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Motivation at Work?

Sony Ericsson, Application Platform Verification

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Summary

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Five key words: Motivation, De-motivation, Job satisfaction, Feedback, Leadership.

Purpose: The purpose of this diagnostic master thesis is to examine the motivation of the individuals working in a specific section at Sony Ericsson BGNMVNL. In order to do this, we will distinguish motivational and de-motivational factors that influence the individuals' in their work. Further, we also have the aim of giving recommendations on how to act on these outcomes in order to improve the motivation in BGNMVNL.

Methodology: Our thesis is a diagnostic study in which data is collected by qualitative face-to-face interviews and observations with selected individuals at Sony Ericsson. A quantitative questionnaire is also conducted.

Theoretical perspectives: We have used general motivation theories developed by Maslow and Herzberg. In addition, we have used Paul Lawrence's theory on four innate drives, given a short description of Generation X and different career directions.

Empirical foundation: We have performed individual interviews with the individuals in the section, made an Internet-based survey, and conducted observations.

Conclusions: We have in this thesis come to the conclusion that the section members are more motivated than expected. Factors such as recognition, challenging and diverse work tasks, as well as further emphasising the positive aspects such as the social climate.

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1 Introduction

In this chapter the reader will shortly be introduced to the history of motivation. The background and our client's underlying problem will be explained and declared as our mission. The reason for conducting this thesis, and the potential theoretical gap that we might find will be presented, as well as the purpose of the thesis and its' limitations. Moreover, we will clarify why the study was done and the goals of it. Finally, this chapter ends with a description of the thesis' disposition.

1.1 Thesis Background

Motivation when working is crucial and important, which has been shown through a great number of studies in both psychology and organisational behaviour during the last hundred years. A great number of theories, models and concepts tackle the issue and it has been discussed in various articles and books. Motivation is a frequently disputed topic and viewed as a critical subject within the field of organisational behaviour. Having employees that are motivated when performing their work is a prime objective for managers, but what are the reasons for this? Why do companies strive to have a motivated workforce and what can be the consequences of having employees that are not motivated?

For many years, the general assumption has been that the most successful companies have the most motivated employees, which can be explained by a correlation between high productivity and motivated employees.¹ The importance of motivation goes back to the beginning of the 20th century, at the time of industrialisation and focus on mass production. Elton Mayo, a psychologist from Australia arrived to the United States in 1924 and immediately began to study workers' emotions. Considering that the majority of studies that had been done concerning employees' work situation had been focused on workers' efficiency, for example by the famous Frederik Taylor, this brought in a new dimension to the field.² Elton Mayo can be seen as one of those who initially introduced the issue of

¹ Wilson, 2003

² Landy et al, 2004

motivation in psychology and organisational theory. According to his famous Hawthorn studies, there is great demand for stimulation of social needs in the workplace.³ However, the conditions of today's competitive business environment are quite different, which makes the reasons for motivating employees rather different as well.⁴

In modern organisations, increasing productivity and performance is not the only focus for management. Factors such as employee commitment and loyalty are also being considered, in order to retain a skilled workforce in the competitive market of today. This is a huge challenge since organisations easily can copy systems, structures, strategies and products from each other, but they cannot copy the company's culture or the abilities and skills of the employees. This challenge can be seen as even greater in knowledge-intensive organisations, in which a large part of the work is primarily based on employees' intellectual skills.⁵ Sony Ericsson is an example of a knowledge-intensive organisation, which mainly consists of qualified people, typically with academic backgrounds.⁶

It is important that the employees are motivated for organisations to continue achieving goals and attain good results. Today we know that individuals who are motivated at work perform better and are more committed to their job.⁷ However, what must be considered is the fact that individuals are different due to backgrounds, culture, ethnicity, education, and so on. Because of this, the same stimuli do not motivate all individuals; what satisfies one person might not satisfy the other.⁸ Due to this, it is a huge challenge for managers to satisfy and retain individuals at work. Consequently, it is crucial to know what drives employee satisfaction and we believe that this knowledge is one of the most important resources in organisations today.

1.2 The Problem

For knowledge-intensive organisations, striving to have motivated employees is something

³ Wilson, 2003

⁴ Landy et al, 2004

⁵ Alvesson, 2004

⁶ <http://www.campus.se/Inside-Stories/Employer-Profiles/Sony-Ericsson.aspx>, 2008-12-04

⁷ Child, 2005

⁸ Ibid

that is being dealt with on a day-to-day basis.⁹ Sony Ericsson is not an exception on this matter. Every unit in the organisation deals with this issue in different ways and the managers of each section are responsible for leading and encouraging the employees. Roger Jansson is one of these managers and is responsible for a software section called BGNMVNL within Application Platform Verification (APV) in Lund. Due to the Voice survey, which is the company's internal questionnaire over work satisfaction and motivation, the percentage of motivated employees has decreased in Roger's section during the last years. In 2005, 77 percent of those working in the section answered that they were motivated at work, compared to 56 percent in 2007. In order to find the possible reasons, three section members and Roger decided to advertise the problem as a possible master thesis at the School of Economics.

The decreased result in the motivational level from the Voice 2007 is our starting point and from which our diagnostic study begins. It is of importance to know that the questionnaire was only answered by those who are employed and not by the consultants in the section, which is relevant since we intend to include all individuals working in the section in our study. When it was carried out in October 2007, the section's constitution was 60 percent employees and 40 percent consultants.¹⁰ This means that the result, where 56 percent responded to be motivated is only based on the answers from the individuals that were employed at that time, which excludes consultants and those who have arrived in the section afterwards. Further, many people have also left the section during the last couple of years, which makes the result even less relevant for those working in the section today.

Additionally it is crucial to know that when the Voice was conducted in 2007, it was not an economic recession in the world as it is today.¹¹ Neither had Sony Ericsson given notice of those layoffs that would be done during 2008 and 2009.¹² This means that since the declining result in the motivational level was established before the worsened state of Sony Ericsson's financial situation became a reality it makes the low result even more interesting. Our task is hence to investigate what the underlying cause of these problems could be and what can be done to improve the motivation within the section.

⁹ Landy et al, 2004

¹⁰ Roger Jansson, 2008-10-06

¹¹ <http://www.reuters.com/article/companyNewsAndPR/idUSLQ26672320081126>, 2008-11-10

¹² <http://sydsvenskan.se/lund/article375915/Sony-Ericsson-varslar-230-i-Lund.html>, 2008-11-10

1.3 Purpose

In this diagnostic study, we intend to examine the motivation of the individuals working in the section concerned. In order to do this, we will distinguish motivational and de-motivational factors that influence the individuals' in their work. Further, we also have the aim of giving recommendations on how to act on these outcomes in order to improve motivation in BGNMVNL.

Although the thesis concerns the specific section at Sony Ericsson, the results might be generalisable for individuals working in knowledge intensive organisations elsewhere.

1.3.1 Formulation of Thesis Questions

After having conducted this study, we hope to be able to answer the following questions:

- λ Which are the motivational factors for the individuals?
- λ Which are the de-motivational factors for the individuals?

1.4 Limitations

We are aware that this study could be applicable for other sections within APV, or even within other departments within Sony Ericsson. However, our task is concerning BGNMVNL and conducting a study of larger breadth might not give us the depth that we are trying to achieve in order to give the right recommendations. We are also aware that the empirical findings may differ between the teams and sub teams within the section. Therefore, separate conclusions and recommendations for every team would provide more information for each individual. Unfortunately, our time is too short for such analyses and therefore, our conclusions and future recommendations will be aimed towards the section as a whole and we will not put any additional emphasis on specific individuals or roles.

The fact that Sony Ericsson is in a rather turbulent situation with a large number of layoffs is evidently a factor affecting the motivation of the employees. However, even if this is something that plays a large role in the organisation today, we will not analyse this further and it will not have any importance when we give our recommendations.

Further, we do not have the qualifications to give any recommendations on the basis of the job descriptions that require deeper technological understanding. When analysing the job descriptions we will only take into consideration what has been brought up through the interviews and the survey.

1.5 Disposition

To clarify the structured outline and to present a general overview of this study, we will present a disposition as a complement to the table of contents in the section below.

Chapter 1 - Introduction. In this first chapter we try to catch the reader's attention as we describe the problem formulation and from where our thesis departs. We introduce the purpose as well as the thesis questions.

Chapter 2 - Sony Ericsson Mobile Communications. In this chapter we will present an introduction of the company and section in which our thesis takes part. This information is necessary in order to be able to follow the purpose of the study and its connected thesis questions.

Chapter 3 - Frame of Reference. In this section we discuss definitions, models, and theories in the field of motivation. The theories are examples that we use to highlight different aspects of human motivation in order for the reader to get a deeper understanding.

Chapter 4 - Methodology. This fourth chapter describes the manner in which we have produced the thesis. We motivate our methodology choices, discuss shortcomings and are self-critical of our procedure.

Chapter 5 - Mapping the Section. In this chapter we give the reader a more thorough presentation of the section in which the thesis takes part. We present a workflow analysis of the section and define the organisational structure, the members, and what the purpose of the section's job description is.

Chapter 6 - Empirical Findings. The sixth chapter contains the empirical material that has

been collected during the investigation on the subject. The material includes interviews, a survey and observations, which are presented both in fluent text and as statistical data.

Chapter 7 - Analysis. The seventh chapter applies the highlighted theories presented in the second chapter to the empirical findings. The findings are interpreted based on a reflective and a critical approach given in the methodology chapter.

Chapter 8 - Conclusions and Future Suggestions. The first part of the chapter figures as the base of the conclusions due to the strong link between the thesis question and the subjects surrounding it. The conclusions are presented in the second part and the last part presents the future suggestions on how to improve the motivational level within the section. The advice on improved actions is based on the conclusions in this study and is only aimed towards this specific section but might be applicable for other groups as well.

Chapter 9 - Future Studies. In this chapter we provide suggestions for future studies that can be made after this thesis. The possible recommendations are based on what we believe can be of interest for Sony Ericsson, but also on what we find interesting aspects to further build upon.

References. Printed, electronic and oral sources that have been used in this thesis are presented.

Appendix. The appendix consists of the questions used in the interviews and survey as well as the empirical information that was collected. It contains excel sheets that we have used when processing the empirical data.

2 Sony Ericsson Mobile Communications

In order to be able to follow the thesis and the applied purpose, the reader will in this chapter be given a presentation of the company and the section in which our project will proceed. It will make it easier when trying to understand the working situation for the individuals in the selected section at Sony Ericsson. A deeper explanation of the section and its working process will be explained in chapter four.

2.1 Introduction to the Company

Sony Ericsson Mobile Communications (SEMC) is a multinational company with more than 7,500 employees all over the world, represented on all continents. Sony, one of Japan's most known electronic companies was founded during the 1940's and the business grew rapidly due to a large demand in radio communications after the war.¹³ During the next couple of decades, Sony continued to grow and became one of the most popular brands in the electronics industry, manufacturing products such as televisions and computers. Ericsson was founded in the late 19th century in Sweden and they soon started to repair telephone equipment. In 1885, they started producing their own telephone handsets, a business that was successful and still is one of the main activities of the company today.¹⁴ The two companies faced some difficulties during the 1990's, where Ericsson found it hard appealing to customers with their mobile phones. Sony, on the other hand, had experienced difficulties in launching mobile products on the European market.¹⁵ These were considered to be the major reasons why the two companies joined forces and founded a new corporation: Sony Ericsson.

The company has grown with high speed from its start in 2001, when Ericsson and Sony Corporation merged in a joint venture. The purpose was to combine Sony's experience in the consumer electronics with Ericsson's competence in telecommunications industry to establish a competitive position in the mobile phone market. Sony Ericsson is equally owned by the two mother companies and is now one of the leading companies in the mobile phone

¹³ <http://www.sony.net/Fun/SH/1-1/h1.html>, 2008-11-20

¹⁴ <http://www.sonyericssoninfo.net/history-sony-ericsson.php> 2008-11-20

¹⁵ <http://news.bbc.co.uk/1/hi/business/1513112.stm>, 2008-11-20

business. Their aim is to establish the brand as the most attractive and innovative global brand in the Telecom industry.¹⁶ The company's global management has its' base in Hammersmith, London, whereas the teams in research and development are situated in different places around the world, such as Sweden, Japan and China.¹⁷

2.2 Sony Ericsson Today

In the early years of Sony Ericsson, the sales went extremely well and the company started to gain shares in the mobile handset market in 2004.¹⁸ However, the market has changed during the last year and the sales of mobile phones have decreased in 2008.¹⁹ This year has turned out to be rather turbulent for many companies considering the financial crisis. However, Sony Ericsson gave employees' notice as early as June 2008, due to falling sales and decreasing market share during the first two quarters.²⁰

The result of the weak economic climate in addition to the company's declining position in the market has lead to the company having to give notice to employees all across the world. A consequence of this is that the company's entire part in Hässleholm will be shut down.²¹ The company has acknowledged that changes must be made in a number of areas in order to compete successfully. As stated by Anders Runevad, the executive vice president and sales manager of Sony Ericsson:

"We are experiencing a challenging climate. The market is tough and it demands that we reconsider our strategy as well as restructure the organisation according to this new reality."²²

In line with the strategy in question, Sony Ericsson will focus more on the service applications such as music and camera add-ons. This means that the company will put even more emphasis on software development.²³

¹⁶ <http://www.sonyericsson.com/cws/companyandpress/aboutus/mission?cc=se&lc=sy>, 2008-11-10

¹⁷ <http://www.sonyericssoninfo.net/about-sony-ericsson.php>, 2008-12-02

¹⁸ <http://www.sonyericssoninfo.net/about-sony-ericsson.php>, 2008-11-15

¹⁹ SvD Näringsliv, 2008-10-08, p.12

²⁰ Maria Silverberg, 2008-11-06

²¹ SvD Näringsliv, 2008-09-30, p.10

²² SvD Näringsliv, 2008-09-25, p.12

²³ SvD Näringsliv, 2008-09-30

2.3 *Application Platform Verification*

Application Platform Verification (APV) is a sector within the organisation that works with software testing. The major role of this unit is to verify the application platform. By testing the application, its functionality and the system capacity, the testers' task is to create an image of the level of quality within the platform. The sector works closely with the developers and the project management within the same platform projects in the organisation, and a good communication between these parts are necessary. The APV sector has workforce in Sweden and China, where the majority of the employees work in Lund. There have been some re-organisations of the entire sector within Sony Ericsson during the last two years. In some departments, sections have been unitised and within the sections teams have been split in order to divide work tasks as efficient as possible.²⁴

The entire APV sector at Sony Ericsson is divided into three levels. These are called; *sector*, *department* and *section*, and together hold approximately 250 employees. The director for the entire APV sector is Barbro Julén, who works in Lund. Mikael Jeppsson is senior manager and has the responsibility of one of the departments, which includes several sections. Each of these sections has in turn a section manager, and Roger Jansson is responsible for the section in which our thesis takes part. Hence, Mikael Jeppsson is the manager of Roger Jansson and their offices are both situated in Lund. Roger Jansson's section has 46 employees today, which is larger than the general software section at Sony Ericsson.²⁵ This section is further divided into two major teams where the leaders are called *Function Group Test Leader (FGTL)*. These teams are in turn divided into sub teams and those responsible for these smaller teams are called *Team Leaders (TL)*.²⁶

The correct name of Roger's section is *BGNMVNL - OSE Software Verification: Java and UI*, although in this paper we will call it *the section* or *our section* to obtain a better flow. Further, when we are writing the employees, members, participants, and so on in this paper, we always refer to the individuals working in the section. Otherwise we will explicitly express if we mean Sony Ericsson's, the sector's, or the department's employees.

²⁴ Roger Jansson, 2008-10-06

²⁵ Maria Silverberg, 2008-11-06

²⁶ Roger Jansson, 2008-10-06

The percentage of consultants within Sony Ericsson²⁷ is relatively high compared to in other companies. Examples of the consultancy firms of those who work in the section are Sogeti, Fujitsu, Tieto, and Create. Sony Ericsson is not the consultants' employer, since they receive salary and structured feedback from respectively consultant firm. Therefore, in order to use the concepts correctly we will make a difference between employees and consultants when writing; employees are employed by Sony Ericsson and consultants are not. This will be done through the entire thesis except in the analysis.

Sony Ericsson has several different buildings located in Lund and all of them are named after geographical places. Our section is situated in *Oslo*, which consists of several temporary pavilions just outside central Lund close to two of Sony Ericsson's largest buildings in Sweden, *Greenland* and *Glasgow*.²⁸

As we have mentioned, Sony Ericsson is today dealing with a weaker economy than before and the re-organisations being made are of significant importance. Even if the entire APV sector is almost completely spared from lowering the workforce, savings are present within the sector in writing time. Therefore, the exact structure of departments and sections may not be correct at the time when this thesis is printed.²⁹

2.3.1 Engineering Excellence

Voice is an internal survey conducted by the employees working in the company in order to diagnose and follow up on how the employees feel about their working conditions, the company as a whole, etcetera. Voice 2007 made it clear that many individuals within the APV sector need clear career goals and more appreciation for their work:

“Voice 2007 identified that there was a big demand among APV's employees for increased focus on career opportunities and recognition of experience.”³⁰

The results from Voice 2007 was one of the reasons why a project was set up to create more

²⁷ Roger Jansson, 2008-10-06

²⁸ Intranet SEMC, 2008-11-29

²⁹ Roger Jansson, 2008-10-06

³⁰ Internal material SEMC, 2008-12-15

clear career paths and document the career opportunities that individuals within APV actually have. It ended up with an internal campaign called *Engineering Excellence* (EE), which includes the employed individuals in the section. The goal of EE is to create clear career paths evaluation systems for all positions within the section. The solution for this is a system with three graded titles for testers; *Engineer*, *Staff Engineer* and *Senior Staff Engineer*. This is supposed to clarify the career path for the testers in order to allow them to achieve competences and experiences, which can be useful for them when advancing and receiving more responsibilities.³¹ Although many believe that EE is a great idea, it has not been implemented completely in the organisation and some individuals do not even know what EE is.

³¹

Internal material SEMC, 2008-12-15

3 Frames of Reference

To broaden the understanding in the field of human motivation, we will in this section present the definition of the word motivation and theories that highlight the area. We will illustrate the famous five-factor theory written by Maslow, followed by Herzberg's two-factor theory and Lawrence's four factor theory. Finally, the Generation X is described and some different career profiles are explained. The theories are integrated into every step in the thesis. When collecting the empirical data we used the theories since they have guided us to understand different manners by the employees. They have helped us in designing interview templates and a survey, and figure as the base of structure in the analysis.

3.1 Motivation

We are aware that organisations today and throughout history have struggled with demotivated employees and debated the issue on the best possible ways of getting them motivated. If the section at Sony Ericsson has a low percentage of motivated employees, the problem would therefore not be something new. The concept of motivation is somewhat abstract and it can be described in many ways. Several definitions exist since a lot of people have defined motivation at different times and for different purposes. The word motivation comes from word *movere*, which is Latin and means "to move".³² One of the definitions of the word motivation is; "...to inspire and encourage another person to do a good job, to enjoy what they are doing, and to want to perform to the best of their ability"³³. Motivation can also be defined as "...a person's active participation in and commitment to achieving the prescribed results"³⁴. One of the difficulties in motivating employees is that the employees are different individuals reacting in different ways when changes appear.³⁵ Nevertheless, motivation is a critical factor for organisations in order to stimulate and support goal-directed behaviour,³⁶ to emphasise employee's efforts,³⁷ to energise and direct human behaviour³⁸ and to encourage the

32 Nelson et al, 2006
33 Brenner, 2007, p.16
34 Halepota, 2005, p.14
35 Halepota, 2005
36 Nelson et al, 2006
37 Brooks, 2005
38 Steers, 1991

individual to perform better and to enjoy what the employee is doing³⁹.

