental process and behaviour of stimulating workers. The concept of motivation is applied to management and it is used to stimulate staff's job motivation, which means an administrator arouses staff's enthusiasm and creativity through using all kinds of effective methods so that the employees are able to complete the tasks given by the organization as good as they can, thereby achieving the organization's goal step by step.

Hence, the most basic objective of implementing the incentive mechanism for the enterprises is to induce staff's job motivation in a proper way, and help employees realize their own needs while achieving the organization's goal, as well as increase the degree of satisfaction, thus prompting employees to maintain their enthusiasm and creativity in the future. From this point of view, it may be concluded that the application of incentive mechanism plays a crucial role in deciding the rise and fall of an enterprise to a certain extent. There is no denying that how to utilize the good incentive mechanism has been becoming a very significant question facing each enterprise. The main objective of this thesis is not only to summarize the most important motivation factors in the light of former researches, but also to explore the differences of attitudes towards motivation factors between the East and the West. The value of this paper is to provide a better understanding of employee motivation in a cross-cultural organisation.

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## APPENDICES

### 1. Chi-square Test for internal environment factors

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Group * Achievement	224	100.0%	0	.0%	224	100.0%
Group * Responsibility	224	100.0%	0	.0%	224	100.0%

### Group \* Achievement

Crosstab

			Achievement		Total
			yes	no	
Group East	Count	119	27	146	
	% within Group	81.5%	18.5%	100.0%	
West	Count	61	17	78	
	% within Group	78.2%	21.8%	100.0%	
Total	Count	180	44	224	
	% within Group	80.4%	19.6%	100.0%	

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.351 <sup>a</sup>	1	.553		
Continuity Correction <sup>b</sup>	.173	1	.677		
Likelihood Ratio	.347	1	.556		
Fisher's Exact Test				.598	.336
Linear-by-Linear Association	.350	1	.554		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.32.

b. Computed only for a 2x2 table

## Group \* Responsibility

Crosstab

			Responsibility		Total
			yes	no	
Group East	Count	38	108	146	
	% within Group	26.0%	74.0%	100.0%	
West	Count	12	66	78	
	% within Group	15.4%	84.6%	100.0%	
Total	Count	50	174	224	
	% within Group	22.3%	77.7%	100.0%	

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.321 <sup>a</sup>	1	.068		
Continuity Correction <sup>b</sup>	2.736	1	.098		
Likelihood Ratio	3.473	1	.062		
Fisher's Exact Test				.092	.047
Linear-by-Linear Association	3.306	1	.069		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 17.41.

b. Computed only for a 2x2 table

## 2. Chi-square Test for external environment factors

**Case Processing Summary**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Group * WorkEnvironment	224	100.0%	0	.0%	224	100.0%
Group * Salary	224	100.0%	0	.0%	224	100.0%
Group * JobSecurity	224	100.0%	0	.0%	224	100.0%
Group * Respect	224	100.0%	0	.0%	224	100.0%
Group * Recognition	224	100.0%	0	.0%	224	100.0%
Group * Promotion	224	100.0%	0	.0%	224	100.0%
Group * PersonalGrowth	224	100.0%	0	.0%	224	100.0%
Group * WorkItself	224	100.0%	0	.0%	224	100.0%

### Group \* WorkEnvironment

**Crosstab**

			WorkEnvironment		Total
			yes	no	
Group East	Count	133	13	146	
	% within Group	91.1%	8.9%	100.0%	
West	Count	74	4	78	
	% within Group	94.9%	5.1%	100.0%	
Total	Count	207	17	224	
	% within Group	92.4%	7.6%	100.0%	

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.034 <sup>a</sup>	1	.309		
Continuity Correction <sup>b</sup>	.565	1	.452		
Likelihood Ratio	1.096	1	.295		
Fisher's Exact Test				.429	.230
Linear-by-Linear Association	1.029	1	.310		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.92.

b. Computed only for a 2x2 table

### Group \* Salary

#### Crosstab

			Salary		Total
			yes	no	
Group	East	Count	98	48	146
		% within Group	67.1%	32.9%	100.0%
	West	Count	48	30	78
		% within Group	61.5%	38.5%	100.0%
Total		Count	146	78	224
		% within Group	65.2%	34.8%	100.0%

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.699 <sup>a</sup>	1	.403		
Continuity Correction <sup>b</sup>	.474	1	.491		
Likelihood Ratio	.694	1	.405		
Fisher's Exact Test				.462	.245
Linear-by-Linear Association	.696	1	.404		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 27.16.

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.699 <sup>a</sup>	1	.403		
Continuity Correction <sup>b</sup>	.474	1	.491		
Likelihood Ratio	.694	1	.405		
Fisher's Exact Test				.462	.245
Linear-by-Linear Association	.696	1	.404		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 27.16.

b. Computed only for a 2x2 table

**Group \* JobSecurity**

**Crosstab**

			JobSecurity		Total
			yes	no	
Group	East	Count	141	5	146
		% within Group	96.6%	3.4%	100.0%
	West	Count	67	11	78
		% within Group	85.9%	14.1%	100.0%
Total		Count	208	16	224
		% within Group	92.9%	7.1%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.739 <sup>a</sup>	1	.003		
Continuity Correction <sup>b</sup>	7.204	1	.007		
Likelihood Ratio	8.246	1	.004		
Fisher's Exact Test				.005	.004
Linear-by-Linear Association	8.700	1	.003		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.57.