3.1.1 Intrinsic and Extrinsic Motivation

The concept of motivation can be divided into two kinds: *intrinsic* and *extrinsic* motivation. *Intrinsic motivation* can be described as an internal motivation based on needs, goals, motives and drives.⁴⁰ The needs can be classified as psychological, social, or self-esteem. Motives are the internal drives that activate and energise individuals to achieve their aims.⁴¹ These goals are vital in order to lead individuals to satisfy their needs.⁴² *Extrinsic motivation* can be described as an external motivation based on self-interest and economic gain, where self-interest is defined as what individuals think is best for them.⁴³

This way of dividing the concept between intrinsic or extrinsic motivation is of crucial importance for organisational behaviour.⁴⁴ Individuals motivated by intrinsic or internal factors are eager to perform, learn, succeed, take action, and work for the internal feeling of satisfaction.⁴⁵ On the other hand, individuals that are motivated by extrinsic or external factors demand tangible or intangible rewards connected to their performance in order to feel satisfied. These individuals do not get motivated from the activity itself, since they require an instrumentally outer reward connected to their job of any kind to reach satisfaction.⁴⁶

3.2 Motivational Theories

In the 1920's and 1930's the famous Hawthorne studies were conducted, which can be seen as the start of upcoming organisational theories.⁴⁷ The Hawthorne studies were conducted under the leadership of Elton Mayo, at the Hawthorne Plant of the Western Electric Company in Chicago, and investigated the relation between conditions of work and the incidence of boredom and fatigue among employees. The studies are today famous for

39 Brenner, 2007
40 Nelson et al, 2006
41 Beardwell et al, 2004
42 Rollinson, 2005
43 Nelson et al, 2006
44 Ryan et al, 2000
45 Greene et al, 2005
46 Gagne et al, 2005
47 Morgan, 1997

identifying the importance of social needs in the workplace, and the whole question of work motivation became a burning issue. The relation between individuals and groups also woke attention, and new theories of organisational life began to emerge. With this, it became clear that employees being committed and motivated in their work resulted in higher production levels and hence reduced costs.⁴⁸ Abraham Maslow was the big pioneer in the field and further developed the idea that individuals and groups most effectively operate when their needs are satisfied.⁴⁹ The idea of integrating the needs of individuals and organisations became a powerful force. Organisational psychologists like Chris Argyris, Frederick Herzberg, and Douglas McGregor began to show how bureaucratic structures, work organisations and leadership styles generally could be modified to build “enriched”, motivating jobs that would promote people to exercise their capacities for self-control and creativity.⁵⁰

3.2.1 Maslow’s Hierarchy of Needs

In 1943 Abraham Maslow proposed his theory over motivation, *hierarchy of needs*, which has become one of the most famous theories within behaviourism.⁵¹ Generally, it proposes that when we are young, we are more concerned with our physical wellbeing and as we become more secure in our physical world, we start to focus on the social foundation. Later on, when the social needs seem secure, we start to emphasise the developing of our capabilities and abilities to the fullest. This five-factor-need theory has been modified several times since its first introduction by psychologists, but despite this and the fact that it has been many years since its’ first introduction, it still has a great impact in the motivational area of psychology and organisational theory.⁵²

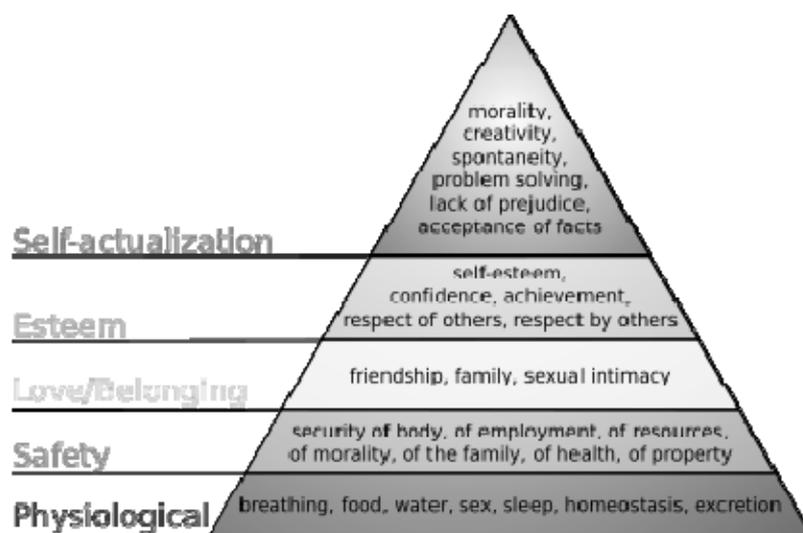
Maslow argued that all humans have a basic set of needs and that these needs express themselves over the life span of the individual as internal drives or “pushes”. He identified five basic sets of needs and that these are arranged hierarchically, one need set must be fulfilled before the next higher need-set can be activated.⁵³ The sets are arranged from the most basic (lowest) to the most advanced (highest), and generally the needs are fulfilled from

48 Wilson, 2003
49 Ibid
50 Ibid
51 Landy et al, 2004
52 Landy et al, 2004
53 Ibid

the bottom to the top, but this order can sometimes be changed depending on the environment.⁵⁴

At the first level of the hierarchy one find the level of *physiological* and *biological needs*. These needs or drives are the most basic in human beings and are satisfied by water, food and sleep. The second step is made up by *security* or *safety needs*, which are the needs for an individual to create a secure environment, to bar external threats. The third step involves the *love* or *social needs*, which are needs that include interpersonal factors. It is an individual's desire to be accepted by others and to feel a sense of belonging. The fourth step concentrates on *esteem needs*, and these needs involve being respected for capabilities and for accomplishments. The fifth step is built up by the *self-actualisation needs*, which are needs associated with individuals' desire to develop their capacities to the fullest.⁵⁵

Individuals are motivated to fulfil the most basic of unfilled needs. When an individual's biological and security needs are satisfied, he or she is motivated to continue to focus on the social needs. When these needs for love are fulfilled the individual can expand energy to concentrate on the esteem needs, and so on. If a satisfied lower level need would disappear or taken away from the individual's life, he or she will immediately go back in the pyramid to "refill" these unsatisfied needs again.⁵⁶



⁵⁴ Maslow, 1987
⁵⁵ Landy et al, 2004
⁵⁶ Ibid

Figure 1: Maslow's Hierarchy of Needs.⁵⁷

General examples	Organisational examples
1. Physiological needs	Salaries and wages, and pleasant working conditions
2. Safety needs	Health care and pension plans, job tenure, emphasis on career paths within the organisation
3. Love/Belonging needs	Friends in the work place, social and sport facilities, office parties and outings
4. Esteem needs	Job title, work enhancing personal identity, feedback and recognition for good performance (e.g. promotions, employee of the month" awards)
5. Self-actualisation needs	Challenging job, encouragement of complete employee commitment

Table 1: Working examples of Maslow's Hierarchy of Needs.⁵⁸

According to Maslow, this theory is universal since humans operate in the same way. When applying the hierarchy to the work settings many interesting factors appear. The theory's shape of a pyramid, the progressing through the sets of needs, has powerful implications since it suggests that bureaucratic organisations that only try to motivate employees through money or a secure job confine human development to the lower levels of the need hierarchy.⁵⁹ The consequences of this fact, made management theorists realise that focusing on employees' personal growth would help organisations reaching their goals and objectives.⁶⁰

Maslow's theory has been criticised during the years, mostly because of its lack of empirical foundation verifying the hierarchy of the different needs. Maslow himself also has argued that the different needs do not have to be fully realised in order to move up to a higher level

⁵⁷ <http://psychology.about.com/od/theoriesofpersonality/a/hierarchyneeds.htm>, 2008-11-15

⁵⁸ Morgan, 1997

⁵⁹ Morgan, 1997

⁶⁰ Ibid

within the pyramid. No matter how attractive this theory seems to be it has to be seen as a simplification of a more complex reality.⁶¹ Even due to the scepticisms toward the theory, we believe that Maslow's theory has a great impact on the field of human motivation.

3.2.2 Herzberg's Two-Factor Theory

Ever since Maslow's five-factor need theory was introduced, many modified models have been developed, with one of them being Frederick Herzberg's *two-factor theory*. Herzberg came up with a simplification of Maslow's theory, in which he distinguished two basic needs, not five that are independent of one another.⁶² These two needs are called *hygiene needs* (Maslow's physical and security needs) and *motivator needs* (Maslow's social, esteem and actualisation needs). One of the two needs refers to *avoidance of pain* (hygiene need) and the other one refers to the *psychological growth* (motivator need). Herzberg argued that when hygiene needs are met, it will eliminate dissatisfaction, but it will not result in a motivated behaviour or a state of positive situation. In an opposite way, when motivator needs are met it will result in the expenditure of effort as well as positive satisfaction.⁶³

When applying this on working conditions, the lower-order needs such as pay and basic conditions, such as physical working environment, were considered components of hygiene factors. Any shortage in meeting hygiene needs would result in dissatisfaction, but satisfying them would not make the motivation in performing the work itself any better. Rewards such as achievement, responsibility, recognition, and interesting work, which are referring to Maslow's higher needs, were considered to form part of a motivating factor. Herzberg argued that such rewards would encourage commitment to high performance in the conduct of work as well as generate satisfaction.⁶⁴

Individuals who mainly are attracted to things that prevent dissatisfaction as salary, supervision, working conditions, status, job security and fellow employees are most often referred to as *hygiene seekers*. These people are primarily motivated by temporary satisfaction, and stay motivated for a short period of time when they are rewarded externally. Individuals

⁶¹ Wolvén, 2000

⁶² Child, 2005

⁶³ Landy et al, 2004

⁶⁴ Ibid

that instead are motivated by the nature of work, have short length of satisfaction when the hygiene factors are improved but have higher tolerance for poor hygiene factors. These people show capacity to enjoy their work and also get motivated by their own professionalism and expertise and are called *motivator seekers*.⁶⁵ Herzberg's two-factor theory gave a considerable drive to the principle of job enrichment. However, in the same way as its parent model; Maslow's needs-theory received criticism so did this theory.⁶⁶

3.2.3 Lawrence's Four-Factor Theory

Paul Lawrence, a professor in organisational behaviour at Harvard Business School, has also focused on studies of human behaviour when working in organisations. Lawrence has presented a follow-up of Maslow's and Herzberg's need theories; a four-factor framework of human nature. Lawrence argues that there exist four drives that are central to the nature of all humans, and that these drives play a vital role in all human choices. He explains that humans are complex beings with complex motives and complex choices, and that all drives within us cannot be met at all times. The independence of these drives is what forces people to think and to choose, because not all drives can be satisfied at all times. Lawrence means, that these four drives are what distinguishes people as human beings.⁶⁷

Lawrence's theory is founded on the simple question; what drives an individual as a human being? This question is not new but has become even more important today since humanity confronts great transitions that it must navigate successfully. The world is moving and has done so for many years, from an old industrial economy to a new information economy. This transformation includes a switch to capitalist and democratic nation states, as well as new family structures with greater equality in the distribution of work inside and outside the home. This new economy also includes new forms of work organisations; based on long-term employment relationships in favour of newer network forms of organisation based on flexible, free agent-style employment relationships. These social contracts are the building blocks of every social institution, and the viability and durability of them depends on the extent to which they reason with the enduring human condition and with contemporary technical possibilities. According to Lawrence, these drives shape the choices we make and

⁶⁵ Pugh, 1997

⁶⁶ Child, 2005

⁶⁷ Lawrence, 2001

act as a set of decisions guidelines. The four primary drives have been genetically established within our brains as a result of the Darwinian evolution. This is due to the existence of these drives being a factor improving the odds that the genes that an individual carries, will pass into following generations.⁶⁸

The first of the four drives is the drive *to acquire* objects and experiences that improve our status relative to others. This drive is probably one of the oldest, but still remains one of the key issues of human nature. The drive focuses on competition between humans, and that the relative position within a group influences health; the better position a person has the better health. It derives simply from relations within the nature, for instance the higher rank in wars, the lower risk of death. The exact mechanism by which relative position influences health is not fully understood. Some argues that it is due to the increased stress associated with low relative positions. Stress compromises the immune system, while others suggest that it may not be low status but rather the loss in autonomy and control that is associated with lower-ranking jobs. The drive also includes acquire to gain rewards and humans always prefer rewards that lead to the biggest gain. The rewards can be both material objects and positional goods that confer social status or recognition in a social hierarchy. Humans prefer a higher salary than a lower one.

The second is the drive *to bond* with others in long-term relationships of mutually caring commitment. Lawrence argues that humans have this innate drive to form social relationships, but this bond is only fulfilled when the attachment is mutual and voluntarily. Groups of individuals who are bonded to one another have a better chance of surviving environmental threats than groups that are not. This drive brings humans into cooperation with others, and examples in modern life are the bonding between mother and child, the strength of family ties, the power of collective symbols, and the power and persistence of social structures, social networks, and embedded relationships. The key to bonding is to treat other persons, at least most of the time, as you want to be treated yourself. This drive is the base of co-working, to create interpersonal attachments and social trust, and cooperation between humans. In everyday life, bonding can be explained as sticking together.⁶⁹

⁶⁸ Lawrence, 2001

⁶⁹ Lawrence, 2001, p.89

The third drive is *to learn* and make sense of the world and of ourselves. Lawrence argues that:

*“Humans have an innate drive to satisfy their curiosity, to know, to comprehend, to believe, to appreciate, to develop understandings or representations of their environment and of themselves through a reflective process: the drive to learn”*⁷⁰.

The drive to learn is expressed by consciousness actions as curiosity, wonder, and inquisitiveness. By having this drive we collect information, make observations, examine our environment, and sustain ongoing discussions about explanatory theories and ideas. We think over causes and effects, we want to know how things work. A feeling of understanding, a feeling that things make sense, satisfies this drive. When humans confront observations in the surroundings that we do not know or recognise, an information gap appears. This creates an unpleasant sensation within us, and we will try to seek an insight that will fill this gap. The inability to satisfy the drive to learn at work will cause a feeling of frustration. Therefore, jobs are clearly more satisfying if they provide an opportunity to fulfil the drive to learn.⁷¹

The fourth is the drive *to defend* ourselves, our loved ones, our beliefs and our resources from harm. This drive manifest itself in modern life in several ways, and much of human activity is generated by this drive to defend. It is activated by perceived threats to not only one’s own body and physical and experiential possessions (the drive to acquire), but also by threats to one’s bonded relationships (the drive to bond). Further, this drive is activated by threats to one’s own cognitive representation of one’s environment and of one’s self (the drive to learn). The feelings we get by not having this drive satisfied could be fear escalating to terror or anger escalating to rage. It can be described as loss escalating to despair, anxiety escalating to panic or loneliness escalating to depression. Lawrence argues that the human mind is preconditioned to act in a variety of acquired responses to threats, that we have skill sets that develop further with acquired cultural knowledge and individual history. Mechanisms such as resistance to change, caution, and anxiety are common, and as threats increase we engage in denial, rationalisation, withdrawal and/or counterattack. Long periods of stress and threats can cause individuals to enter a state of passivity and helplessness, with adverse health and performance consequences. In organisations, similar manners can appear when defences

⁷⁰ Lawrence, 2001, p.107

⁷¹ Lawrence, 2001

against threats are expressed as intergroup rivalry, with verbal trickery, and/or in all-out conflict. The drive to defend has a positive effect of conserving useful and constructive achievements associated with the three other drives. In sum, it serves to guard against hasty, ill-considered changes.⁷²

The four drives are innate and universal. They are independent in the way that the goals they seek are not interchangeable, but they work interactively with each other. Finally, according to Lawrence, these four drives are a complete set since they are not missing any other universal and dependent human drives.⁷³

3.2.4 Generation X

Generation X consists of individuals (Gen Xers) born somewhere between the years 1965-1980, but the exact years has not been clearly established. However, most agree that they grew up in the shadow of the Baby Boomers, which is the big group of individuals born during the 20-year period after the World War Two.⁷⁴ Individuals within Generation X did not receive the same attention when being young from media, the governments, or from marketers as their parents did. To the contrary from past generations, Generation X entered the job market when businesses and governments were downsizing and restructuring, which did not give the individuals expectations of receiving a job for life.⁷⁵ This decrease in employer loyalty has forced the Gen Xers to focus on skills development as a way to stay attractive for future jobs. People belonging to Generation X believe that work is a thing you do to have a life- work does not define your life.⁷⁶ They place a high value on their personal lives, especially those who today have children and a family to support. In order to manage and motivate individuals of Generation X in work life some suggestions to employers are; 1. Set their career path. 2. Motivate, reward and recognize them. 3. Meet their technology needs. 4. Provide feedback. 5. Help them to collaborate. 6. Compensate.

So what it is that motivates those belonging to Generation X? Firstly, they want to be treated as individuals, instead of as a single entity, which separates them from the Baby Boomers. In

⁷² Lawrence, 2001

⁷³ Ibid

⁷⁴ Callanan et al, 2008

⁷⁵ Lindgren et al, 2005

⁷⁶ <http://www.coachingandmentoring.com/Articles/x's.html>, 2008-12-17

addition, they require challenging work tasks and the opportunity to develop their skills further. Finally, the Gen Xer's appreciate being able to plan their own time as well as receiving constant feedback and recognition from management.⁷⁷

3.2.5 Career Profiles

So what is a successful career? There is no single answer to this question since individuals are different and the definition of a perfect career is not the same for all of us. For example, differences exist in how long individuals want to stay in the same working area, and in what direction they want to build their careers. If people do not know what other people's image of an ideal career is, misunderstandings can arise. For example, one person gets a new position within a company since the boss believe that the person would see it as rewarding, but the person has another ideal of what a good position would look like and experiences the new position more as a nightmare. To overcome such risks, organisations must be aware of the different career directions that individuals have and satisfy them in order to create motivation for people when working. Professor Michael Driver and Doctor Kenneth Brousseau have, based on decades of research over career dynamics, identified four main types of career directions, or the ideal career.⁷⁸

λ The Expert Direction

This is the most stable and historically dominant view of a career, which involves a life-long career made in the same working area. When following this direction, the individual often identifies him or herself with the occupation in question. Success is perceived when the individual continuously achieves knowledge and competence within the occupational area.

λ The Linear Direction

Within this direction, individuals focus on climbing rapidly upward in the organisational hierarchy. Success is to climb as high as possible in the organisational levels and with this to achieve as much authority and responsibility as they can.

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<http://www.coachingandmentoring.com/Articles/x's.html>, 2008-12-17

⁷⁸

http://www.decisiondynamics.se/swe/career_model.asp?sm=12, 2008-12-04

λ The Expanding Direction

This direction has less traditional view of a career. According to this direction, individuals find (detect) their own careers (individuals are their careers) by moving to other contiguous areas every fifth to ten years. By doing this, individuals can develop wider competences and bring knowledge from experienced working life into new areas.

λ The Episodic Direction

Compared to the other directions, this one is the most inclined to changes and the least conventional of them all. The individuals that follow this direction do not even believe that they have careers. The more new things that happen and the more working places they have been to, the better.

Since individuals are not the same, different things in working life motivate them. For instance, people with *expert forces* value knowledge and safety, while people with *linear forces* value performance and power. Those who have *expanding forces* are motivated by creativity and personal development, while variation and independence are motivational factors for the individuals with *episodic forces*.

Conclusively, people have different definitions of a dream career and which factors that satisfies them at work. It depends on their ambitions; an expert individual can for example see a stable career as the dream career while this is not desirable at all for an individual who wants a more episodic view of how a career should be formed.⁷⁹

3.3 Why these Theories?

Concerning individuals' motivation in organisations, the knowledge base to choose from is huge, but when addressing the motivation issue in the section, we find it more or less self-explaining that we want to use this theoretical base. Our selected theories have been useful to us through the entire process, from when we structured the interview templates and the survey, to when having tried to understand the individuals at Sony Ericsson on daily basis, and when analysing the empirical data. By using these theories we believe that we can give the

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http://www.decisiondynamics.se/swe/career_model.asp?sm=12, 2008-12-04

reader a relevant base of knowledge concerning motivation when reading the thesis and more specifically when encountering our reasoning in the analysis.

Some of the theories have been in our minds “from the beginning”, before we started to conduct our empirical studies at Sony Ericsson. We allowed ourselves to get inspired by a few classical, and some related motivational theories, but also by the ambitious preparation of Lawrence’s four drive theory. Successively, when parts of the empirical studies were completed and when we found motivational and de-motivational factors, connected theories to the findings were added. This could be described as what Michel Crozier explain being an interchange between empirical findings and theories. Michel argues that finished studies can be further developed, by confronting empirical findings with theoretical reflections.⁸⁰

The fact that the individuals in the section at Sony Ericsson are what often can be called *knowledge workers*, we found a reason to take a closer look at the theory of intrinsic and extrinsic motivation. According to the theory, knowledge workers are often motivated by intrinsic factors. Further, the empirical findings gave us reasons to add the theories of Generation X and career directions. These theories are new and describe characteristics and directions of the section’s members.

Finally, before we enter the methodology chapter that describes the procedure of this study we want to express that we are aware of some of the references we have used being rather old. The reason for us using them despite this is that we find them still being up to date and some of the most used today within the field. We find them the most applicable and relevant to our study and significantly better than the newer ones we found.

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Lundahl et al, 2003

4 Methodology

In this chapter we will present the research methods being used. First, we explain our choice of research approach followed by the procedure of data collection and processing. Further, we have chosen to integrate possible criticism against chosen methods in the relevant parts presented. Finally we discuss the issue of objectivity.

4.1 Choice of Approach

According to Bryman and Bell, the definition of a qualitative research method is “*a research strategy, which in general emphasises the importance of words and not the quantification during collection and analysis of data*”⁸¹. What distinguishes the qualitative research method is that the researcher has an interpreting approach when analysing the collected empirical information. Through this, one can obtain a deeper understanding of *how* the phenomenon being studied functions, and *why* this phenomenon occurs. In our case, we have chosen to use this approach when studying the motivational factors influencing the work of the individuals at one section within APV. Our task is to investigate the motivational factors and de-motivational factors, and in order to do this we need to create an understanding of *how* the employees perceive their working environment and how they interact with each other. This analytic approach suits our purpose and is the keystone of our way of reasoning in the motivation project. However, there will be some quantitative features in our data collection since we will get a vast information base in our survey, from which we hopefully will be able to deduce statistics and through this be able to see a correlation with the qualitative material.

We are aware of the problems that might occur when using qualitative methods. The fact that people might have different approaches in interpreting information could result in a description of reality that is less objective than desirable. Regardless of which method that is being used, it is the different interpretations of reality that will influence the result. This is why it is of great importance for us to be aware of this when analysing our collected data.⁸²

⁸¹ Sharan, 2006, p.91

⁸² Jacobsen, 1999

4.1.1 Diagnostic Study

The purpose of a diagnostic study is to find the *cause* of a particular phenomenon. In order to do this one has to diagnose the symptoms and look at the context and time frame in which these symptoms have appeared.⁸³ The aim of this kind of study is often to find a solution to a specific problem and can include a combination of quantitative and qualitative features. Examples of questions that can be addressed by applying a diagnostic study could be *why the profit is decreasing?* or *why is the employee turnover so high?*⁸⁴

The diagnostic study is appropriate for us to apply due to the fact that we have to diagnose the symptoms, which in our case could be declining efficiency in the section or high turnover of employees. We believe that a symptom of the degree of motivation having declined during the last couple of years is the result of the Voice survey, which has served as a base for us when designing the survey that we sent out to all of the employees within the section. The answers that we will receive from the employees will hopefully be sufficient for us to identify the cause of the problem in order to find a possible solution.

4.2 Data Collection

Gathered empirical data can be divided in two different groups; *primary* and *secondary* data. Primary data is the information that the researcher collects by herself without using already existing data. The primary data is always formed and designed for a special purpose⁸⁵. In our case, our primary data will consist of interviews, observations and surveys. Secondary data is characterised by the research proceeding from data that has already been congregated, but for another purpose.⁸⁶ We have found our secondary data in articles from Sony Ericsson's Intranet, newspapers and the Sony Ericsson web site. Within the secondary data, the Voice survey has been our largest provider on the specific subject of motivation and has been a strong base on which we have relied when forming our own survey for APV.

83 Lundahl et al, 1999

84 Ibid

85 Ibid

86 Ibid

4.2.1 The Voice Survey

The Voice is an internal survey that is implemented once per year amongst the employees. It is designed and conducted by Research International, of which also SIFO, a Swedish institute that performs market analyses and provides consultancy expertise for companies.⁸⁷ Sony Ericsson buys the survey from Research International, and adjusts some of the questions for it to be suitable for their organisation (internal concept, organisational abbreviations, and etcetera) and the information that they need. The survey is also edited every year depending on if there are any specific questions that need to be addressed, in order for it to always be relevant. For example, in 2008 they added a parameter concerning “openness and learning”.⁸⁸ However, the objective is to have a rather similar-looking survey each year since that makes it easier when comparing results from different years, as well as following up on how certain problems are being addressed or improved. When the employees have completed the form and the results come in, each section manager receives the results for her or his section in addition to the result for the organisation as a whole. Each manager then goes through the result with her or his respective “management team” and discuss the issues that need to be addressed as well as which factors that are positive and need additional focus.⁸⁹

The Voice survey involves a number of different issues, spanning from how the co-workers perceive given and taken responsibility, motivation and organisational efficiency. In the survey of 2007, two questions were addressed under the subject of motivation; commitment and job satisfaction. The employees could respond according to four options; alienated, frustrated, satisfied or motivated. The majority of the participants in the Voice survey of 2007 answered that they were motivated, more specifically 57 percent. However, this was a decrease from the previous years in the section and they have noted a decline in the percentage each year. This made the section manager concerned and he is now eager to find the underlying factors that could have had influence on this result.

However, even if the Voice is a good tool for us to use when analysing the motivation, we believe that it cannot be seen as a hundred percent reliable considering some aspects. First of all, the consultants working in the company have not been included in the survey, which in our case means that only 60 percent of the workforce in the section has participated. We have

⁸⁷ <http://www.sifo.se/Public/About/Index.aspx>, 2008-11-12

⁸⁸ Eva Lorentzon, 2008-10-28

⁸⁹ Ibid

also heard some criticism amongst the employees about the survey often being conducted during stressful periods when people have not had sufficient time to reflect on the issues brought up, and hence may not have answered a hundred percent truthfully.

Considering the rather large turnover that the section has had during the last couple of years, it would be interesting to interview those who have left the section in order to get a wider perspective of the situation and how it has changed. Due to lack of time and the possible difficulty in selecting and finding former employees and consultants, we will not include these individuals in our study. We will use results from the Voice survey from past years as references, but the actual analysis will be done on the present situation in the section.

4.2.2 Other Secondary Data Sources

In order to get to know the company in the beginning, we used a number of sources that gave us the basic background on Sony Ericsson and the most significant events in the company's history. Considering that Sony Ericsson faced difficult times and had given employees notice on layoffs, the company had been discussed frequently in the media, and this has helped us in the search for general information about the company. Sony Ericsson's web site also supplied us with essential and relevant information concerning the current situation that the company is finding itself in, as well as upcoming events. Internet in general has been a large provider of information for this paper. For instance, Google was as a major search engine when looking for articles on the situation of Sony Ericsson as well as general facts and theories.

When starting to work on the project, the three of us were assigned one desk and a computer each situated in the section. We also received an IT-account, which made it possible for us to use the Sony Ericsson e-mail as well as having access to the Intranet. The Intranet provided us with information that is only accessible for the work force at Sony Ericsson. This proved to be rather useful for us both when searching information and observing how the workforce receives their information, but particularly it proved to be an efficient way for us to distribute our survey to the target group.

4.2.3 Observations

During our first couple of weeks at APV, several observations of the company as a whole were made, but in particular the section with the assignment in the back of our minds. In this new environment, we were struck by several impressions from everywhere around us, spanning from the look of the buildings to how the employees interacted amongst each other. In order to be absolutely certain not to forget any aspects, we made sure to take notes during the first weeks on how we perceived the behaviour of the employees within the section. As time went on, the three of us became more and more a part of the section ourselves and we noticed that objective observations became harder to make, since we had become biased parts of the organisation ourselves. The first week we were there, the section manager arranged a meeting for the entire group where he introduced us and explained the task we had been assigned to do. This meeting was the first opportunity for us to meet the entire group and became one of the most important observations we made considering the relations between managers and the group.

The observations made in the beginning were especially the way the co-workers interacted amongst each other. In this, we observed how they behaved individually towards us, towards peers, and also towards managers. Other factors noted were the social interaction within the group and the ambiance in the working environment. Examples of this could be small talk, coffee breaks, lunch partners, and etcetera. Some other aspects that can be interesting to have in mind when analysing an entire section are the more superficial ones such as the way that people dress and how relaxed they seem to be in their working environment.

One thing that we had in mind when coming to the section was that the mere fact that we had been hired to evaluate the degree of motivation could in itself enhance the motivation amongst the employees. This due to them feeling that the management had recognised that there was a problem, and was trying to address it. One important observation one can make when coming to a new workplace is the level of communication between team members (employees) and furthermore with team- and section managers. The communication we are referring to, can be verbal through e-mail and communicator (*Microsoft Office Communicator*, their corporate instant messenger program) or through planned or spontaneous meetings.

In order to get a clear and vast image of the situation and the organisational culture in general,

one would have to spend a significant period of time in the section in question. Since this is not a possibility for us considering our time frame, our observations will merely be considered as a complement to other primary data that we have collected and we will not rely on only observations to make any conclusions.⁹⁰

4.2.4 Qualitative Interviews

After being in the office for two weeks and talking to our commission assigners, we agreed on performing individual interviews with each person working within the section. Since the consultants did not participate in the Voice survey, it was of significant importance that they were included in the group, which in total ended up consisting of 38 persons. To receive additional perspectives, an interview with the constructor of the Voice survey, as well as one of the employees who work in the human resource department (HR) was arranged. She is a HR-officer within human resource management (HRM) who works closest to the section manager, which made her an obvious choice. Including the section manager was also a good way for us to give our empirical material a further width. Finally, our ambition was to in addition include all of those who were employed on an hourly basis, considering they were also part of the group even though they did not have the same experiences from working in the section. However, some of these proved to be difficult to reach, but we still managed to include a couple of them in the study. Through our Outlook accounts we sent out invitations to everyone in the group, which proved to be the easiest way of getting in touch with everyone. The majority of the group was very quick to respond and this was further enhanced by the section manager who urged everyone to participate.

The interviews were formed with a qualitative approach, meaning that the questions were relatively open. Our intention of not narrowing down the questions too much was that we wanted to avoid angling the respondents' answers in any way, as well as giving the respondent an opportunity to speak freely. Considering that an FGTL has other job descriptions, we adjusted some of the questions according to this in order to get a better insight on how they perceive the situation. Since the group was pre-informed of the purpose of our project, it made it easier for the respondents to know in which areas to emphasise their thoughts and

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Sharan, 1994

experiences. Even though a specific order of the questions was structured from the beginning, we soon noticed that this order was not followed during the course of the interview. However, this was not a problem; it was rather the opposite since the interviews became more fluent. Nevertheless, the structure of our interview forms proved to fill an important function in reminding us of the main issues that we wanted to bring up as well as facilitating for us when putting the answers together.

Before starting the interviews we always made it clear to the respondent that everything said was going to be a hundred percent confidential, and that no names or personal details were going to be mentioned when reporting the results. The interviews began with a couple of general questions such as age, background and working tasks in order to get the respondent comfortable in the interviewing situation and opening up towards us. Another factor that could have had an impact on the respondents feeling more comfortable is that the interviews were performed in small conference rooms situated close to their workspace. The rooms were small and quiet and we booked them in advance in order to avoid disturbance. Each interview was scheduled for half an hour, but of course some interviews took longer than expected and some interviews were through rather quick. The decision to not use a tape recorder was made quickly since we felt that it could inhibit the respondents in answering as truthful as possible. However, not using a tape recorder made it even more important for us to make the right notes and constantly being alert to the respondents' answers and reactions. We scheduled the interviews with at least an hour in between in order to have time to write down all our notes and impressions from the interview straight away. Considering the length and amount of information received, it was crucial to document each interview as soon as they were done in order to capture and remember all details.

We tried to divide the interviews equally between the three of us for a number of reasons. First of all, we wanted to save as much time as possible by doing an equal number of interviews per person, but also to avoid being too subjective. If one of us had performed all interviews, it would be positive in the way that one person would get an overview of all individuals but it would also mean that only one person's perceptions and thoughts would constitute the foundation for the results. We also wanted the three of us to be equally participating so that we could discuss the answers. Although it did not end up with exactly the same number of performed interviews due to administrative obstacles when scheduling respondents' calendar with ours, we believe that the division still became rather equal.

Even though we had a template from which we structured the interviews, the respondent could navigate the interview according to what he or she found most relevant to discuss. During the course of the interviews we asked follow-up questions concerning the issues or problems being brought up by the respondents and what we felt were interesting for us, in order to gain a deeper understanding of how the respondent perceived the situation. In qualitative interviews, each respondent is unique and it is therefore important to make every interview adjusted to the specific individual to be able to get a deeper understanding for personal experiences and details.⁹¹

When we first started interviewing, we had prepared a question form with approximately 20 questions. However, when starting interviewing, we soon realised that the questions were too broad and putting more emphasis on questions regarding motivational aspects of the working situation was needed. The result became a narrowed number of questions, especially those concerning personal background facts on the respondent and instead we highlighted the issues regarding motivation, general organisational and working satisfaction as well as team spirit. As soon as after our third interview, we were ascertained that we needed to make some changes in the questions so that the focus was put on the motivational aspects concerning the respondents' job.

We are aware that when performing qualitative interviews, it is important to consider the challenges of interpreting the respondents' answer considering that it is the interviewer herself who has the responsibility of valuing the responses in a correct and non-biased way. Considering the open character of the questions, the follow-up questions depended on the respondents' answer and the interviewer's way of contemplating this answer.⁹² In order to minimise the subjectivity, we made sure to discuss each performed interview with the other group members right after to reduce any risk of misinterpretation. The interview templates are attached in the appendix.

⁹¹ Jacobsen, 2002

⁹² Ibid

4.2.5 Processing the Interviews

When all of the interviews were completed, we agreed to use the interview forms with the ten major and most relevant questions as base in order to compile the interviews efficiently. Each of us processed our own interviews according to the ten questions and then the information was gathered from all interviews under each question. During the documentation, we were extremely cautious not to mention any information that could be connected to a certain individual. Everything personal such as background facts, title or which co-workers a respondent worked with was eliminated from the final document. “Him” or “her” were replaced with IP (interview person) to make sure that the individual could never be traced and making sure that we kept our word in terms of confidentiality. However, the original documents are saved in order for us to be able to go back in if additional information is needed. At last, all of our summaries were put together in one final document in order to have everything gathered to facilitate the comparison between the answers and as a foundation for our future discussion and analysis.

When we have compiled all this data that was gathered through the interviews, some frequent aspects and views amongst the responses could be distinguished. Therefore, we decided to group the most common issues that occurred in seven major areas; work situation, job descriptions, distribution of work, communication, feedback, career and team. These areas will constitute as keystones or highlighted subjects during the analysis in chapter seven.

4.2.6 The Survey

When we first came to the section, we were told that the level of motivation was relatively low and this result was based on the Voice survey, which had been conducted in 2007. However, we soon found out that none of the consultants working in the section had participated in the survey, which is a defect that makes the survey less reliable since the number of consultants is rather large. This was one of the reasons for putting together a survey of our own to distribute to everyone, including employees and managers as well as consultants. We also felt that we wanted to have a more updated version of the survey as a base, instead of the Voice, in order to have a clear image of the current situation. We believe that the survey could be a good complement to the interviews, due to the fact that it might enhance the level of honesty considering that the survey is completely anonymous and nobody will have the possibility of tracing one persons' answer. Furthermore, by using the

survey format, our wish was to eliminate the subjectivity that can arise when conducting an interview face-to-face.

Concerning the format of the survey, we decided to re-use some of the questions from the Voice survey with the permission from the constructor.⁹³ Our purpose by doing this was to compare the results with previous years when the employees were included in the survey, even the consultants and not just those employed. Our thoughts were also that many of the Voice questions could be useful since they matched our purpose. In this, we refer to identifying the motivational factors for individuals working in the section. Furthermore, it turned out to be a good strategy considering that it can be quite time-consuming to construct a survey. The characteristics of the questions from the Voice were mostly of a quantitative approach, provided that the answers were of multiple-choice character. This facilitated the process for us in deducing statistics from the gathered data, which made it possible for us to easily compare with the results from previous years. Finally, the decision was taken that the quantitative approach could be a good complement to the interviews since the result received from a quantitative study is not subject to interpretations to the same extent as the qualitative one.

When we had completed and aggregated the interviews, some common characteristics were found that reappeared when talking to different people. By distributing a survey, we believed that additional information could be received that might help us confirm or challenge our existing assumptions on the situation. For example, we decided to include questions that only concerned Roger's leadership. The reason for this was firstly because we wanted the section members to have the possibility to be totally anonymous and be able to express their true feelings towards Roger. Further, we also wanted to avoid the risk of our possible subjectivity concerning Roger affecting the outcome of the interviews. As stated above, we decided to put the emphasis on the quantitative types of questions, with 20 multiple choice questions and three additional that were open in order for the respondent to develop their own thoughts and ideas on the subject. In order to not become hypnotised by the negative aspects in the section, questions concerning the positive features that the respondents felt about the working situation were included. This was important in order to find out which factors to emphasise, as well as those that can be further improved, which is also aligned with our

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Eva Lorentzon, 2008-10-28

purpose. The survey is attached in the appendix.

We are aware that one of the chosen age-ranges (25-34) in the survey is rather wide. The reason for using this particular range was that it was applied in the Voice survey, and consequently we used the same in our survey. It made it easier and less time-consuming for us, both when formulating and processing the survey, as well as facilitating for us when comparing to results from previous years.

The Intranet was used to upload the survey, which proved to be an efficient way of reaching the people involved. To upload the questions on the Intranet turned out to be rather time consuming since each question had to be uploaded manually and individually. However, we still consider this to be the smoothest way of distributing the survey since everyone has access to the Intranet and could easily reach the site through the link sent out to his or her e-mail address. In this e-mail, the purpose of making the survey was explained as well as the importance of everyone participating. Further we also gave practical instructions on how to access the survey. A time frame of four days to answer was also given to the respondents and we made it clear that it would only take a few minutes to participate. The purpose of having a deadline was mostly to try to avoid the employees discussing the issues brought up in the survey and hence influencing each other's responses. Both the section manager and one of the team leaders helped us urging and reminding the group to respond to the survey in the given time frame. The day before deadline, an e-mail was sent out to remind those who had not yet answered.

4.2.7 Processing the Survey

When the respondents had answered the survey, this was displayed on the Intranet where the three of us were the only ones having access to view the answers. The processing of responses was started as soon as everyone had completed their form. To simplify the overview of each question and proportions of certain answers an excel-file was constructed that was divided according to each question. Using this method to quantify the answers was a good way of easily viewing the numbers in black and white and to be able to deduce possible statistical correlation. Since we felt we had a pretty clear view of the situation after having received exhausted answers through the interviews, we chose to only include three open answer-questions in the survey. Another reason is that it would be too time consuming to

process many open answers as well as harder since open answers does not give the respondents any frame in which to express themselves.

Since the section includes a minority of women and individuals with a foreign background, we chose not to evaluate the survey on the basis of sex or nationality. According to us, this would not give a clear or representative image of the section as a whole. Instead, two variables were chosen that we believed would show a fairer picture of the section; age and employee versus consultant.

In the initial phase of this thesis our plan was to conduct some deep-interviews to complement the performed interviews, survey and observations with the aim of receiving further understanding of the conditions within the section. However, we changed our minds when we have processed the 38 interviews, the survey and the observations since we found that the empirical findings from these actions gave us enough data, and hence we decided that additional interviews would not be necessary. To conduct five or ten deeper interviews would also constitute a risk to our earlier findings if the individuals we talk to, would be extremely motivated or extremely de-motivated. This could give us an incorrect image of the general opinions within the section.

In the same way as some frequent aspects were distinguished when we compiled the interviews, almost the same aspects were detected when processing the answers from the survey. The fact that similar responses and factors could be distinguished from both the interviews and the survey was a relief for us, since that meant it being easier for us to work from and further evaluate in the analysis. We decided to group the most common issues (the same as in the interviews) in seven major areas. These areas will figure as a framework for our analysis in the seventh chapter.

4.3 *Objectivity*

The issue of objectivity can appear since this report is an assignment given to us by Sony Ericsson. Because of this, one might think that the taskmaster anticipates a certain outcome of the study being made. This could influence our way of reasoning and could hence affect our objectivity on the matter. Since we receive financial compensation for conducting the project, this could also have an impact, especially considering that this is quite unusual for

students in business administration. Although, the financial compensation is being paid regardless of the outcome of the project, therefore it should not be of significant importance.

5 Mapping the Section

Before we move on to the empirical results, we will in this chapter present a more deep description of the section. We are going to map the section's position within Sony Ericsson by giving comprehensive explanations of the organisational structure. The section's goal, what purpose it fills for the entire company, the characteristics of the individuals working in the section, and the existing positions will be described. Finally, the work process and the work flow will be explained; the input, what factors start the projects in the section, how they are structured, and what are the results, the output. These in order to give the reader clear insight into the employees' situation.

5.1 The Section within Sony Ericsson

In 2007 Hideki (Dick) Komiyama became the president of SEMC and is still in this position today. He is working at the company's office in London and is responsible for a number of corporate functions worldwide, which can be illustrated as below.

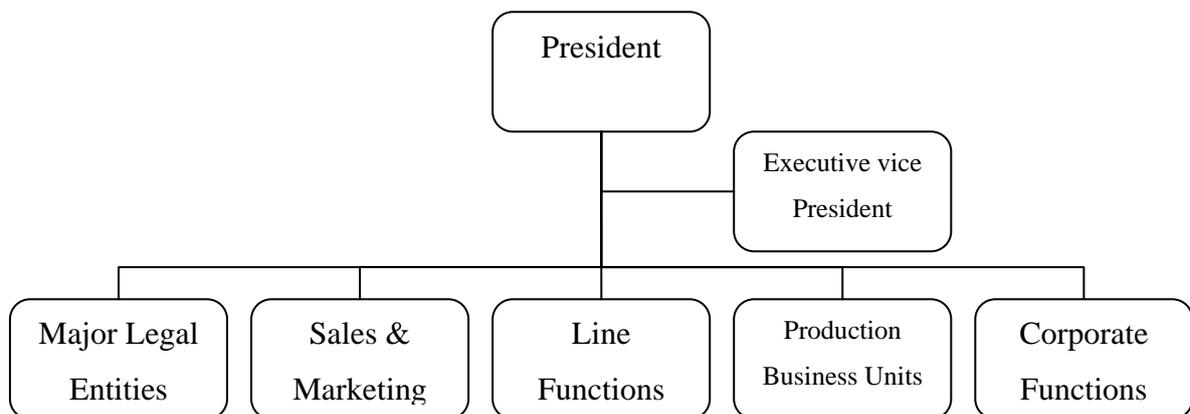


Figure 2: Organisation chart of Sony Ericsson.⁹⁴

The box named *Product Business Units (PBU)* consists of several units and one of them is called

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Intranet SEMC, 2008-12-02

Creation and Development (C&D). C&D is in turn divided in several units where two of them are software and hardware. These two units are structured in similar ways⁹⁵ and the software part is in turn divided into platform and product projects, which can be seen in the model above.

To simplify the description of the organisational structure, the unit of platform projects is divided into three units; *development*, *project management* and *test* (APV). APV is a test sector and other similar sectors exist within Sony Ericsson, for example Global Product Verification (GPV) which works parallel with APV. GPV manages several products at the same time, while APV manages the platforms. The APV's vision is:

*"We shall find all relevant faults, as early as possible, with minimum effort"*⁹⁶.

The products within the platform projects is divided in different segments as; *Entry*, *Central*, *Open* and *Convergence* (Windows), where *Central SW* is the one that is processed in Lund. This unit approximately includes 1000 individuals today.

5.1.1 Responsibilities and Mission

APV's responsibility is to verify the application platform both from a functional and a system point of view. The testers' task is primarily to create an image of the level of quality within the platform. The section manager explains APV's mission in a metaphor:

*"The people in my section are using a flashlight to visualize the software quality. The testers highlight what is right and what is wrong, according to the requirements, and together with the developers make sure that the platform reaches sufficient quality before the platform can be launched"*⁹⁷.

The mission is fulfilled by tasks as analyzing requirements, designing test cases, developing test applications and scripts, test execution, defect reporting, verification of fixes, improvement projects, and so on. All activities that the testers follow and work by are described through processes, which give answers to questions as when, how and by who the

⁹⁵ Daniel Buhre, 2008-12-02
⁹⁶ Roger Jansson, 2008-12-06
⁹⁷ Ibid

activities should be executed.⁹⁸

To develop software products is an extremely complex process. Testing software products is therefore important and crucial in order to be able to create functional and quality products. The APV sector, as a part of the large software unit in the company, is hence an important part for the organisation. Together with the developers and other groups within the software unit, the APV sector contributes to the entirety and it can be explained as “a chain is only as strong as its weakest link”. Without the APV sector, Sony Ericsson’s products would contain errors; a mobile phone might not even start.⁹⁹

5.1 The Participants of the Section

As we have written before, the entire APV sector consists of approximately 250 individuals where Roger Jansson is one of several section managers. The name of the section is *BGNMVNL - OSE Software Verification: Java and UI*. The section is divided into two major teams upon specialization; Java and User Interface (UI). Other specialization areas within APV are for example multimedia (MM), messaging (MESS), personal information manager (PIM), and Browsing. Each section and/or team within the sector tests different parts of the application platform.

Java and UI are in turn divided into smaller teams, which have a responsible manager called FGTL. These teams are in turn split into smaller sub teams, which the TLs are responsible for. The sub teams usually consist of four or five persons, called testers. The three positions that exist within the APV sector are; *section manager*, *FGTL*, and *tester*. The section manager is responsible for the entire section, the FGTLs for the major teams, and the testers are the majority. TL is not viewed as a formal position in the sector, more as a role.¹⁰⁰

Today the section consists of 46 members, approximately 60 percent is employees and 40 percent is consultants. The number of members has expanded rapidly during the past years and since 2005 the number of members has more than doubled. Roger has been the section

⁹⁸ Roger Jansson, 2008-12-06

⁹⁹ Roger Jansson, 2008-12-01

¹⁰⁰ Intranet SEMC, 2008-12-03

manager for the three last years and only eight individuals are still left in the section since 2006.¹⁰¹ The ratio of male and female in the section is 70/30, which has been constant during the last years and is similar as in the entire organisation.¹⁰² The majority of the section members are between 24-34 years old and a few of them have an international background.

The business language is English, but most of the time the individuals speak Swedish in the section since few have another mother tongue. Even if the cultural differences in the section are noticeable in some aspects, the Swedish norms are the general. The majority of the members have completed a Master of Engineering, and the rest has other relevant academic backgrounds with usually at least three years of university studies. For many individuals, it is the first full-time job and the majority has worked in the section for approximately one or two years.

5.2 The Work Flow

In order to understand how the tasks and how the entire work flows are structured in the section, we will explain this in two parts. The first part describes the complete development process, what happens before the platform projects come to APV. The second part describes how the interactive work flow is structured between testers and developers and the individual test process is also explained.

5.2.1 Development Process of a Project

Very shortly and in general terms the process can be explained as following. Before a platform project comes to APV, it has passed through many steps, which are called *milestones* and are abbreviated as MS. The entire development process starts on higher levels in the company with a careful investigation through a business case over this new particular project, which is the MS A node in the picture below. If the company believe that a target group and a demand exists for the potential project, ideas and research around the new project take off and the process moves on and soon comes to the phase called *demand phase* (the MS C node). In this part, the new project is reviewed and the organisation's resources are evaluated. The APV sector can start influencing the process in this phase.

¹⁰¹ HR Support, 2008-11-12

¹⁰² <http://www.campus.se/Inside-Stories/Employer-Profiles/Sony-Ericsson.aspx>, 2008-12-02



Figure 3: The Organisational Process.¹⁰³

At MS D the project scope are defined by several specifications and requirements. Developers start to implement required functionality and testers start to develop test cases for verification. Developers and testers work close together during this phase in order to secure the quality of the new functionality required for the new products. The functionality is integrated in the platform when acceptable quality is reached.

MS alpha is reached when all functionality is integrated in the platform and this milestone is the start of the stabilization work. Stabilization works includes bug fixing, performance and stability improvements to prepare the software platform for MS Beta.

MS Beta is reached when the platform is ready for customer acceptance tests. The development process ends with a milestone called *Readiness to Launch (RTL)*, where the platform can be delivered to the market.

5.3 The Relationship between Testers and Developers

When developers in the project platform unit have developed new platforms these must be tested to secure the quality. Therefore, developers send the software to APV for verification and which one of the sections that receive the new platforms depends on specialization areas. Every functional group of developers has a corresponding APV team. For instance, APV Java tests everything that has been produced by FG Java (Functional Group). In sum, *the input* that starts the workflow in the section is when developers have created new platforms that need to be tested.

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Intranet SEMC, 2008-12-12

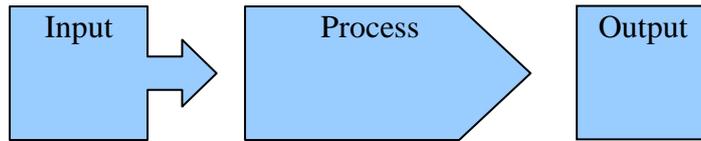


Figure 4: The Work Process.¹⁰⁴

As soon as the testers have received a feature from the TL's, they use different methods to test the platforms depending on what part that needs to be tested and on their individual competences. When a tester detects faults, they submit a defect report, which is assigned to a specific developer. The developer then corrects the defects and informs the testers what has been done so he/she can verify that the defect really is fixed. It is a close collaboration between the developers and testers, until the platform has acceptable quality.