b. Computed only for a 2x2 table

## Group \* Respect

Crosstab

			Respect		Total
			yes	no	
Group	East	Count	72	74	146
		% within Group	49.3%	50.7%	100.0%
	West	Count	20	58	78
		% within Group	25.6%	74.4%	100.0%
Total	Count		92	132	224
	% within Group		41.1%	58.9%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	11.773 <sup>a</sup>	1	.001		
Continuity Correction <sup>b</sup>	10.815	1	.001		
Likelihood Ratio	12.171	1	.000		
Fisher's Exact Test				.001	.000
Linear-by-Linear Association	11.720	1	.001		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 32.04.

b. Computed only for a 2x2 table

## Group \* Recognition

Crosstab

			Recognition		Total
			yes	no	
Group	East	Count	91	55	146
		% within Group	62.3%	37.7%	100.0%
	West	Count	35	43	78
		% within Group	44.9%	55.1%	100.0%
Total	Count		126	98	224

**Crosstab**

			Recognition		Total
			yes	no	
Group	East	Count	91	55	146
		% within Group	62.3%	37.7%	100.0%
	West	Count	35	43	78
		% within Group	44.9%	55.1%	100.0%
Total		Count	126	98	224
		% within Group	56.2%	43.8%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.296 <sup>a</sup>	1	.012		
Continuity Correction <sup>b</sup>	5.606	1	.018		
Likelihood Ratio	6.282	1	.012		
Fisher's Exact Test				.016	.009
Linear-by-Linear Association	6.267	1	.012		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 34.13.

b. Computed only for a 2x2 table

## Group \* Promotion

Crosstab

			Promotion		Total
			yes	no	
Group	East	Count	119	27	146
		% within Group	81.5%	18.5%	100.0%
	West	Count	65	13	78
		% within Group	83.3%	16.7%	100.0%
Total	Count		184	40	224
	% within Group		82.1%	17.9%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.116 <sup>a</sup>	1	.734		
Continuity Correction <sup>b</sup>	.025	1	.875		
Likelihood Ratio	.117	1	.733		
Fisher's Exact Test				.855	.442
Linear-by-Linear Association	.115	1	.734		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 13.93.

b. Computed only for a 2x2 table

## Group \* PersonalGrowth

Crosstab

			PersonalGrowth		Total
			yes	no	
Group	East	Count	136	10	146
		% within Group	93.2%	6.8%	100.0%
	West	Count	71	7	78
		% within Group	91.0%	9.0%	100.0%
Total	Count		207	17	224

**Crosstab**

			PersonalGrowth		Total
			yes	no	
Group	East	Count	136	10	146
		% within Group	93.2%	6.8%	100.0%
	West	Count	71	7	78
		% within Group	91.0%	9.0%	100.0%
Total		Count	207	17	224
		% within Group	92.4%	7.6%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.327 <sup>a</sup>	1	.567		
Continuity Correction <sup>b</sup>	.094	1	.759		
Likelihood Ratio	.320	1	.572		
Fisher's Exact Test				.602	.372
Linear-by-Linear Association	.326	1	.568		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.92.

b. Computed only for a 2x2 table

**Group \* Workltsel**

**Crosstab**

			Workltsel		Total
			yes	no	
Group	East	Count	20	126	146
		% within Group	13.7%	86.3%	100.0%
	West	Count	9	69	78
		% within Group	11.5%	88.5%	100.0%
Total		Count	29	195	224
		% within Group	12.9%	87.1%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.210 <sup>a</sup>	1	.646		
Continuity Correction <sup>b</sup>	.062	1	.803		
Likelihood Ratio	.214	1	.644		
Fisher's Exact Test				.835	.407
Linear-by-Linear Association	.210	1	.647		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 10.10.

b. Computed only for a 2x2 table

## Group \* TeamSpirit

Group \* TeamSpirit Crosstabulation

			TeamSpirit		Total
			yes	no	
Group	East	Count	64	82	146
		% within Group	43.8%	56.2%	100.0%
	West	Count	51	27	78
		% within Group	65.4%	34.6%	100.0%
Total		Count	115	109	224
		% within Group	51.3%	48.7%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	9.450 <sup>a</sup>	1	.002		
Continuity Correction <sup>b</sup>	8.607	1	.003		
Likelihood Ratio	9.570	1	.002		
Fisher's Exact Test				.003	.002
Linear-by-Linear Association	9.408	1	.002		
N of Valid Cases <sup>b</sup>	224				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 37.96.

b. Computed only for a 2x2 table

### **3. QUESTIONNAIRE**

Hi, I am an international student majoring in international business and I am doing a research regarding work motivation in a cross-cultural organization (NOKIA). Please spare some of your precious minutes to do me a favor, which means a lot to me, Thanks!

**1. What is your name and nationality?**

**2. Which age group are you belonging to ?**

➤ ≤ 20

➤ 20 – 30

➤ 33 – 40

➤ ≥ 40

**3. Which salary group are you belonging to?**

➤ ≤ 4000 (RMB)

➤ 4000 – 7000

➤ 7000 – 10000

➤ ≥ 10000

**4. Do you like your current job? Why?**

**5. What is your opinion of working in a cross-cultural or multi-national corporation?**

**6. Do you agree that money is the most important motivation factor? If no, what is/are your most important one/ones?**

**7. To what extent do you think work environment might have affected your motivation? Choose one below.**

- Very much
- Much
- A bit
- Not at all

**8. Are you motivated by job satisfaction? To what level?**

- Very much
- Much
- A bit
- Not at all

**9. What would improve your loyalty and commitment?**

**10. What can not you tolerate in your workplace?**

**11. What are the advantages and disadvantages of working with foreigners?**

**12. Which of the following do you think might be very helpful in work motivation?**

**Choose one listed below or other /others which is /are not mentioned.**

- Team spirit
- Competent boss
- Respect from colleagues or boss
- Job security