This means that a tester can work in the same project during a long time. What is grateful though, is that they can reuse test cases in several projects. Therefore, the testers can work with several projects at the same time since the projects might not be at the same stage in the test-process. A tester can for example work with three projects simultaneously; one project that are about to reach MS Alpha, second one to reach MS Beta and the last one to reach RTL.

A good day for a tester is when a lot of errors, or a few big errors, are found on the projects that he/she is testing. Another great feeling is when a project is finished, when testers and developers can ensure that this platform do not contain any errors. Then, testers and developers can certify the quality of the platform since all different parts of it have been tested, together they can recommend it to the organisation.¹⁰⁵ In sum, the testers give constant feedback to the developers by testing their created platform projects. The testers' task can be explained as to detect errors on platforms created by developers to certify high quality on Sony Ericsson's products.

¹⁰⁴ Intranet SEMC, 2008-12-04

¹⁰⁵ Roger Jansson, 2008-12-02

6 Empirical Findings

In this chapter the results from the empirical data collection are presented. The reader can follow all the empirical findings including both quantitative and qualitative data. The chapter begins with the qualitative data found in the interviews that we have performed. This is followed by the results found in the quantitative data extracted from the statistical results from the conducted survey. Results from the made observations are integrated into the two parts.

6.1 Results from the Interviews

The findings from the conducted interviews are presented below in a few sections of text below. The topics brought up are the ones that were the most common and repetitive during the interviews. We received much more data than written in these sections, but we will present the most pronounced opinions we found when processing the interviews. It is also these areas that we will discuss further in the analysis.

6.1.1 Work Situation and Job Tasks

Many of the section members feel that they have too much to do, ergo a too heavy workload, on a daily basis. Some express it as them not being able to focus on one thing at a time since they have piles of things to take care of. One respondent describes it as:

“The job is too divided, too much to do and you do not have time to finish stuff, you cannot move forward and are just stuck in the same place. You get a feeling of doing nothing”.

Another respondent illustrates it as; “...most of the time we are just trying to keep our heads above the surface”. In contrast, a few employees in different teams experience a comfortable pace of work today, although they believe their workload will increase ahead. A common thought is that the workload is periodic, some weeks they are overloaded and some they have much less to do. None of the employees state that they have too little to do and wish to increase the tempo. Further, some believe the personalities of the colleagues play a substantial role in how the workload is experienced. Some individuals have lower stress levels than others and can

leave the work when going home, while others become stressed easily and keep thinking about job tasks in the evenings.

The majority of the respondents state that the tasks are not more in quantity today, but that they have become more complex during the last three years. One project today can have many branches and feels like two or three projects as they were constructed before. The testers also admit that they have more projects at the same time now. They can have everything from two to six projects simultaneously, compared to one to three projects before. A wish that is commonly expressed in many interviews is that rotation between tasks and persons within the sub teams, if such is possible, would be preferable to the current situation. Many respondents think that it would increase the variation of the tasks, make the team less fragile when someone is missing, and create an understanding for co-workers due to an insight in each others' tasks.

Many of the respondents say that their job tasks are very monotonous, that most assignments are recurring and the variation is small. According to many of the testers, this is how a job for a tester is structured and it is the same for all testers that work in this field. Simultaneously, a few testers mention that they experience their tasks as varied enough. Even if every assignment itself is monotonous, they think that they actually can affect the assignments in some ways if they want to. They mean that it is the TL's responsibility to divide the assignments between the team members according to what would be the best for the team as a whole, and if a problem arises the majority of the respondents feel that they can talk to the TL in confidence.

Some respondents tell us that during periods of stress their TL often gives more assignments to some people in the team than to others. One reason for this is probably the TL's own worry and way of making sure that things are getting done and keeping the deadlines. This creates an unbalanced division between the assignments and the team members. It can create a feeling that the better you are at work, the more work you receive on your desk and the more stressed your work will be. A few testers state that they feel that this is an existing atmosphere within the whole section. If you are hard-working and you are doing well, you become more important to the team since you are getting much done, and then the manager wants you even more and the chances of getting promoted are fewer.

Several respondents argue that there is an unbalance between individuals' workload in the team. Some are overloaded and stressed while some do not have that much to do at all. Several respondents state that some get to work with more amusing and interesting tasks, as well as the latest products, than others. The division between team members who gets the most attractive assignments is not balanced either, and according to some respondents, this is unfair.

If a team member not manages the job tasks properly and is lacking in pace, this will affect the rest of the team. A few respondents mention this; they claim it creates a negative atmosphere within the team and that it creates frustration.

6.1.2 Communication

The communication with both TL and the FGTL is of great importance according to the majority of the respondents. This can be illustrated by a statement made by one of the respondents:

"If you feel confidence to your closest leaders, both their capacity concerning work tasks and the social part, that you can talk to them when needed, you feel much more secure over all".

Several employees argue that good leaders definitely can increase the motivation in the working place. They want to be able to talk to the leaders and be sure that some conversations stay between them and that they can trust the leaders, which is something most of them feel that they can do today. Several respondents also want to feel safe when their leaders divide the tasks between individuals; good leaders know the competences needed for respectively assignment and can find the best fit between the assignments and the individuals in the team. Moreover, good leaders act in ways that are the best for the entire team.

One respondent mentions that he or she has been worried that his or her FGTL would steal the ideas that he or she has come up with and make in to his or her own toward the section manager. The respondent states that the FGTL has a very tight relationship to the section manager and that the respondent cannot feel confident if something would be wrong since Roger would probably listen to the leader anyway. Despite having this in mind, the general feeling that we get is that the majority of the respondents are satisfied with their TL's and

FGTL's.

6.1.3 The Team

A topic that is often discussed during the interviews is the size of the section, that it is too big and has too many members. During the past years the section has expanded rapidly and the number of members is doubled today compared to three years ago. At the same time, the staff turnover has increased over all. Some respondents mean that the section has grown too fast and that the adaptation; both concerning the employees, management, work structures and procedures, have not caught up yet. The HR-officer explains that it is not only this section that has expanded:

“The whole organisation of Sony Ericsson has expanded very aggressively during the last two years, even if it the company is in a switching period right now”¹⁰⁶.

She also tells us that other software sections usually have 12-15 members, with 20 members at the highest. She says that the HR-department is aware of Roger's section being too big and that it should be divided into two or three groups. The reason for why this has not been done has several explanations. There are administrative obstacles as well as several re-organisational actions being present in the company they have decided to wait even further. Some respondents and the HR-officer say that smaller groups probably would result in a tighter cohesion, the section manager would be able to give more attention to each individual, be more visible, and prioritise things that he cannot focus on today due to lack of time. Further, they say that individuals would probably get to know each other better and the chances of establishing a stronger in-group feeling would be larger. Smaller groups often have positive effects on individuals' motivation.¹⁰⁷

One negative consequence of the section's rapid expansion during the latest years is the appearance of knowledge gaps. When individuals leave the section the knowledge disappear with them, and the existing team members must take a step back and teach new co-workers how to do the job. Due to several respondents this can be rather tiring since it feels like they

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Maria Silverberg, 2008-11-06

¹⁰⁷

Ibid

do not move forward; the tempo is decreasing every time a new person must be adapted to the group and learn the tasks. One respondent describes it as; *"...it feels like we have to reinvent the wheel over and over again when people are leaving"*.

Several respondents admit that there is no special ambiance between the two teams in the section. The teams are situated in landscapes separated from each other and do not have much contact. Some even claim it feels strange that the two teams belong to the same section since the individuals within it do not know each other. A respondent describes it as; *"...the teams are like separate islands that do not work together as a whole"*. Although, many respondents say that this does not bother them and there is no need to know the individuals in the other team. It can be illustrated by quoting a respondent: *"I do not feel a need to small talk with them or being able to take a beer on Friday evening"*. However, a few respondents would prefer a closer relationship since it would have been easier to ask for help when needed. A few respondents suggest that more social activities should be arranged for the whole section, not just for each team, in order to create a bridge between the teams.

6.1.4 Careers and the Future

Some individuals have been working in the section for some months, whereas others have been working there for the past five years. Still, the majority has been working here for one or two years. Many are planning to stay for a while, maybe one or two years and then move to another position within Sony Ericsson or to another company. Some respondents mean that approximately two years is as long you manage to stick out with the monotonous job before you get bored.

The majority of the respondents that are de-motivated today want to change position and get more responsibility. A few want to work as project leaders, but argue that there are very few opportunities of doing this within APV. As a consultant it is very difficult to work as a project leader within the organisation, they must change company or become employed by Sony Ericsson.

Many of the respondents discuss the few positions within the section; testers, FGTL, and section manager. When a group has over 40 persons, these positions are not many and the chances of getting promoted are small. The respondents argue that almost everyone in the

section strives to become TL or FGTL, and if they do not succeed, the individuals move to another section within Sony Ericsson or to another company. A few respondents tell us that there exists the possibility of working with other projects on the side, and individuals responsible for such projects have the possibility to develop in new areas, which they find motivating. The interviews show that the majority of TL's and FGTL's are motivated today.

Some respondents mention that many of the individuals only see the section as a first step of their careers, and not as a place where they plan to stay and work for several years. They learn a lot from the tasks but will sooner or later move on with their careers to another section or another company. For many of the individuals this is the first job. Most of them are ambitious individuals, engineers, have a high stimulation level and want to develop. The majority of the individuals are between 25 and 35 years old and some respondents argue that individuals from this generation have another attitude to employers and how long you usually stay at your first job. They think that this generation usually stays two or three years with their first employer and this is also the case within the section. Several of the respondents would like to test out working in another company in the future.

Many of the respondents say that their picture of Sony Ericsson as a company has changed since they started to work here. Earlier they saw it as a young and cool company, which works with the latest technological products. They saw it as modern, efficient and a very fast moving company. This can be explained by the fact that Sony Ericsson is one of the world's sixth biggest operators in its business¹⁰⁸ and according to performed surveys; Sony Ericsson is the top three most popular employers for engineer students.¹⁰⁹ The individuals within the section are engineers who love to work with the latest in technology, and therefore when being students, many had the image of Sony Ericsson as being the "dream employer". Though, this picture often seems to change when the individuals have worked in the company for a while. Several of the respondents believe that the organisation is rather slow; the meetings are too long and too many, there are unnecessary decision processes and the company is in general more inefficient than they had thought before.

¹⁰⁸ SvD Näringsliv, 2008-11-26, p.23

¹⁰⁹ (<http://www.universumglobal.com/CMSTemplates/Universum.com/files/SEpressrelease/E%C3%B6retagsBarometern%202008.pdf>), 2008-11-30

6.1.5 The Leadership

Concerning Roger, the section leader, almost everyone has positive things to say. Some respondents say that they do not know Roger personally since he does not have time to get to know all of them. Even if many of the respondents feel that Roger is trying hard to be visible and a good leader for the huge section, some say that he does not feel close on daily basis. Although, nobody doubts that Roger is doing his very best or counter argues that he is a faithful and a good leader. Instead, many emphasise that the section is way too big and that it is impossible for anyone to keep the group together. One person says: *“Roger's time is not enough”*. Several people admit that Roger grows the more they get to know him, both as a leader and as a person. They have faith in him, he listens to people when they are talking, he can answer questions when they ask for advice, and he is there when needed.

Many of the respondents like that Roger is visible in the corridors and small talks once and a while because then he feels closer and more in touch. Some say that they know that Roger does not love to walk in the corridors and just chat; it makes him uncomfortable if he does it too often. Some think that Roger should be much more visible than he is today since he actually is the leader of the section. They wish that he knows exactly what every person actually is doing and that they talked more often, but they know that it is impossible with such a big group. In contrast, other respondents say that they do not care: *“If I need to talk to Roger I contact him, there is not idea for him to spend time on chatting in the corridors”*. So even if the opinions on how important Roger's visibility is are divided, none of the respondents think that it would have been negative if Roger were more visible.

The majority of the respondents feel that they can contact Roger whenever a problem arises. Those of the respondents that are working with a project on the side, often have more contact with Roger, which is appreciated due to a feeling of development of self, career and projects. A closer relation to Roger at work is a positive motivational factor.

6.1.6 Motivation

Many of the respondents are motivated at work today. Several are not super motivated but they say it is sufficient and that no one can be extremely motivated after a while at work. As one respondent pronounces it; *“...of course I am not that motivated as I was when I first started to work here, but I feel ok”*. Another person says: *“I am not singing of joy when the alarm clock goes off in the*

morning, and some days are better than others, but I think this is how it usually is". Very few individuals are looking for a new job today and many of them have not even begun to think of exactly when they will do this.

About the same numbers of respondents that are extremely de-motivated are extremely motivated, and the majority is fairly, or 'ok' motivated. A few respondents experience that they can feel that some co-workers are de-motivated and one person describes it as: *"I cannot put my finger on what it is; you can just feel it in the atmosphere that their energy level is low"*. In contrast, some respondents have barely thought of that low motivation-level might exist before our study started.

Several of the respondents believe that the motivation level to a great extent depends on personal characteristics. If you are negative and want to be de-motivated you will feel low, but if you are positive your work will be more amusing and stimulating. The persons that put energy on social relations, see solutions instead of problems, and are happier at work will be more motivated. One person says: *"It is like a positive circle, if we are positive we lift each other and we feel motivated"*. They believe it is the individuals' own decision, which decides how they want their work to be. Many respondents think that individuals' future careers plans are also decisive for the motivation level. One person says; *"...if you just see the section as a first springboard to something else, you may not give everything you have on this position"*, whereas those planning to stay within APV for a longer period may put a larger effort in their work.

Several respondents admit that changes done within the section during the past years have enhanced the working conditions and that they can look into the future with a positive view. Some say that the upcoming changes probably will increase the motivation even further.

A few individuals mention the re-organisational reforms that are present within Sony Ericsson and state that they are not very worried. One respondent expresses it as; *"...of course, it will affect us since we work in the company, but this section is safe, none of us will be laid off"*. Another person says: *"I hope I do not lose too many great colleagues and we who still are here will get way too much to do when the workforce is decreasing"*. They see it as a general worry in the company but they do not feel it that much. The HR-officer says that APV is one of the few sectors that do not

have hiring freeze today.¹¹⁰

When we ask the respondents what is the most positive and what motivates them at work, they give us the following answers (not presented in any order). To work with fewer projects at the same time so they have time to focus more on each assignment. To help co-workers in the team, this can be illustrated by one respondent's statement; "...then you feel that you do some good". To have good and inspirational leaders to trust, to see the outcome and results of what they are doing and not just be a small piece of something huge. Moreover, it was also emphasised to get responsibility, get a new role, be appreciated, overcome challenges, higher salary, clear career ways, and receive good and constructive feedback. To work with high technology products, develop as a person, to be a part of a sub team and the feeling of belonging, which that brings. They appreciate the social activities being arranged and the most common answers to what motivates them are that they enjoy their co-workers and the social relationships.

During many of the interviews the compensation comes up as a topic. Many of the respondents say that they are disappointed in the salary being so low and that it does not increase much over time. Although, several individuals touch upon the discussion of compensation, not many emphasise the importance of it or see the salary as a big motivational factor. When they talk about it, it is often the gap between the employees' and the consultants' salaries that comes up as an issue.

6.1.7 Feedback

Most of the respondents feel that they get enough of feedback. They receive feedback from the team, TL, FGTL and from the section manager. Several respondents believe that the individuals' personalities (as with the motivation level) decide if they feel that they get enough of feedback or not. It can be illustrated through one person's statement: "*If I want feedback, I'll ask for it*". Some individuals want more and some less, and a few think that testers do not need feedback; the job in itself show if you have done right. Although, several respondents wish they were given organised feedback on a regular basis.

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In late summer, the decision to gather all software departments at one geographical place was implemented. The place in Lund was decided to be Oslo, whereupon our section moved to. The section was before placed in Ideon Science Park, which is closer to the centre of Lund. In several interviews a discussion concerning the move to Oslo arises. Many respondents admit that they were worried before that they would feel lonely at Oslo and separated from the rest of Sony Ericsson. Since Oslo is made of barracks, many respondents also discussed the buildings of being boring, old, outmoded, and not fashionable as many other Sony Ericsson buildings in Lund. Further, at Oslo there is only one lunch restaurant and it is hard to take a break from work and leave during the day if you do not have a car. This can create a feeling of being trapped at Oslo. Many respondents also discuss the landscape structure at Oslo, some like this form of work environment and some do not. Some miss the smaller rooms at Ideon since they think it was calmer than the corridors at Oslo where people are running back and forth. It is also a general perception that it was easier to conduct good discussions between team members in the smaller rooms. Some respondents think it has to do with personal taste, whether you prefer working in landscapes or small rooms.

Even if the building Oslo is a common topic among the respondents, not many feel that the buildings are as bad as they expected. Now when they work in Oslo and have adjusted to the environment, several individuals actually think it is quite ok. The landscape feels open and free, and the relationship towards the developers is perceived as better. However, some respondents preferred Ideon and do not like to work at Oslo. They think that the move even will affect peoples' motivation further on, since people are getting bored more easily here. Another thing is that many individuals miss having rooms dedicated to coffee breaks beyond the cafeteria.

During many interviews, respondents discuss the existing attitude towards the occupation of being a tester, what picture people in the organisation and society have of it. Many believe that the existing prejudices towards the job as a tester not always are very positive. They also emphasise that working as a tester can be pretty boring, monotonous, and that the individuals are not usually prioritised in organisations.

Several employees mention that they do not feel appreciated by Sony Ericsson and that their section (all software sections) is invisible for the organisation. They are physically pushed away to Oslo and do not get much attention from the management. A feeling of not being

valuable for Sony Ericsson arises, and therefore they wish to get appreciation of any kind. This feeling increases when comparing the benefits that the consultants get; vacations to sunny resort, more educations, subsidies to health, many arranged social activities, and so on.

Many of the consultants think that they feel integrated into the organisation and that it is hard to distinguish who is employed and who is a consultant. In an organisation as Sony Ericsson, which has such a high percentage of consultants, having integrated consultants is almost required in order to get the processes to work, but sometimes this can feel unfair to the employed individuals. Some employees are of the opinion that there should be a distinction between consultants and employees. This would create a feeling for employed individuals of being prioritized over at least the consultants. The employees are aware of that they have several pros compared to the consultants, but several say that they do not feel it. One employee says; “...sometimes just a small piece of attention can increase the motivation”.

6.2 Results from the Survey

When constructing the survey, our aim was to find out if there actually is a problem concerning the level of motivation and if so, which factors that is de-motivating. We also hoped to get some input from the respondents on questions where we had knowledge gaps because of complex images of the actual situation. Getting answers in black and white was a good way to confirm earlier thoughts but also to challenge some of the assumptions that had already been made. We structured the survey from a number of different areas: team efficiency, cooperation, given and taken responsibility, competence, leadership, attraction & development, and feedback. We have chosen to introduce our survey results with the quantitative elements in order to give the reader a comprehensive illustration of the statistical figures, before looking into the qualitative data gathered in the survey. The number of individuals in the section that answered the survey was 29 due to expected falling off.

6.2.1 Quantitative Material

We had two questions in the survey regarding whether the demands put on the respondents at work are above, equal or below their experience and abilities. In order to be able to separate the demands from the team from the demands from the section manager we chose to have one question for each. When answering, the participants had a multiple-choice scale

of five alternatives where we also wanted to cover the extremes, with having two additional answers stating far above or far below your experience and abilities. The answers were leaning towards *“below your experience and abilities”* both from the team and the section manager, with an insignificantly higher number on the scale for the demands from the team. The answers on demands from the team members gave an average on 2.756, whereas from the section manager gave 2.736. Because of the differing answers that we got when interviewing, we decided to have a separate section in the survey about feedback. When conducting the interviews, we all noticed that people were quiet confused about the definition of the term and from whom one should request feedback. In order to be as specific as possible, we divided the question into four parts, where one could specify the amount of feedback from each layer of management. In general, the feature that was of greater significance amongst the answers was the fact that the consultants experience a much lower satisfaction of the amount of feedback than the employees.

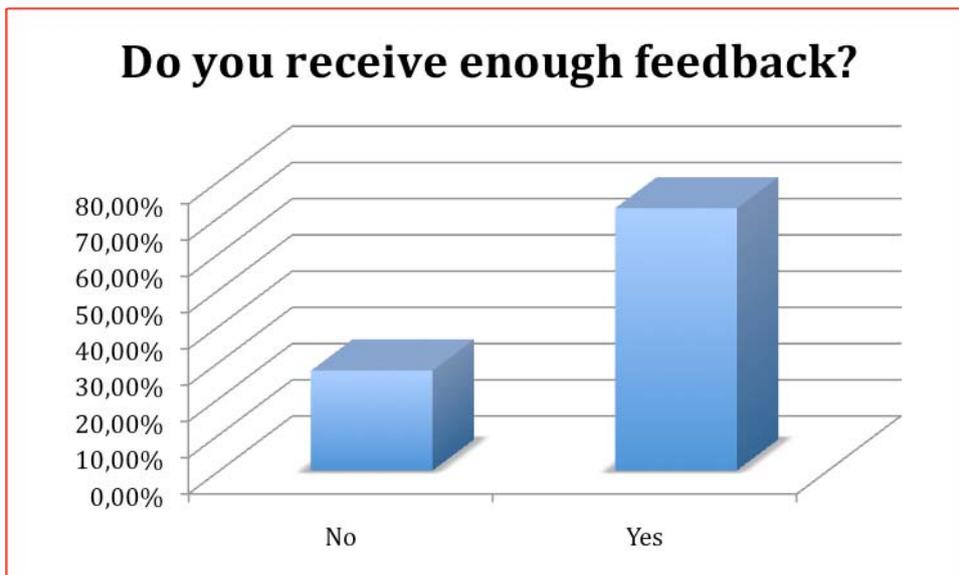


Figure 5: Quantitative Results from Feedback Responses.

Lastly, in order for us to find out the level of motivation in black and white, we asked the survey participants early in the survey how much of the time they feel satisfied with their work. The respondents were given a multiple-choice answer with five different alternatives; 1: Almost never, 2: A small part of the time, 3: About half the time, 4: A large part of the time, 5: Almost all of the time. We calculated the mean of the answers and the result turned out to

be 3.841, which is leaning towards people feel satisfied in their work a large part of the time, more than half of the time. In the following section, these results will be elaborated by the open answers that we have received.



Figure 6: Quantitative Survey Results from Motivation Responses.

6.2.2 Qualitative Material

As already mentioned in the section above, the answers to the respondents' perception of satisfaction in their work, was higher than the mean alternative on our five-point scale. To follow up on this issue, the next question addressed the respondents' thoughts regarding the possible reasons for de-motivation. When putting together all of the answers, we could see some patterns, which we will present in the following paragraphs.

6.2.3 Reasons for de-motivation

When studying the material from the answers to possible reasons for de-motivation, we agreed on five different themes that together represented the absolute majority of the different open answers. The themes we constructed after reviewing the responses were workload, job descriptions, communication, distribution of work and finally feedback. When presenting these themes, we are referring to the answers that the respondents gave on why they didn't feel motivated as individuals. Further down, we will add the aspect of the

individual's perception of motivation among their co-workers.

Answers regarding workload reoccurred frequently among the factors influencing the motivation. Common responses were; too much to do, heavy workload, too much going on at the same time and unreasonable deadlines. Other frequent answers were; stressful, several projects at the same time which makes it hard to focus. Finally, one interesting aspect was one respondent's answer concerning job satisfaction:

“The way we are working with several projects at the same time makes it almost impossible for me to perform my tasks in such a way that I feel satisfied with the job I have done. We are practically fire fighting instead of concentrating on preventing fire.”

In many answers, we found that the tasks included in the employees' job description were important for the level of motivation. The thoughts that were expressed under this theme were mostly the ones on the work tasks being unsatisfying due to the high degree of repetitiveness. The latter was further emphasised with expressions of having too little variation in the daily work as well as the tasks not being very interesting. Conclusively, one respondent answered that the job description; *“...leads to no personal involvement”*.

Further on, the employees emphasised the distribution of work tasks, which seemingly can be uneven between teams and even within the teams. Some have answered that the tasks are not evenly split between team members and that the amount of work can be various for different individuals. Something that strengthens this statement is that one person has answered that his or her workload is low, which leads to the respondent feeling restless, at the same time as we have received a couple of answers insinuating that the work load is heavy. At last, the respondents seem to feel that too little time is spent on what needs to be done, which is further highlighted by one person meaning that they are *“not concentrating on the core activity”*.

Continuously, according to a couple of the respondents, the communication is often not functioning as well as is required for the project process to proceed efficiently. The communication that the respondents were referring to involved communication, both within and between teams, as well as with other sections for example the development section, which is a section that they have a lot of interaction with. Some people perceived that the communication between the FGTL's within the section was not sufficient and as one person

chose to express it: *“I don’t get information from the right person at the right time”*. Among the responses, we also found thoughts concerning the difficulties of knowing where to find the correct information.

The last reoccurring subject we found was the one concerning feedback and appreciation from managers. After have looked at the responses, we saw that some participants felt a lack of recognition from management and that they did not feel that their work is appreciated. Evidently, some people experienced difficulties in knowing how to improve, which can be interpreted both in how they perform their work tasks as well as how they can advance within the organisation. *“No feedback given on the work that I have done”*, was one of the responses that brought up feedback, which has been a reappearing issue throughout this paper.

Concerning why people think that their colleagues might feel de-motivated, we noticed that respondents seemed reluctant to give answers on what other people might feel or how they perceive the situation in question. Because of this, many respondents answered that they did not know or just referred to their answer on why they themselves did not feel motivation at work. However, we found that there was a larger emphasis on the salary issue and the lack of a clear career ladder. One person thought that the colleagues might be de-motivated because of slow process handling. Finally, to quote a respondent:

“Motivational problems are probably caused by the fact that you need to jump between tasks. When urgent issues arise it is often that one needs to leave other work. This makes it difficult to get anything done that is not of highest priority.”

6.2.4 Management

In order to not forget about the positive factors, we wanted to find out which aspects that the respondents found were good about their section manager. By doing this, we hoped to find the positive characteristics with having X as a section manager in order for us to give him feedback on what he is doing right and should further emphasise in the future. Being straightforward and easy to talk to, turned out to be the most common features the respondents perceive about him. The absolute majority of answers included words like positive, caring, friendly and supportive. Many also answered that he is visible, takes time,

relaxed, honest, listens and down to earth. One respondent even wrote that he *“has an open heart”*. Further, the respondents emphasised that his competence and knowledge was significant and that he knows his role as a section manager; many perceived that he has a good knowledge of what is going on in the projects.

6.2.5 Positive Factors and Ideas for Improvement within the Section

When asking the respondents to mention the most positive factors within the section, the most common answer was the co-workers, who were perceived as nice and friendly. In addition, the respondents remarked the colleagues to be competent, smart and skilled. Many also underlined the teamwork and the team members being supportive. This was further accentuated by a number of respondents stating that the working environment is friendly and they have a positive and fun atmosphere within the entire section. In addition to this, some mentioned the clear management as being one of the most positive factors, which was further exemplified by one respondent stating that the section manager is visible and always reachable.

In the very last question of our survey, we asked the respondents to suggest a couple of ideas on how to improve the section. Generally, we could see some patterns and we divided the answers into different types of areas, in which to improve. Regarding the social aspect, the request for more common activities such as team building activities was mentioned as important to make the whole section feel more like a team. It seems as though some of the respondents that are not Swedish, can find it hard to be part of in the daily conversations due to the language barrier. One respondent said; *“...English should be used more by everyone. It will allow others to participate in fun talk and build good relationships.”* Another respondent has even brought up the fact that all work related conversations or discussions should be in English in order for everyone to understand as well as learning things outside their usual work. In sum, a more international culture is wanted among many of the respondents.

Secondly, the wish for a better work environment was permeating many of the responses on how to improve the section. Some expressed wishes on moving to other buildings and requested better working areas. Other important areas in which the section could improve are according to a couple of respondents constructing clearer career paths. An interesting

answer we received was:

“Opportunities to evolve in current role, technical and administrative would be great. Coaching for personal and professional reasons would also be a good contribution.”

Something else that would enhance the variation is the possibility of rotating within teams and projects as suggested by one respondent.

In sum, the need for more feedback and information was once again brought up as an important aspect for continuous improvement within the section. It seems as though feedback is required for people to feel recognised and that it is important to acknowledge people’s experience and abilities in their work. We noticed that people feel that they do not get enough of information on how the current situation in the company is evolving and how the re-organisation will proceed. Overall, the respondents asked for a better information flow in general.

7 Analysis

In this chapter the reader can follow the discussion and analysis of the empirical results. The analysis is edified with the seven main areas that we have used in the empirical part constituting the framework. We will analyse the empirical data with the help of our theoretical framework. The reader needs to comprehend the analysis in order to fully understand the suggestions given later in the thesis.

We have chosen to analyse the current motivational situation within the section by using the seven themes that were developed throughout processing the empirical data. Together with the theoretical framework, we believe this will create a clear structure that hopefully will facilitate for the reader to follow our reasoning throughout this chapter. By doing this, we can also make sure that all the essential parts found from the empirical material will be touched upon in our analysis. To clarify for the reader, we have chosen to broaden the first theme, which we called workload in the empirical part, since we want to include the observations made as well. When using the word organisation, we always refer to the section, including both teams, and not the entire organisation of Sony Ericsson. When using the word employee in general, we refer to all the individuals working within the section. If we aim to separate those who are hired as consultants from the rest of the group, we use the word consultant as opposed to employee, which refers to the rest of the group.

7.1 Work Situation

In our first encounter with the section, we were struck by the employees' working environment. The buildings, which are supposed to be temporary, are pavilions that are situated further from town and on the opposite side of the road from Glasgow, the main building. Considering the fact that these office blocks are temporary, the interior design is quite poor and basic. When taking into consideration that people have a tendency of getting used to their external environment, this might not be one of the most important motivational factors in the long run. However, it can still be interpreted as a signal of the people working in these buildings not being as important for the company as those who have offices situated in the main building.

During the period when we conducted the interviews, it became clear that the employees' salaries were not going to be raised as anticipated. Despite this, this was barely mentioned during the interviews at all. We believe that this confirms the theory of extrinsic factors not being of major importance in the long run. However, it is important to have in mind that the significance of a raise depends on which level a person's present salary lies. For someone with a relatively high income, a raise might not constitute a driving force to the same extent as for a person with a lower income, for whom a raise will probably have a larger impact. Further, we argue that considering that the section was moved from a more central location can be seen as an intrinsic factor contributing to them not feeling appreciated and hence motivated. In the following sections, we will deeper discuss the issue of intrinsic factors that might be influencing motivation.

According to the greater majority of the respondents during the interviews, they often have periods of extremely high workload, which leads to a stressful working environment. Many perceived this to be an issue that affects the motivation since one cannot focus on one specific task and be able to do it properly. This, in turn, leads to the employees not feeling that they are performing to their best capacity, since they have to rush through many of the tasks. We have found that it is hard to set up clear goals for the employees when being under such a heavy workload, especially since the work consists of various different projects and the result of this is a difficulty in focusing. The need for goals is a very important intrinsic motivator, which we find extremely applicable for the situation of BGNMVNL. Since the developers have their own goals and tight deadlines, the testers can have difficulties in trying to reach these goals while at the same time trying to focus on their own goals, which is detecting as many defects as possible. The point of having goals is that they should be meaningful and the people pursuing them have to feel that they can be met as well as being involved in the process of setting these goals. The unattainable deadlines that many of the employees perceive in their work make the formulation of goals extremely difficult. This is due to the fact that the forward planning becomes complex and in some cases even impossible.

Considering that the working situation in the section can be so stressful, we believe that this leads to a situation where there is little room for the employees to be able to be creative. Having the Maslow pyramid of human needs in mind, we believe that a person who has a

fairly educated background needs to be creatively stimulated to a certain extent. With this we do not necessarily mean being artistic, but having the freedom of developing your work and take on challenges and responsibilities. Further, we think that the stressful situation that we have perceived in the section will make employees only think of what needs to be done in the short run and not being able to focus or think outside the box in order to develop within their profession.

Conclusively, we can see that it is the intrinsic factors that are of greatest importance when looking at what motivates people in a long-term perspective. The extrinsic factors such as salary and working environment have proved to be of significance as well, but mainly in a short-term perspective. With a working situation like the section's, with longer periods of stress and loss of focus, we mean that one should concentrate the efforts on improving the intrinsic features.

7.2 Job Descriptions

In the empirical material, a lot of the emphasis is put on the work tasks themselves as being repetitive, not interesting and not leading to any personal evolvement. Performing these monotonous work tasks makes it hard for the individuals to get their drive to learn stimulated. The characteristics of the work tasks that need to be performed leave little room for the employees to develop within their profession. We believe that the nature of their job descriptions might result in people feeling under-stimulated and less encouraged. The majority of the people working in the section are well educated and have several years of university studies behind them. For many, studies can be challenging and often motivational considering that they can spur to reach new levels of knowledge and analytical thinking. We argue that performing the existing work tasks does, for many, not stimulate their drive to learn further because the pace of progress not being as high as in their university studies.

When applying the theories on intrinsic and extrinsic motivation one can see that the motivational drivers in the long run are the intrinsic factors. Such internal factors could be evolving in your work when performing new work tasks and receiving work that is challenging from a quality and not a quantity point-of-view. In order to activate and energise, it is of crucial importance that the employees have work tasks that challenge them in their

working role. The outcome of the employees' performance is not easily visible, firstly since they work with software and it is hard to make the outcome tangible and secondly because the task of the section is to detect faults and errors in the developed software and not to create something of their own. We argue that these working descriptions in themselves can lead to the individuals not being able to build a strong confidence in their performed work. In accordance with the theory of Maslow, this can affect the self-esteem and further even the respect of self and hence respect of others. Due to the outcome not being tangible or visible, we claim that the feeling of having accomplished something can be hard to achieve. Moreover, to reach the fifth step, which we believe is necessary for many within the section to continue feeling motivated, they have to feel the satisfaction of accomplishment and we argue that from this, they can move further on and develop their capacities to the fullest. Given that most of the employees are well-educated and set high standards for themselves, they have to be able to reach the fifth step within the limits of their work. We believe that this self-actualisation need best can be addressed by encouragement, which can be reached by giving more responsibility to the person in question in order for him or her to feel recognised, as well as emphasising the importance of their contribution for the organisation.

7.3 Distribution of Work

When coming to the section, we soon got the impression of a working environment that was stressful with the employees having to perform many work tasks at the same time. However, as soon as we started performing the interviews, we realised that there was a divergence of the impressions of workload between different teams and people. After having analysed the rest of the empirical data, we understood that this was a result of people perceiving workload differently, but also that there actually exists an uneven distribution of work in the section. We believe that the consequence of tasks not being evenly split is that some peoples' drive to learn becomes under stimulated. Since some people only receive tasks in areas of competence in which they are already familiar, they do not encounter new areas with new challenges. In accordance with the theory on Generation X, we argue that in order for these well-educated employees to constantly feel stimulation in their work, they need to feel that they can evolve their skills by trying out different areas within their profession. Because of the tight deadlines, the team leaders tend to delegate specific tasks to the same people, who they believe will perform the tasks or problems in question efficiently and with a good outcome. In addition,

some people who take initiatives have the tendency of receiving tasks that are of a more “interesting and fun” character.

Generally, it is of great importance that the work tasks are evenly split between the teams in order to achieve a good team spirit so that the divergence felt in the section can be avoided. However, the responsibility of making the work feel more meaningful should not only be up to the leaders. It has been shown that in some situations the people who are showing the will to take on responsibility and initiatives also are the ones receiving more challenging tasks. Through this, we can determine that everyone needs to take responsibility of their own working situation and find ways of stimulating their drive to learn. Something to have in mind when analysing this type of phenomena is also that different people express their will to evolve in different ways. Considering that some tasks are more interesting than others, some people might be prepared to “guard” those tasks against other team or section members to keep these to themselves. This might be seen as a sign of these people’s drive to defend. By having projects of your own and being responsible for certain tasks, one can achieve a specialised knowledge in certain areas, which cannot be easily communicated to other people. This tacit knowledge can mean that the person in question having it has a certain amount of power, which one not necessarily shares with others.

7.4 *Communication*

Communication within a company or a section can be achieved in numerous kinds of ways. We reason as though a good communication is reached when people feel updated, when there are few misunderstandings and when the people concerned know exactly where to turn when looking for information. A good communication flow within a work place plays an important role in order to make sure everyone concerned feels involved in the working process and its goals. We have perceived a large unity concerning the view on communication amongst the people working in the section. When interpreting the empirical data, we found that many individuals felt the lack of communication from all levels within the section affecting their motivation. We believe that this can result in a weaker team spirit as well as people not feeling involved in the working process, which in turn has a negative impact on their drive to bond. With feelings of mistrust and alienation it becomes harder to create a sense of belonging and willingness to work together towards the same goals.

Again, we think one can also draw the parallel to the drive to defend. This since one might choose to keep some information to oneself instead of communicating it to the rest of the group in order to maintain a certain level of power. We believe that this could be one of the reasons for people not feeling that they get the correct or right amount of information, from both their team leader and their FGTL. Further, an interesting point that we have found is that very few have emphasised that the section manager is bad in communicating. According to us, the reason for this might be that nobody is in competition with the section manager, whereas the other higher positions are more floating, more easily achievable and everyone works with their “competition” for these positions in question. In addition, we have perceived that there can be lacking communication between the sections, especially with the developers, which is the section that works closest to BGNMVNL. It is a common phenomenon in many working places that sections cannot communicate or that there even is some form antagonism between different working groups within a company. However, it is still of importance to have this in mind for continuous improvement as well as try to coordinate the work of the different divisions.

7.5 Feedback

When touching upon the issue of feedback in the interviews, we found that the concept was rather floating, meaning that it was not quite clear among the respondents what feedback actually means. Generally, our perception of feedback is when an employee gets continuous information from his or her superior regarding tasks that he or she has done and also on what this person can do to improve in his or her work. However, many of the respondents stated in both the interviews and the survey, that they did not feel a special need for more feedback. Instead, they argued that if they want to get feedback from a TL or FGTL, they would go and ask for it. Despite this, it still seemed to be important for many to receive some input on the work that they do, especially when projects are finished in order to know what to improve for the next one. Feedback is not only valuable in this aspect; it is also a factor that can incite the employees drive to learn by knowing how to develop their performance of the tasks that they already master.

Since many within the section belong to Generation X, the theory concerning this can help us

understand the demands, needs and wants of the group concerned. The image that we got when processing the empirical material gave us a perception of what expectations and needs the people within this group have. It was shown that many have a will to succeed, build a career and hence receive status. In accordance with the theory, some in the section require continuous feedback in order to feel confident in the work that they perform. However, we also found that many section members feel that feedback is something that they “collect” on their own. When they feel that they need further information or support, the feedback is easily accessed through the TL, the FGTL or Roger. Constructive criticism is hence valuable and aimed for, and we would even stretch to say that it is necessary for this group to feel motivated in their work. However, the individuals within the section seem to have enough confidence to request the feedback on their own, which we interpret as a positive sign of a well-working communication within the section. Nevertheless, in order for this “system” to please all section members, it needs to be communicated to all individuals involved.

Further, positive feedback is required in order for the employees to feel appreciated for the work that they perform, especially since their work does not lead to a visible outcome. Because of this, it is of extra importance that they are recognised, both from their managers and their organisation. It has become clear that many perceive their profession and position in the organisation to be inferior others, such as the developers. We believe the reason for them feeling this way is two-sided; it can be because of management not giving them enough appreciation. By management we do not only refer to their closest managers within the section but also in the organisation as a whole. It can also be due to their self-image. By being part of a group where many have the perception of being the organisations “underdog”, the risk of this influencing the self-image of the entire section is quite imminent. Through this, we argue that it is crucial for everyone to work with and try to improve their self-image in order for the feeling of being the “little brother” of the organisation to decline. Of course this is a challenge for all parties involved, including the developers who work close to the section and are immediately dependent on their work. Further, the answers that we received in the survey concerning the demands that people perceive from management within the section were below the mean. We interpret this as the demands not being as highly set as they could be, especially not qualitatively. The result of the demands being set too low can make the employees feel as though they are not as skilled or good at their job as they really are and further even that management does not trust them to handle tasks that are hard or complex.

By not setting standards that are set above or at least equal to your abilities, the drive to learn and develop will not be stimulated to the extent that might be required. Additionally, the feedback given on the work done will in this case not meet the standards or competence of the employees either because of the low standards being set from the beginning and this will not allow them to further develop within their profession.

Another aspect, which we found extremely interesting on the matter of feedback, is the fact that the absolute majority of consultants felt that they did not receive enough feedback, whereas the rating from the employees was significantly higher. There can be many reasons for this, but we think that the main ones are them falling between the chairs because of having other conditions of employment as well as the feeling of belonging to the organisation not being as strong. Since the consultancy firm is the employer and they only work for Sony Ericsson on a year-to-year basis it seems as though the long-term feedback (meaning follow-up on the person's performance and career) does not reach the consultants in question. Due to the fact that there are three parties involved instead of the regular employer-employee relationship, the process seems to be aggravated where the feedback never comes through to the person concerned. Because of the great number of different consultancy firms with just as many different systems of handling the employment of their consultants, including feedback, it is hard to build consensus on how to deal with these issues. Further, we believe that the year-to-year basis or even shorter time frame can result in difficulty for the consultants to feel as a part of the section to the same extent as the employees, which makes it harder to satisfy their drive to bond. By knowing that you might only be working in the section for a limited period of time, the attitude towards your working place becomes different.

7.6 Career

Everyone working within the section has a university degree of some kind. These people often have demands on themselves to develop and climb in their careers. In order to do this, the need for a visible and clear career path is crucial and can be an important and driving force for them to feel motivated when working. A typical feature for Generation X is exactly this, and the recommendations given on how to motivate people within this group is to create this career path, as well as having frequent updates on how to reach the next level. Many people within the section do not perceive their career path as being distinct and this might be

one of the reasons to why the people within our section do not feel motivated in their work.

The program called *Engineering Excellence* that the company has worked out is supposed to make the career path more visible and comprehensible for the employees. In theory, this program is a good way of setting up an image for the employees how to advance in their careers and what anticipations they should have on themselves and their profession. However, we have perceived a gap between theory and praxis, where the managers could put additional emphasis on communicating and especially implementing the program. Considering that there has been a quite high turnover of employees in the section, there might be some difficulties for the employees to see possibilities of advancing career wise, since they do not see any hands-on examples. Generally, the drive to acquire is stronger among some people than others. We believe that those who have a very strong drive to acquire ultimately will seek new challenges if they are not stimulated enough through having a clear goal in their career at BGNMVNL. Others might instead feel less engaged in their work if they do not see the point or have possibilities to upgrade or advance. Further, Herzberg's two-factor theory supports the notion of this when emphasising the importance of responsibility and recognition, which are features that we believe are linked to making progress career-wise. However, we argue that one does not necessarily need a new title or a raise of salary in order to feel recognition. Through receiving responsibility in itself or being in charge of a certain project, the feeling of recognition and achievement is enhanced eminently. We believe that this is of great significance to boost the individual's job enrichment, which constitutes a large part of a persons' life.

Further, having Brossseau's career types in mind, we have not found one specific category that covers all of the section members' perception of career development. Instead, we argue that those working in BGNMVNL can have different ambitions and have diverse views on what constitutes an optimal career. One person might see the linear career path to be the optimal way of advancing within a profession, whereas another has ambitions to constantly evolve and widen their knowledge in order to gain new competences and hence, develop on a more horizontal level. The first perception that one receives of *Engineering Excellence* is that the program gives the staff the possibilities of advancing in title, role and responsibility, which are typical characteristics of the linear career style. However, the program also covers other aspects of career development, such as knowledge width and depth but we argue that these

'soft components' are not as clearly emphasised in *Engineering Excellence* as they should be in order to please all kinds of existing perceptions. Finally, we believe that one can find features from the linear, the expanding and the episodic, which all can be applicable on the section members' perception of a desirable career development. For example, the expanding direction stresses the importance of widening competences in new areas, which is emphasised by many of the section members' wish of having more job rotation.

7.7 Team

A factor contributing to people's well being in their work situation is the social aspect, which includes cooperating with colleagues on a daily basis. When we compiled the responses from the survey, we found that many emphasised the team and the co-workers as being the most or one of the most positive factors in the section. Nearly everyone also stated that the cooperation and team efficiency are very well functioning elements within the section and we find this positive from a number of points of view. By feeling comfortable with your co-workers and your team, one satisfies the needs of friendship and respect of others. This, in turn can help creating a team spirit where people cooperate and are not afraid of asking each other for help. All people have a drive to bond and the atmosphere created in the group is a keystone for people to feel a sense of belonging.

In the pyramid on hierarchy of needs, Maslow argues that in order to reach a higher level, one has to satisfy the needs of the level below. It became quite clear for us that the absolute majority of the employees felt very satisfied with their team and colleagues. The most distinguishing factor that emerged from the empirical material was that the absolute majority of the group was extremely satisfied with their co-workers. They seem to have a good ambiance amongst themselves at work and they also get together outside of work, which we consider as the level concerning friendship being reached. When have satisfied the need for friendship, one can move further on in the pyramid. This is where we find that there might be a problem. The self-esteem seems to be linked to what the rest of the organisation thinks of them, especially the developers. This is tightly intertwined with the factor of getting respect by others and having confidence in ones profession and the work that they perform. Concerning the nature of their work, there is no visible outcome, which makes it harder for them and others to see what they actually have achieved. By doing a good job as a tester, you

detect as many faults as possible. But, the final output of your work is nothing that can be seen, which means that the sense of achievement might not be as high as if they would have created something of their own. The question is whether there is a good solution to this problem or not, considering that one cannot change the nature of the job descriptions. We believe that one possible solution might be to divide more responsibility on certain team members or involving them in following up more on certain projects.

Finally, in order to achieve the team spirit that we referred to earlier, we believe that English should be used in all situations in the work place. Not only when talking on issues that are work related, which, of course is important for English-speaking people in order for them to learn, but especially to improve the team spirit and making everyone within the team feel involved. We have also got the impression that there are not many social happenings that occur within the section on the initiative of higher management. Considering the fact that their job description does not involve that much social interaction such as meeting clients and having lunches, we believe there should be an even stronger emphasis on social activities. These do not have to be very expensive; the point of people getting together is to enhance the team spirit.

8 Conclusions and Future Suggestions

In this chapter, we present our conclusions of this study, and offer recommendations for future improvements that could be implemented within this section of Sony Ericsson. The recommendations may be specific to Sony Ericsson, but some of them may be applicable and useful for individuals within similar groups, in other organisations or with similar job descriptions.

After having spent time in the section analysing the working conditions and relations of the individuals, trying to find the motivational and de-motivational factors being at work, we arrived at some obvious and some more subtle conclusions. Firstly, the result of the Voice survey, which indicated that the motivational level was low, was not reliable at all, instead it indicated a level of motivation that was extremely far from how the individuals in the section perceive their work. In fact our survey showed that the great majority of respondents agreed with the statement that they are motivated more than half of the time. In order to improve the working situation for the employees and consultants we believe that following issues need to be considered and addressed.

The greater majority of the people working in the section has a high education and need to be stimulated with new challenges and have clear career paths. We believe that many people have resigned feeling there is a lack of potential opportunity for career advancement in the section. The lack of receiving new tasks added to their job descriptions where the demands on them are higher and where they can shoulder a larger responsibility. We find *Engineering Excellence* to be a good way of setting up a clear career path in order to satisfy the individuals' need to develop within their profession. However, the program could be even further emphasised to help everyone being able to set up tangible goals to provide them with a clear vision as to how rewarding their future at Sony Ericsson could be. We have found that the most important factor for the individuals is that they should have challenging, diversified work tasks in which they share responsibility. The roles they have seem to be of less significance when considering which factors that are motivating them in their work. This is one of the major reasons why we argue that the factors within *Engineering Excellence* that cover more "soft" attributes such as widening of competence and networking should be further

emphasised. This can be done through continuously informing the employees as well as stating examples demonstrating that the desire to develop within the organisation can be fulfilled.

A factor that we have found has influenced the motivation of people in a positive manner is the aspect of being able to contribute something substantial to the company. Due to the nature of the profession, that can prove to be a difficult endeavour to achieve. Further, we understand that it can also be hard for the company as a whole to recognise employees working with software in an appropriate manner, because the output of their efforts are not tangible. It is very common in organisations this large to place different types of departments in different categories, depending on what they do. This is dependent on the rest of the organisations' image of oneself, as well as one's own image of self, and can be even further emphasised with certain group dynamics. That is why we argue that they need to stand up for themselves and reconsider their own value for the organisation, both individually but especially as a unit. In addition to this, the value of their work needs to be further emphasised by upper management. This can be done by implementing a state of larger presence of management in monthly meetings as well as continuous e-mail correspondence between them and those working in the section showing that they are informed as to how the work is proceeding, as well as giving appreciation for the work being done.

We have come to the conclusion that many perceive the feedback as sufficient and that if one requires feedback, it can be easily received. Further, it is of great significance that all individuals in the section are included in this system. Considering that the consultants seem to be less satisfied with the amount of feedback, we believe that they should be treated as regular employees when conducting evaluations. If the consulting firms want to do an evaluation of their own, this should not exclude the demand for the sections' management to give continuous feedback as well. When considering the interests of Sony Ericsson, and those working in the organisation, this should prove to be a valuable implementation. However, the overall results that we reached showed that the greater majority of the employees feel that they receive enough feedback. When comparing this to the consultants' satisfaction on the matter, we can establish that Sony Ericsson obviously has succeeded in giving the employees the feedback that they require.

At an early stage in the work on this thesis, we found the section manager to be perceived as

a positive factor in the working place. People feel that Roger understands the nature of the work as well as being stable and inspirational. Nevertheless, being perceived by the greater majority as someone having these attributes does not necessarily make one's leadership efficient and good as well. Further, it is impossible for a manager to have personal contact with every single person working within a section this large. In order to improve the possibilities for him to be even more sufficient and supportive, we argue that the section should be split, or need to hire an additional manager. This issue could potentially be resolved either by having her or him working below Roger with the overall responsibility of a few teams, or by sharing the responsibility with Roger 50/50. By doing this, Roger will be able to enhance the sense of quality in his work as well as not feeling inadequate for his staff. Further, what we feel has been the most positive factor in addition to Rogers' management for everyone working within the section, is the feeling of companionship with co-workers. It is important not to forget the positive aspects in the section and we think that this can be used to further improve the motivation and cooperation. However, for this to be positive in a larger extent, we believe that English should be used more often in order for everyone to feel involved.

Finally, we have concluded that almost everything that our applied theories claim has been confirmed throughout our work on this thesis. Although, one should have in mind that all of the theories that have been used are very general and this could be an explanation for the emerged result. Surprisingly, the assumed correlation between demands and high motivational level has proved to not be applicable to our section. Even though the greater majority of the individuals in the section felt that the demands were set below their experience and qualifications, they still feel motivated most of the time when working.

We believe that in order to additionally improve the motivation within the section, one has to acknowledge the factors boosting the motivational level for the section members. By emphasising different possibilities of career development, setting higher standards and ensure that they are aware of their contribution to the company, the de-motivational factors can hopefully be repressed.

9 Future Studies

During months of hard work with this thesis we have collected a great range of data and feel that a continuation would be of interest. Unfortunately our time has run out and we will, in this final chapter, present suggestions on further studies that we recommend. The suggestions are alternatives that we would have liked to conduct ourselves if we would have had more time, and they are related both to the field of motivation and the section at Sony Ericsson.

In this study we have been looking into one section within the APV sector at Sony Ericsson in Lund. However, our empirical findings were differing between the teams and the smaller sub teams in the section. In a future study, *each team* and *each sub team* could be analysed to find more specific results for each individual. This would result in a more extensive image of the reality and to do this we recommend continuing with deep interviews.

Further, it would have been of great interest to identify motivational factors in *other groups* within the organisation as well. By doing this we could have seen if the results from this study are general and comprehensive for the rest of Sony Ericsson. If choosing to further expand this research, we suggest conducting a study on a *similar group* at Sony Ericsson. The group could be similar in the aspect of the same ratio of gender, age, cultural backgrounds, number of individuals, and so on. This would analyse several aspects of the group's structure, and also investigate if the motivational factors are general for individuals in similar groups.

In addition, to analyse another group within Sony Ericsson that do not have the same assignments would also be interesting. The group could work with for instance finance, human resources or purchase. Such a study could give a further dimension by showing the impact on the nature of the assignments on individuals' motivation.

We also recommend analysing a *similar group in another company*. This study would show if the motivational factors were typical for the culture of Sony Ericsson as organisation, or more for our specific section. Finally, a group from a *different generation* at Sony Ericsson would be interesting to investigate. The group should, except for the age variable, be structured in the same way as our section. This could show differences between other generations'

motivational factors and our group, which mostly consist of Gen Xer's.

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Appendix

10.1 Template for Individual Interviews

General Interviews

- Start the interview to explain that this conversation is completely confidential. Everything that is brought up in during this period will stay between us. Total confidentiality exists and we will only present the overwhelming results.
 1. Gender? Age? Nationality?
 2. Education? From which university did you attend and which year did you graduate?
Tell us about your background, what have you done so far?
 3. Are you employed by Sony Ericsson or are you a consultant?
 4. What are your job tasks today? Your title?
 5. How do you experience you situation at work today? Are you comfortable at work?
 6. Do you feel motivated at work? Why/why not?
 7. If people are de-motivated within the section, what do you think are the reasons?
Do you have any suggestions of improvements?
 8. Do you get enough of feedback on your work today?
Does the communication with your section manager/'TL/FGTL work well today?
 9. How do you approach the future, your personal development? What are you doing and where are you in three years? Are you still working at Sony Ericsson, and still within this section? Do you feel that you have the opportunity to develop in the way you wish within the company?
 10. Are you affected by the lowering of employees that Sony Ericsson have been forced to carry out, and will continue to carry in the nearest future? Do you feel that it affect your working situation? If it does, in what kind of ways? Does it affect the atmosphere within the section? If it does, in what kind of ways?
 11. Ask the respondent to REFLECT on his/her work situation at Sony Ericsson, is there anything in particular that distinguish from the rest?

FGTL:

12. How have the situation and the section changed during the last three years?
13. Is there a clear carrier path within APV? Does Engineering Excellence work in reality?
14. What do you think are the reason why people feel de-motivated?
15. Anything else?

10.2 Template for Individual Interview with Voice-constructor

Interview Template to the designer of Voice

1. How is Voice created? Is it based on an external tool and then customized to fit the organisation of Sony Ericsson? How much do you change the template from year to year?
2. How does Sony Ericsson follow up the results of Voice, and in what practical ways does each section within the organisation follow up the survey?
3. Is there possible a general dissatisfaction among software engineers within Sony Ericsson? Have you notice any particular results within the software departments throughout the years?
4. Is there any department at Sony Ericsson that distinguishes in particular from all the other? If there is, which one and do you know the reasons?
5. Do you possible have the motivation results from Voice over the software departments within Sony Ericsson in Lund the latest three years?
6. How does the organisation of Sony Ericsson do to catch all the consultants' motivation since they are not included in Voice?
7. What are the reasons to why 2008's version of Voice is postponed to the beginning of 2009? Is there not enough of time to follow it up nowadays?
8. In Voice 2007, the motivation-level in Roger Jansson's section was 57% and the average result for all sections was 57%, what does it tell us?

10.3 Template for Individual Interview with HR-employee

Interview Template to the HR-employee

1. Do you have information over the employees that have been working at Roger Jansson's section during the last three years? Primarily we are looking for the employees' gender and age.
2. Are there any regular employees left within the section during the last three years? Or have they become TL/FGTL, or left to another section/company?
3. Do you know if the section's staff turnover is higher or lower than other high technology companies in Sweden?
4. Do you know if the section's staff turnover is higher or lower than other sections within Sony Ericsson?
5. Is it true that a general employee within the section usually stays for a period of two years?
6. Is there a general problem that software employees stay for a short period within the section? If yes, has anything been done to prevent this rapid moving of employees?
7. Do you think that the factor that the employees within software is younger today affect the working situation within the section? Does the younger generation for instance demand more feedback than the older generation?
8. How does the feedback-tool *Performance Management* (PM) work in reality? Do the consultants get any feedback directly from Sony Ericsson or only from their consultant companies?
9. How much does the salary increase within the section depending on variables as experience, time, and responsibility? How much does the salary differ from other sections within Sony Ericsson, is it higher or lower?
10. Do you think that many employees within the section view their job as an entrance into the working-life after university, as a springboard towards something else?
11. How many a year of experience in working-life does the general employee within the section have before starting their job?
12. Do you think it is harder to stimulate the employees within this section due to their tasks than other positions? Are they ambitious engineers that want to see clear carrier ways?
13. How do you describe the character of an employee working within the section?
14. Does Roger arrange more social activities than other section managers?

10.4 Internet-based Motivation Survey Results

Project Motivation Survey

BGNMVNL - OSE Software Verification: Java and UI

Confidential

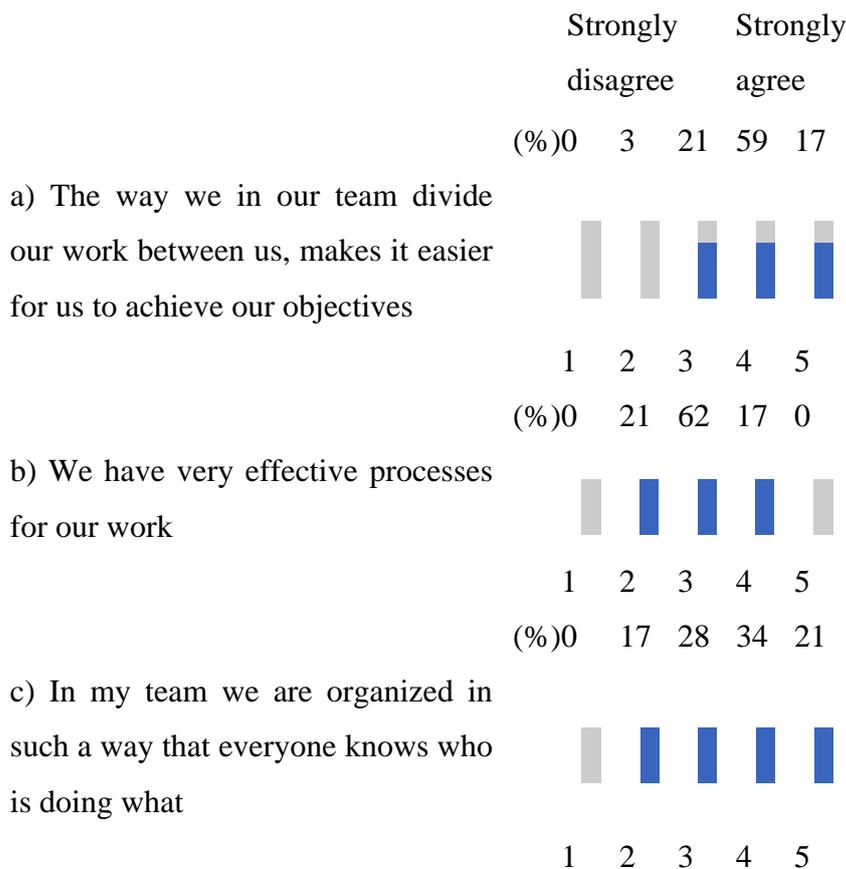
This survey contains a variety of questions that ask for your opinion about your job.

Please answer them frankly, based on your own experiences.

The survey is completely confidential and only we will process the results. We guarantee that no information or results will be reported in such a way that a person's identity can be revealed. Probably many of you will recognize some of the questions since several parts are taken from VOICE 2007. Some questions involve the word "team". In this survey it refers to the people you work directly with, your closest unit (sub team). Thank you in advance for participating.

1. TEAM EFFICIENCY

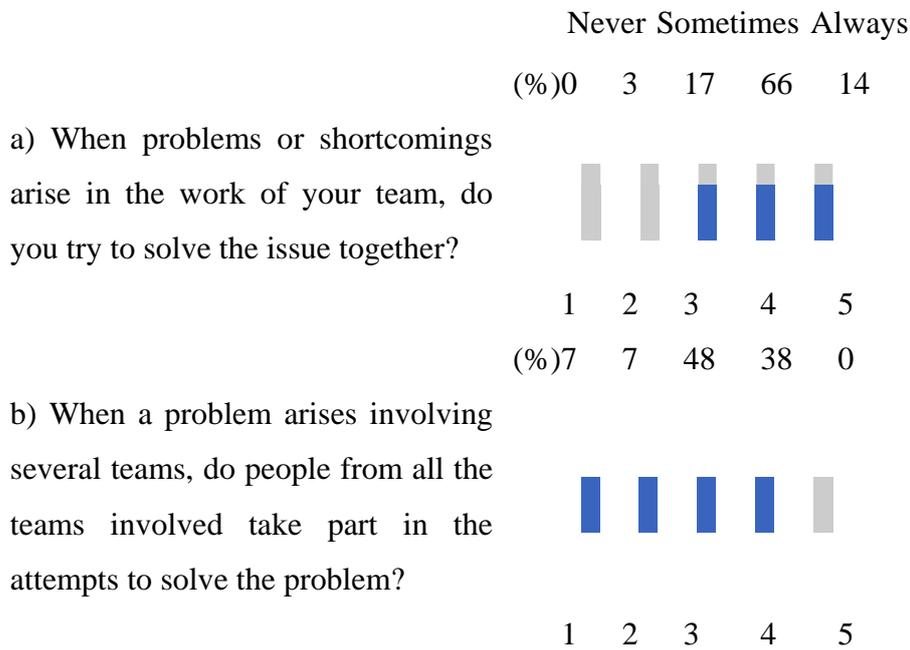
To what extent do you agree with the following statements?



Total: 29

2. COOPERATION

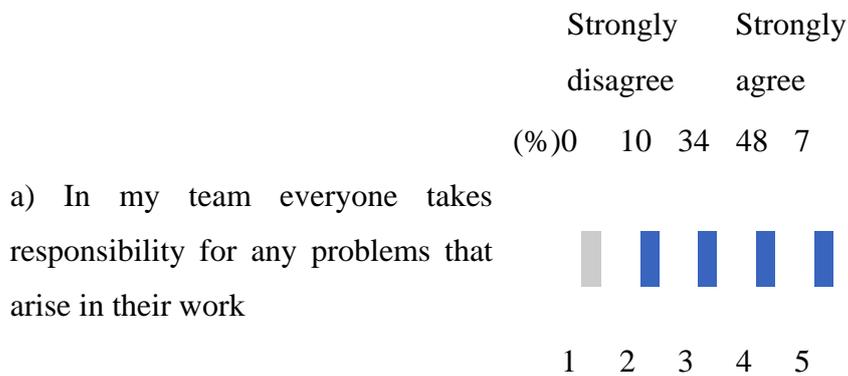
How do you and your colleagues react when confronted with problems at work?



Total: 29

3. GIVEN & TAKEN RESPONSIBILITY

To what extent do you agree with the following statement?

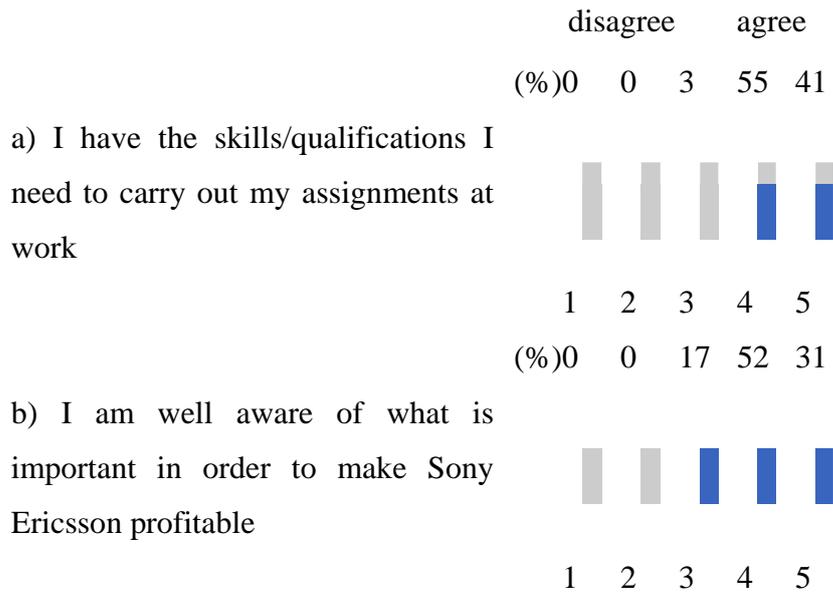


Total: 29

4. COMPETENCE

To what extent do you agree with the following statements?

Strongly Strongly



Total: 29

5. MOTIVATION

How much of the time do you feel satisfied with your job?

Almost never

Responses 0
(0%)



A small part of the time

Responses 1
(3%)



About half the time

Responses 9
(31%)



A large part of the time

Responses 18



(62%)



Almost all of the time

Responses 1
(3%)

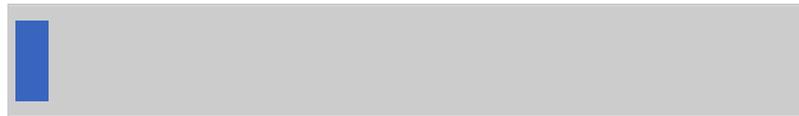


Total: 29

6. If you do not feel motivated at work, what are the reasons? Give short descriptions

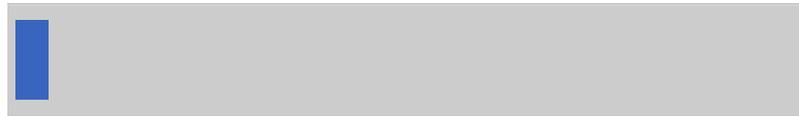
*When there is lack of respect from people I am trying to assist. * Unreasonable deadlines. * Repetitive work, that leads to no personal involvement.

Responses 1
(3%)



- Assignment of work - Recognition - promotion - salary increments

Responses 1
(3%)



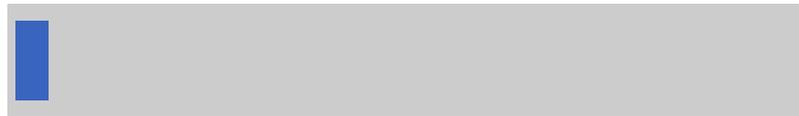
I feel motivated.

Responses 1
(3%)



Too little time to focus.

Responses 1
(3%)



When the computer environment fails to work.

Responses 1
(3%)



Doing time consuming work with very little pay back in the sense that the things you do won't get much use.

Responses 1
(3%)



Sometimes the tasks are not specific enough. Too much time is spent on figuring out what needs to be done, and prioritization.

Responses 1
(3%)



Running interactive test cases

Responses 1
(3%)



1. The way we are working with several sw project at the same time, makes it almost impossible for me to perform my tasks in such a way that I feel satisfied with the job I have done. We are practicing "fire fighting" instead of concentrating on preventing "fire". 2. We are working on to many "improvement projects" (e.g. MRP projects) instead of concentrating on the core activity of the company.... making mobile phones.

Responses 1
(3%)



Too much going on at the same time. Hard to focus

Responses 1
(3%)



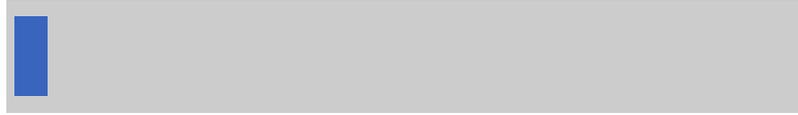
There can be too little variation in the work sometimes, and it can be stressful at times.

Responses 1
(3%)



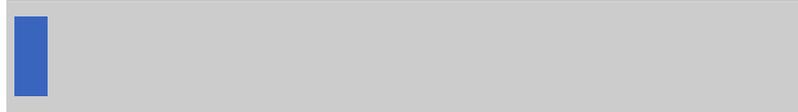
No feedback given on the work that I have done. How do I improve?

Responses 1
(3%)



Bad communications between teams and FGs, can't get info from right person at right time. Don't know where to find correct info.

Responses 1
(3%)



I fell motivated.

Responses 1
(3%)



No

Responses 1
(3%)



I feel motivate for my job, but if the things can de-motivate me. I think it will be repeat the same work all the time.

Responses 1
(3%)



Heavy workload, stress, unsatisfying work, no appreciation when doing a good job by managers

Responses 1
(3%)



N/A

Responses 3
(10%)



I feel motivated

Responses 1
(3%)



.

Responses 1
(3%)



I am motivated at work.

Responses 1
(3%)



Not a good task split, different amount of work between team members

Responses 1
(3%)



My area of work is not very interesting for me.

Responses 1
(3%)



I feel quite motivated.

Responses 1
(3%)

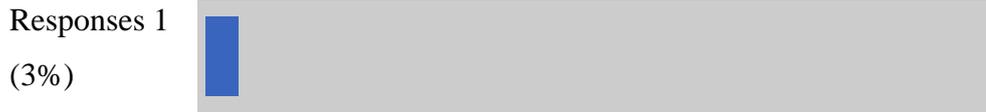


Tools used not very efficient

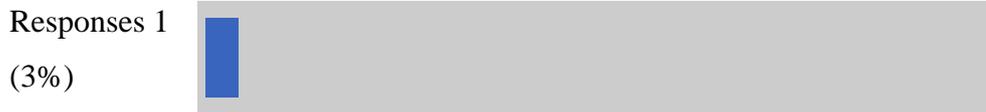
Responses 1
(3%)



Good colleagues. Sometimes challenging work.



Low workload. i.e. feeling restless



Total: 29

7. Do you have colleagues that are not motivated at work? If yes, what do you think are the reasons?

Read my answer on question 6.



No clue



I think so. Maybe they feel like trying out new things. Job rotation within the team could be the solution to their feeling of being stuck.

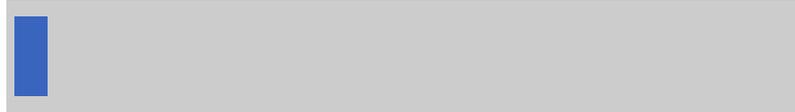


No colleagues that lack motivation. Some dumb perhaps, that are creating more work for the rest of us...



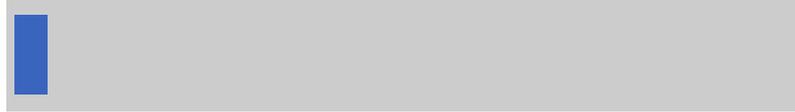
Unsatisfying assignments. Salary issues.

Responses 1
(3%)



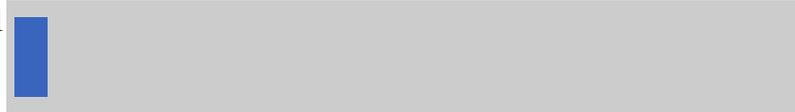
Same as above.

Responses 1
(3%)



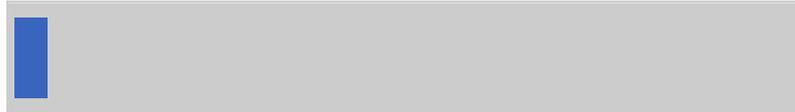
Yes, team members who would like to have leadership roles.

Responses 1
(3%)



I don't know

Responses 1
(3%)



1. They are not satisfied with their pay 2. They are not satisfied with their job description 3. But most of all they are wining about their situation without taking control over their life. If you want a change you have to initiate it yourself! No one else is going to take responsibility for you.

Responses 1
(3%)



Don't know

Responses 1
(3%)



Same as #6.

Responses 1
(3%)



I think the feelings are that they do not feel appreciated this goes for the employees

mostly.

Responses 1
(3%)



Yes, almost same reason.

Responses 1
(3%)



Other interests, other valuations.

Responses 1
(3%)



No

Responses 2
(7%)



Not really.

Responses 1
(3%)



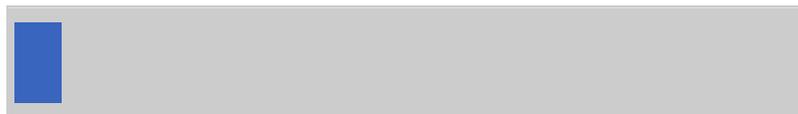
Heavy workload, stress, unsatisfying work, no appreciation when doing a good job by managers.

Responses 1
(3%)



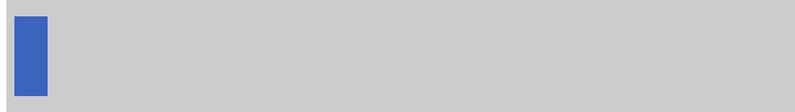
N/A

Responses 2
(7%)



One of the reasons for this I think is the lack of career opportunities within the given roles.

Responses 1
(3%)



Not to my knowledge.

Responses 1
(3%)



Motivational problems are probably caused by the fact that you need jump between different tasks. When urgent issues arise it is often that one needs to leave other work. This makes it difficult to get anything done which is not of highest priority.

Responses 1
(3%)



Not a good task split, different amount of work between team members

Responses 1
(3%)



NO

Responses 1
(3%)



No. They all look very motivated.

Responses 1
(3%)



Maybe, no appreciation of work/responsibilities taken.

Responses 1
(3%)



Don't know.



Some of my colleagues might be unmotivated because of slow process handle



Total: 29

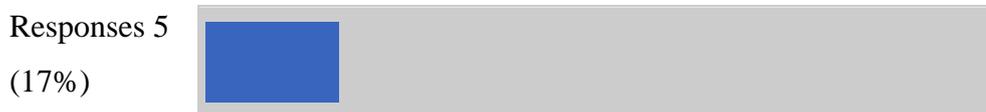
8. LEADERSHIP

Are the demands from the team put on you at work?

... far below your experience and abilities



... below your experience and abilities



... equal to your experience and abilities



... above your experience and abilities



... far above your experience and abilities



Total: 29

9. Are the demands from Roger put on you at work?

... far below your experience and abilities

Responses 0
(0%)



... below your experience and abilities

Responses 6
(21%)



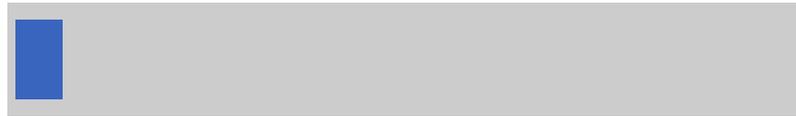
... equal to your experience and abilities

Responses 21
(72%)



... above your experience and abilities

Responses 2
(7%)



... far above your experience and abilities

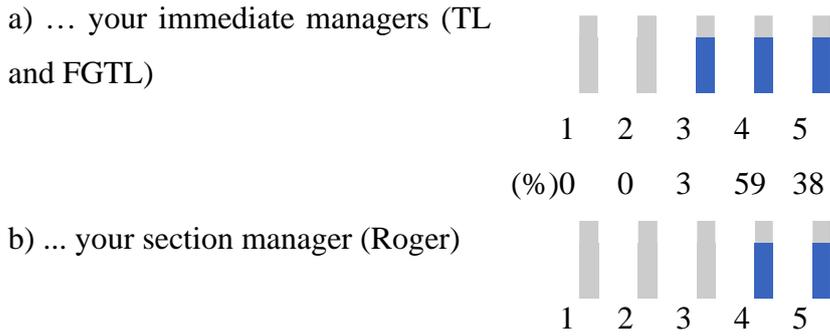
Responses 0
(0%)



Total: 29

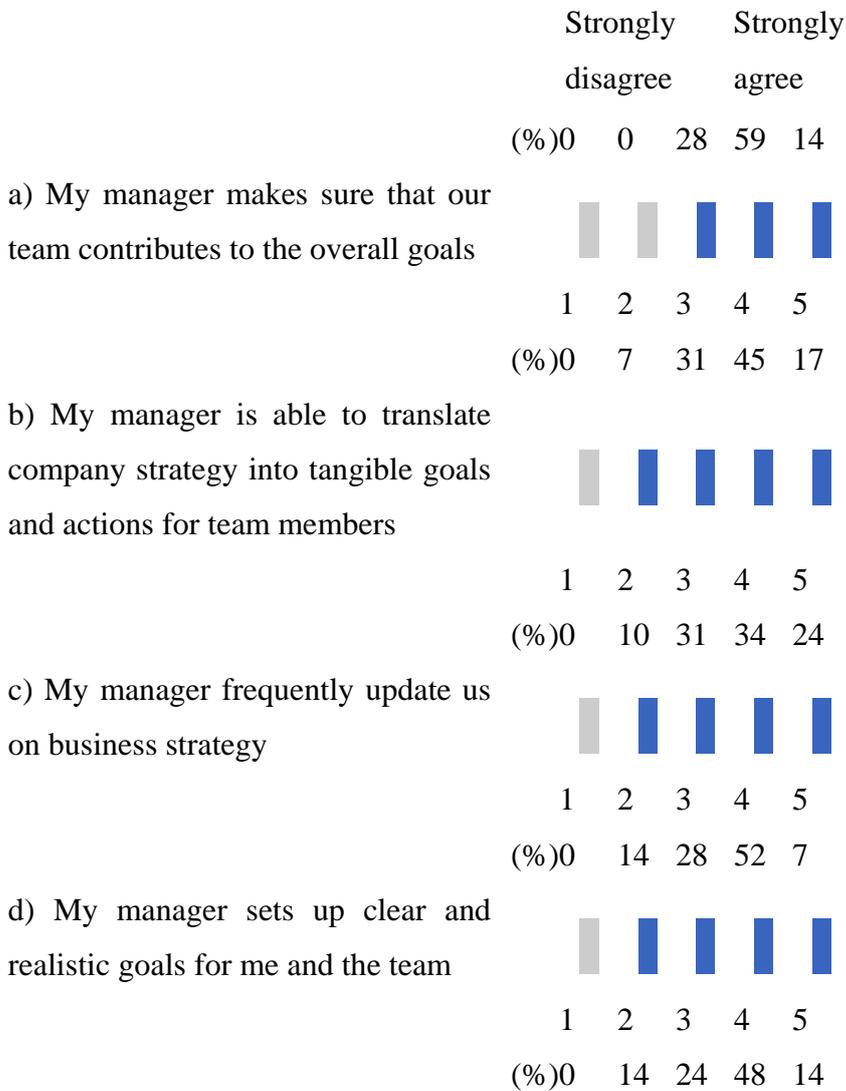
10. How much confidence do you have in?

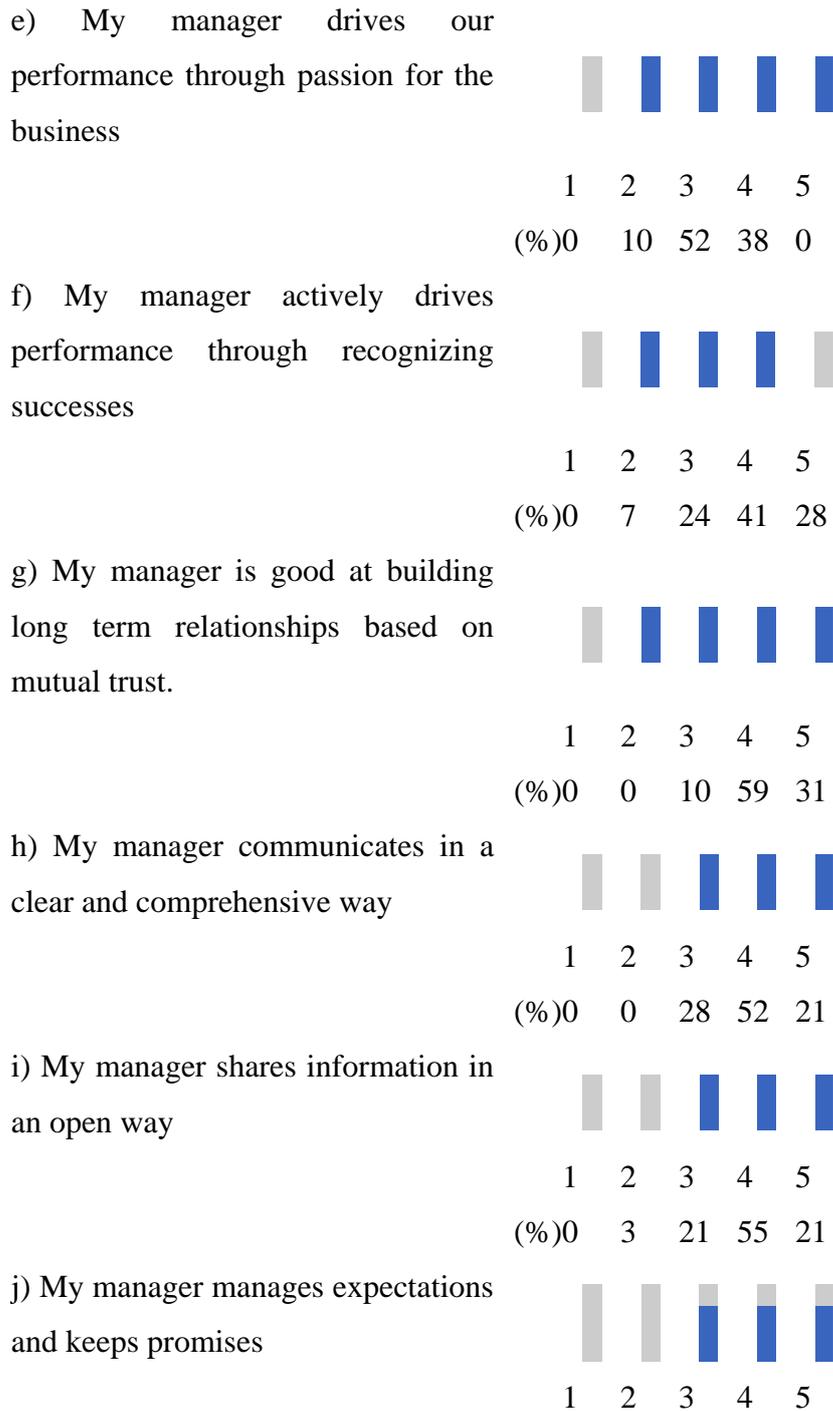
	Very little	Very much
(%)	3 0	17 52 28



Total: 29

11. To what extent do you agree with the following statements about your section manager, Roger?





Total: 29

12. What do you think are the most positive factors within the section?

It really does not feel like we have a good contact with the UI part of the section since

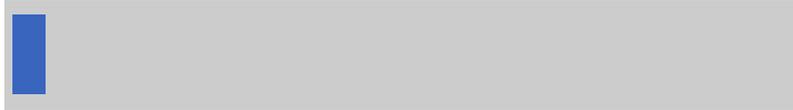
we are separated in our work and location. So i do not see the two teams as one tight unit.

Responses 1
(3%)



I don't see other group except in section meeting

Responses 1
(3%)



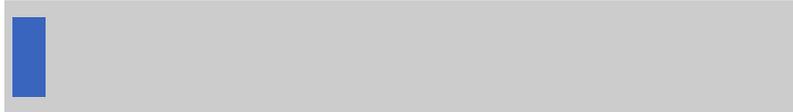
Flexible working time

Responses 1
(3%)



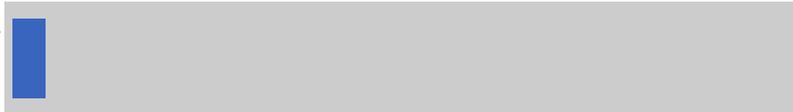
Friendly atmosphere, area of work.

Responses 1
(3%)



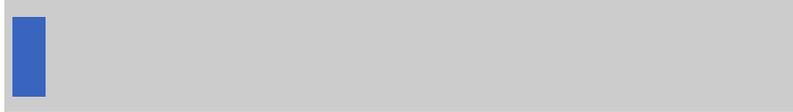
The co-workers.

Responses 1
(3%)



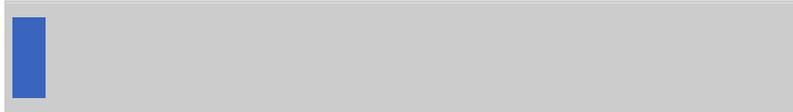
Nice friendly colleagues. Freedom at work.

Responses 1
(3%)



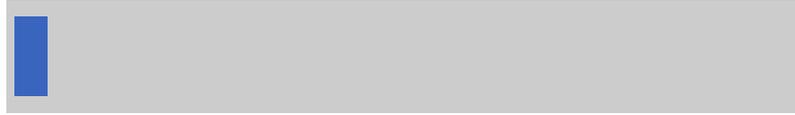
I feel that we mostly have an open dialog, easy to talk to everyone

Responses 1
(3%)



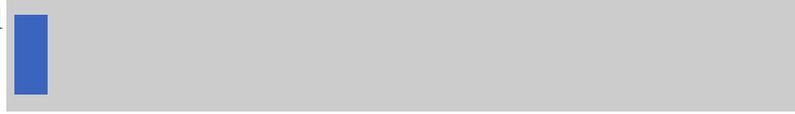
The people working here

Responses 1
(3%)



Good people Good social environment

Responses 1
(3%)



We have fun while working.

Responses 1
(3%)



The group, positive environment. Everybody is almost always happy and most of the people really like what they do.

Responses 1
(3%)



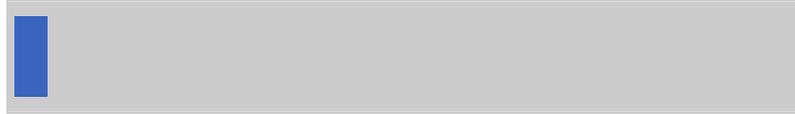
All the joy found between our co-workers.

Responses 1
(3%)



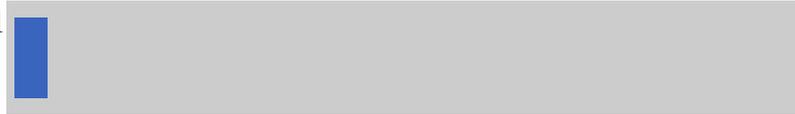
Good team workers

Responses 1
(3%)



The honest and nice working atmosphere.

Responses 1
(3%)



.

Responses 2
(7%)



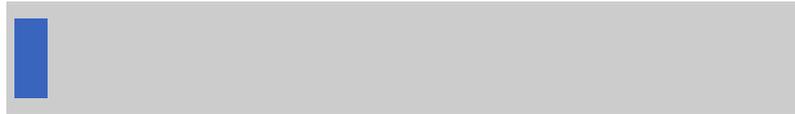
Nice people work in the team.

Responses 1
(3%)



Competent colleagues, clear management

Responses 1
(3%)



According to my point of view our section meeting is most positive thing because our manager briefs us about what's going on in SEMC as well as in our section.

Responses 1
(3%)



N/A

Responses 1
(3%)



We are generally leading way in technical areas and this gives an edge work wise and builds up confidence to.

Responses 1
(3%)



Nice people, good work environment.

Responses 1
(3%)



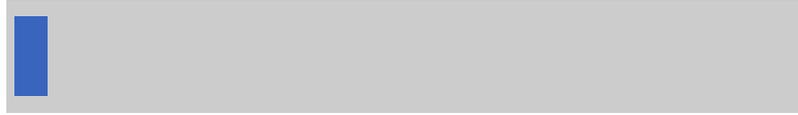
-Time to Time motivation. -Friendly work environment. -Supportive

Responses 1
(3%)



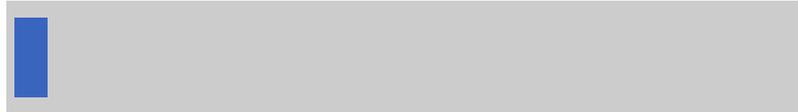
Good people and lots of fun at work.

Responses 1
(3%)



That Roger is around and we meet with him at least once per month.

Responses 1
(3%)



Good team working.

Responses 1
(3%)



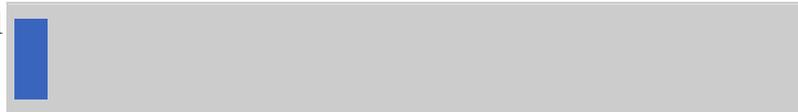
Colleagues

Responses 1
(3%)



Don't know.

Responses 1
(3%)



It contains a mixed group of people who all carries a lot of knowledge and experience.

Responses 1
(3%)



Total: 29

13. What do you think is the most positive with having Roger as a section manager?

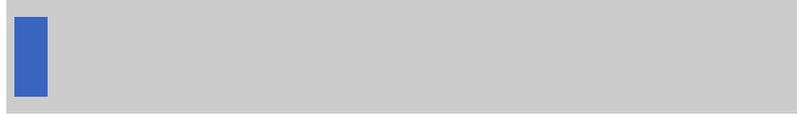
* Easy to talk to. * Listens to when there is a problem, and tries to solve it. * Fair

Responses 1
(3%)



- Provides opportunity to everyone get in touch with him. This is biggest positive. - Appreciates people for their work.

Responses 1
(3%)



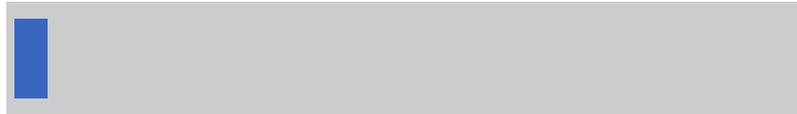
He has a good knowledge of what is going on in the projects.

Responses 1
(3%)



He's a positive guy with a genuine interest in all his employees and consultants.

Responses 1
(3%)



He's very straightforward.

Responses 1
(3%)



Easy to contact and talk to. Cares about you and your work. Feedback.

Responses 1
(3%)



Roger is positive and very clear in his communication

Responses 1
(3%)



That he is straight forward

Responses 1
(3%)



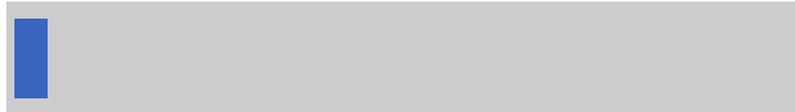
He is hard working He has high expectations He backs me up in my decisions

Responses 1
(3%)



He is relaxed and fun. Easy to talk to and he always have time for you to listen and come with advise.

Responses 1
(3%)



He's honest and straight forward. He doesn't hesitate and still he listens to others very well.

Responses 1
(3%)



Roger is a good guy with a good open hart. He is nice to talk and treat everyone likewise.

Responses 1
(3%)



Give us info about company business. Can talk with if we have any questions.

Responses 1
(3%)



He is straight forward, direct, uncomplicated, just, open, ambitious and colorful. And he owns the ability to see a problem from both the company's and employee's point of view.

Responses 1
(3%)



.

Responses 2
(7%)



Nice to people, when I request help from him, always fast response.

Responses 1
(3%)



He is fair, honest, competent, motivating, not micro management

Responses 1
(3%)



According to my point of view he is very cooperative and caring for his subordinates.
And keeps up to date to all of us.

Responses 1
(3%)



N/A

Responses 1
(3%)



"För han är så himla goo" translation impossible

Responses 1
(3%)



Easy to talk to.

Responses 1
(3%)



-Supportive -Friendly

Responses 1
(3%)



He is visible and despite having a full schedule manages to make time when asking

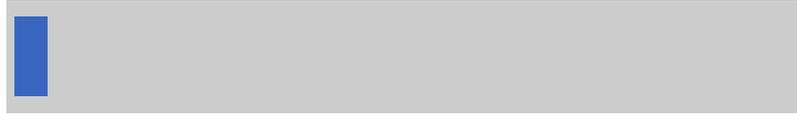
him.

Responses 1
(3%)



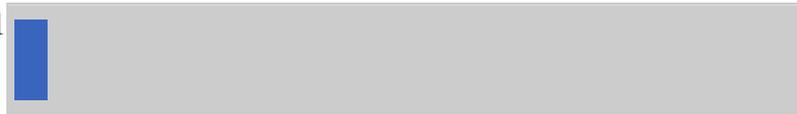
He updates us with news regarding SEMC and he is always willing to listen and give advice.

Responses 1
(3%)



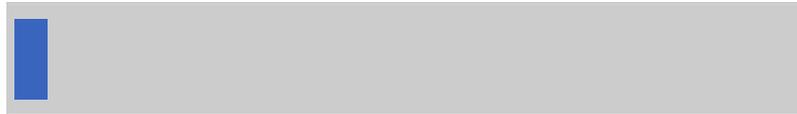
Roger is the first section manager to my career life because this is my first regular job. It is hard to compare and comment what is the most positive. But I get a general feeling that he did a good job on his position.

Responses 1
(3%)



Knowledge

Responses 1
(3%)



Don't know.

Responses 1
(3%)



He is very down to earth but still knows his role. He contributes to a positive atmosphere

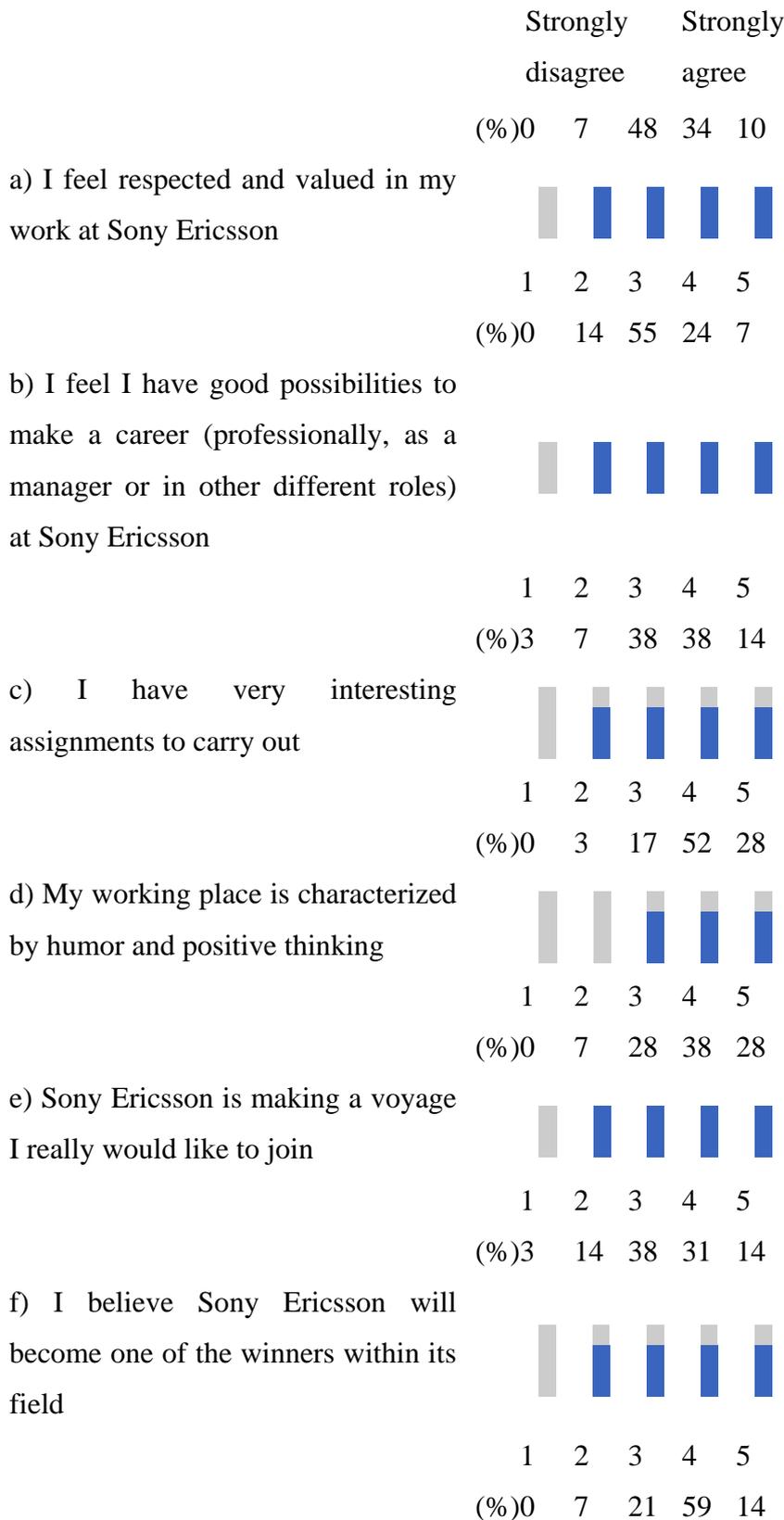
Responses 1
(3%)

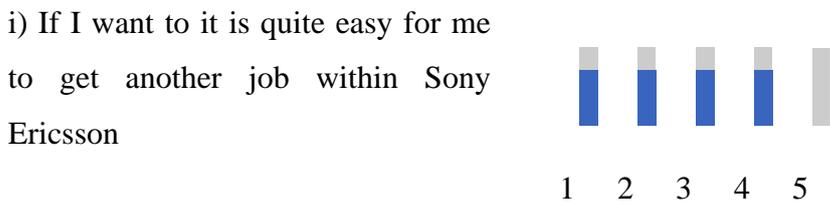
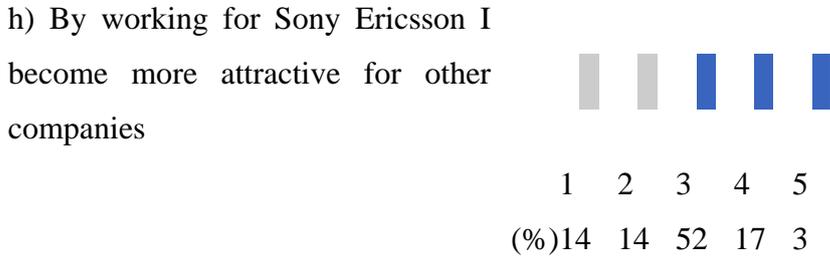
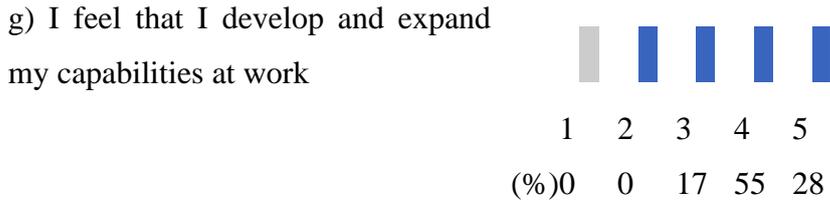


Total: 29

14. ATTRACTION & DEVELOPMENT

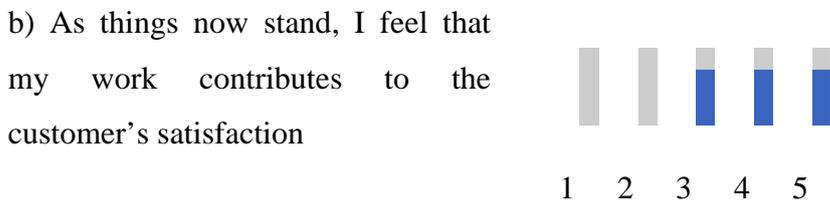
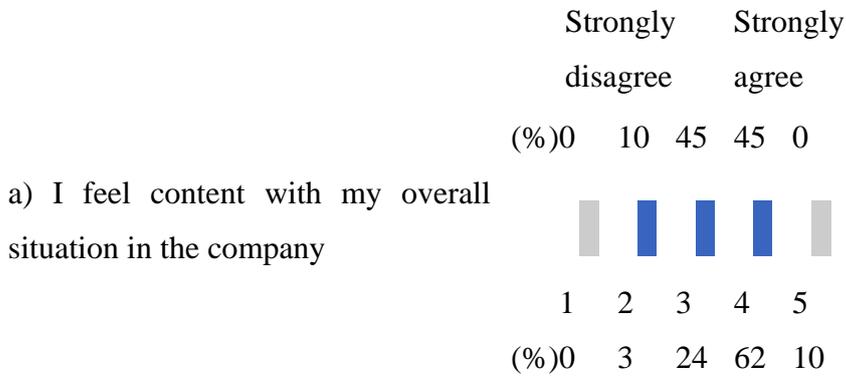
To what extent do you agree with the following statements?





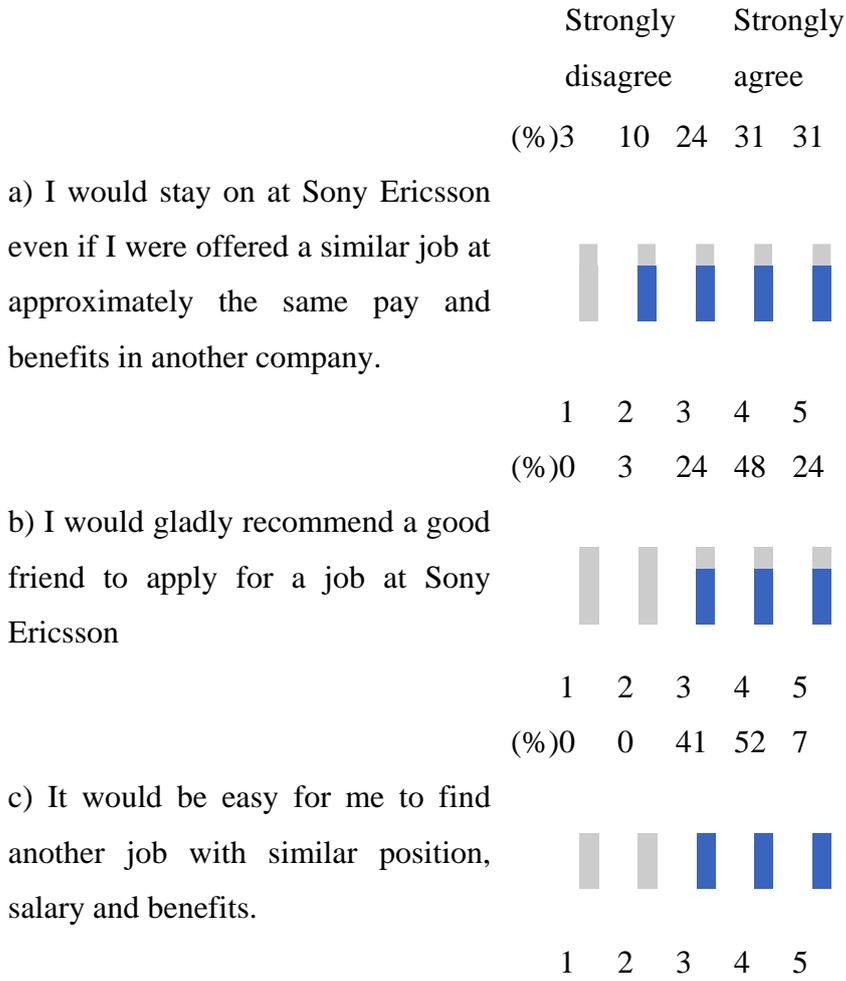
Total: 29

15. To what extent do you agree with the following statements?



Total: 29

16. To what extent do you agree with the following statements?



Total: 29

17. I plan to stay at Sony Ericsson...

Less than a year

Responses 3
(10%)



1-2 year

Responses 10
(34%)



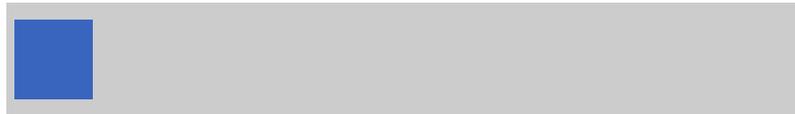
3-4 years

Responses 10
(34%)



5-10 years

Responses 3
(10%)



More than 10 years

Responses 3
(10%)



Total: 29

18. I plan to stay at BGNMVNL...

Less than a year

Responses 6
(21%)



1-2 years

Responses 15
(52%)



3-4 years

Responses 6
(21%)



5-10 years

Responses 2
(7%)



More than 10 years

Responses 0
(0%)



Total: 29

19. FEEDBACK

Do you feel that you receive enough feedback on your performance?

Yes

Responses 21
(72%)



No

Responses 8
(28%)



Total: 29

20. When did you last received feedback on your performance from your TL?

Within the last 3 months

Responses 15
(52%)



Within the last 6 month

Responses 4
(14%)



I have not received any feedback on my performance within the last 6 months



Total: 29

21. When did you last received feedback on your performance from your FGTL?

Within the last 3 months



Within the last 6 month



I have not received any feedback on my performance within the last 6 months



Total: 29

22. When did you last received feedback on your performance from your section manager?

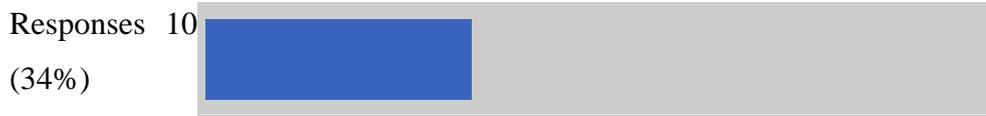
Within the last 3 months



Within the last 6 month



I have not received any feedback on my performance within the last 6 months



Total: 29

23. ABOUT YOU

How many years have you been working within APV?

Less than one year



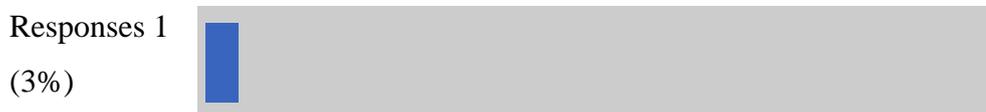
1-2 years



3-4 years



5 years or more



Total: 29

24. Are you a consultant or employed by Sony Ericsson?

Consultant



Employed by SE



Total: 29

25. If you are employed by SE, were you working within APV at the time when the previous Voice was conducted?

Yes



No



Total: 29

26. How old are you?

24 or younger

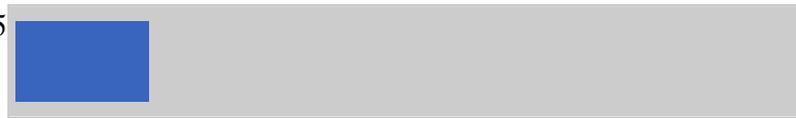


25-34



35-44

Responses 5
(17%)



45-

Responses 0
(0%)



Total: 29

27. Are you...?

Male

Responses 22
(76%)



Female

Responses 7
(24%)



Total: 29

28. Ideas for improvements within the section?

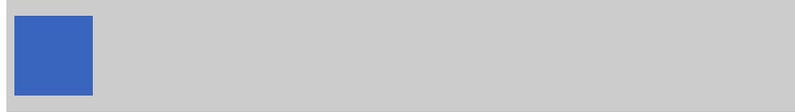
Some sort of team-building activity with the whole section to make it feel more like a team. Maybe locate the whole section to an area where the different teams are close to each-other.

Responses 1
(10%)



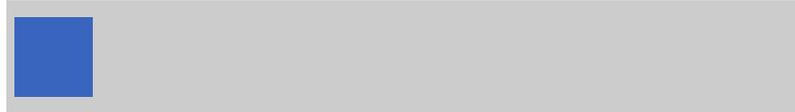
- Team building activities - Rotating people - Recognizing people by experience and abilities - Encouragement of feedback at all levels (TLs, FGTLs, and section manager)
- International culture - English should be used more by everyone. It will allow others to participate in fun talk and build good relationships.

Responses 1
(10%)



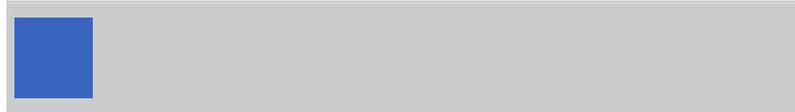
More common activities. As for now - nothing has happened since last autumn.

Responses 1
(10%)



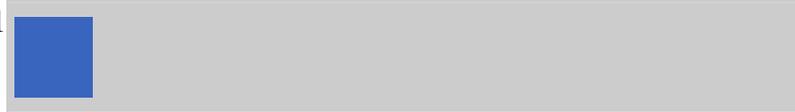
None at the moment.

Responses 1
(10%)



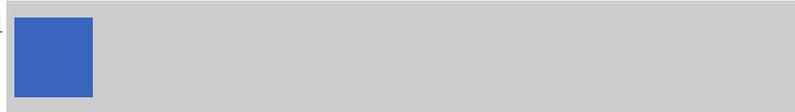
The section is too big. A section should be 15-20 people, maximum.

Responses 1
(10%)



Move as soon as possible to a real building ;). Hehe, I feel fine as it is. I feel like everybody is honest, nice and positive to work, almost all the time. The motivation goes down sometimes when we have too much to do, and especially when it doesn't go too well with Sony Ericsson and the re-organization. The re-organization should be more public to the employees and consultants; there is too little information on what's really happening in the re-organization.

Responses 1
(10%)



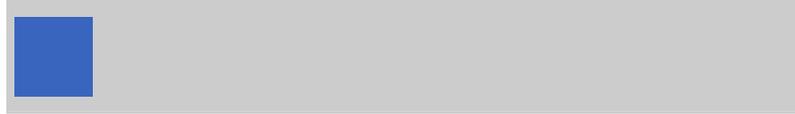
Feedback and information is the key!

Responses 1
(10%)



Better working areas More info regarding sales, profit/loss of our products Better contact with usability, maybe raised by our section manger

Responses 1
(10%)



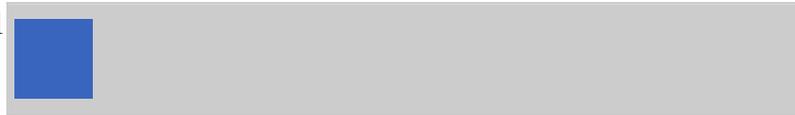
I suggest few things that might improve our section's performance. 1. Work related conversations or discussions with in Swedish speaking colleague should be in English so that other non Swedish speaking can learn other things beside their usual work.

Responses 1
(10%)



Clear career paths, opportunities to evolve in current role, technical and administrative would be great. Coaching for personal and professional reasons would also be a good contribution. Mentor program within the section/department given new comers an experienced mentor for the above reasons.

Responses 1
(10%)



10.5 Quantitative Results from Project Motivation Survey

TEAM EFFICIENCY

Question 1. To what extent do you agree on the following statements?

(Questions in appendix 10.4)

Strongly disagree 1

2

3

4

Strongly agree 5

a)	
20-24	3.5
25-34	4.045
35-44	3.4
b)	
20-24	3
25-34	3.045
35-44	2.6
c)	
20-24	3
25-34	3.681
35-44	3.4

COOPERATION

Question 2. How do you and your co-workers react when confronted with problems at work?

a)	
20-24	4
25-34	3.818
35-44	3.8
b)	
20-24	3.5
25-34	3.227
35-44	3

GIVEN AND TAKEN RESPONSIBILITY

Question 3. To what extent do you agree on the following statements?

(Questions in appendix 10.4)

a)	
20-24	3.5
25-34	3.4545
35-44	3.6

COMPETENCE

Question 4. To what extent do you agree on the following statements?

(Questions in appendix 10.4)

a)	
20-24	4
25-34	4.409
35-44	4.4
b)	
20-24	4
25-34	4.136
35-44	4.2

MOTIVATION

Question 5. How much of the time do you feel satisfied with your job?

Almost never 1

A small part of the time 2

About half the time 3

A large part of the time 4

Almost all of the time 5

20-24	4
25-34	3,524
35-44	4

LEADERSHIP

Question 8. Are the demands from the team put on you at work?

... far below your experience and abilities 1

... below your experience and abilities 2

... equal to your experience and abilities 3

... above your experience and abilities 4

... far above your experience and abilities 5

20-24	3
25-34	2,8696
35-44	2,4

Question 9. Are the demands from Roger put on your at work?

Very little 1

2

3

4

Very much 5

20-24	2,5
25-34	2,909
35-44	2,8

Question 10. How much confidence do you have in TL/FGTL?

a)	
20-24	5
25-34	3,863
35-44	4,2
b)	
20-24	5
25-34	4,227
35-44	4,6

Question 11. To what extent do you agree with the following statements about your section manager, Roger? (Questions in appendix 10.4)

Strongly disagree 1

2

3

4

Strongly agree 5

a)	
20-24	4,5
25-34	3,863
35-44	3,6
b)	
20-24	5
25-34	3,636
35-44	3,6
c)	
20-24	3,5
25-34	3,863
35-44	3,2
d)	
20-24	4
25-34	3,545
35-44	3,4
e)	
20-24	3
25-34	3,773
35-44	3,2
f)	
20-24	3
25-34	3,318
35-44	3,2
g)	
20-24	4,5
25-34	4
35-44	3,2
h)	
20-24	5
25-34	4,272
35-44	3,8
i)	
20-24	4,5
25-34	4,09
35-44	3,6
j)	
20-24	4,5

25-34	3,772
35-44	3,8

ATTRACTION & DEVELOPMENT

Question 14. To what extent to you agree with the following statements?

(Questions in appendix 10.4)

a)	
20-24	4
25-34	3,5
35-44	3,2
b)	
20-24	4
25-34	3,126
35-44	3,4
c)	
20-24	4
25-34	3,545
35-44	4
d)	
20-24	4,5
25-34	4
35-44	3,8
e)	
20-24	4,5
25-34	3,77
35-44	4
f)	
20-24	5
25-34	4
35-44	3,6
g)	
20-24	5
25-34	3,272
35-44	4
h)	
20-24	5
25-34	4

35-44	4,2
i)	
20-24	3
25-34	2,909
35-44	3,2

Question 15. To what extent do you agree with the following statements?

(Questions in appendix 10.4)

a)	
20-24	3,5
25-34	3,318
35-44	3,4
b)	
20-24	4
25-34	4
35-44	3,4

Question 16. To what extent do you agree with the following statements?

(Questions in appendix 10.4)

a)	
20-24	5
25-34	3,818
35-44	3,8
b)	
20-24	5
25-34	3,954
35-44	3,8
c)	
20-24	4
25-34	3,681
35-44	3,8

Question 17. I plan to stay at Sony Ericsson...

Less than a year 1

1-2 years 2

3-4 years 3

5-10 years 4

More than 10 years 5

20-24	2,5
25-34	2,68
35-44	3,2
Consultant	2
Employee	3,375

Question 18. I plan to stay at BGNMVNL...

20-24	1
25-34	2
35-44	2,8
Consultant	1,846
Employee	2,421

FEEDBACK

Question 19. Do you feel that you receive enough feedback on your performance?

No	27,60%
Yes	72,40%
Consultant	N: 38,4%, Y: 61,6%
Employee	N: 18,75%, Y: 81,25%
20-24	Y:100%
25-34	N: 31,8%, Y: 68,2%
35-44	N: 20%, Y: 80%

Question 20. When did you last received feedback on your performance from your...

TL, FTGL, Section Manager?

Within the last 3 months 3

Within the last 6 months 2

I have not received any feedback on my... 1

20-24	2
25-34	2,136
35-44	2,4
Consultant	1,69
Employee	2,56

Question 21

20-24	2
25-34	1,916
35-44	2,4
Consultant	1,769
Employee	2,437

Question 22

20-24	2
25-34	2,318
35-44	1,8
Consultant	1,307
Employee	2,937