I do it for myself

-a study on motivational differences between contracted and permanent employees in Sweden

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ABSTRACT

Over the past decades outsourcing has become an increasing trend. Firms decide to outsource in order to increase their profits or flexibility and many different functions of the firm may be outsourced, one of them being the Human Resource (HR) function. When it comes to HR outsourcing, recruitment and selection are among the more common functions to be outsourced (Ordanini & Silvestri, 2008:373). The motivation for outsourcing of HR is to reduce cost and increase efficiency (Elmuti, Grunewald and Abebe, 2010:177).

Outsourcing of HR functions like recruitment can also have negative aspects, for example lack of loyalty and high turnover (Fisher et al, 2008:202). Previous research has investigated how commitment and loyalty is affected by HR outsourcing (Connelly & Gallagher, 2004:963) and one aspect that has been touched upon but not dealt with exclusively is motivation and therefore this paper will explore it further.

Using the following research question:

How does motivation vary between individuals working at a company but are hired through a staffing firm versus hired directly by the company?

This paper tries to both evaluate the existing literature and provide practical implications for managers. In order to explore this question and abductive research approach has been used where the data and theory are intertwined and played off each other to achieve the purpose (Alvesson & Sköldberg, 2009:4). The data collection consists of eight semi-structured interviews, four with people hired directly by the company and four that are or have previously been hired through a staffing company.

The study found that the theoretical framework does for the most part explain the motivational behavior of both groups studied, and that the two groups are not always motivated in the same way. Those hired directly by the company are more interested in receiving praise, relationships at work, and receiving small tokens of appreciation. The group hired by staffing companies was more often motivated by an internal drive to satisfy themselves and did not value work relationships to the same extent. The research also showed that the individual rather than the form of employment plays a big role when it comes to how people are motivated. It was also made apparent that education and work situation were important factors influencing the respondent’s motivation.
AGNOWLEDGEMENTS

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# TABLE OF CONTENTS

1. INTRODUCTION .......................................................................................................................... 1
   1.1. Background ........................................................................................................................... 1
   1.2. Research Question ................................................................................................................... 4
   1.3. Purpose .................................................................................................................................. 4
   1.4. Definitions ............................................................................................................................. 4
   1.5. Limitations ........................................................................................................................... 4

2. METHOD ........................................................................................................................................ 6
   2.1. Research Philosophy ................................................................................................................. 6
   2.2. Research Approach .................................................................................................................... 7
   2.3. Research Strategy ..................................................................................................................... 7
   2.4. Primary Data Collection .......................................................................................................... 8
      2.4.1. Finding Participants .......................................................................................................... 8
      2.4.2. The Interviews ................................................................................................................... 9
      2.4.3. Access .............................................................................................................................. 10
   2.5. Analyzing the data ................................................................................................................... 11
   2.6. Interpreting data – Ethics ......................................................................................................... 12
   2.7. Secondary Sources and Criticism of Sources ........................................................................... 12

3. THEORY ....................................................................................................................................... 14
   3.1. Literature Review .................................................................................................................... 14
   3.2. Theoretical Framework ............................................................................................................ 15
      3.2.1. Extrinsic Motivation ........................................................................................................... 16
      3.2.2. Intrinsic motivation ........................................................................................................... 17
      3.2.3. Equity Theory .................................................................................................................. 19
      3.2.4. Social Identity Theory ..................................................................................................... 20

4. EMPIRICAL FINDINGS ............................................................................................................... 23
   4.1 Motivation ................................................................................................................................. 24
      4.1.1 Motivating Factors ............................................................................................................... 25
      4.1.2 Importance of Perceived Fairness ....................................................................................... 28
      4.1.3 Employer Relations ............................................................................................................ 30
      4.1.4 How to Increase Motivation .............................................................................................. 32

5. ANALYSIS ................................................................................................................................... 35
   5.1. Extrinsic Motivation ............................................................................................................... 35
5.2. Intrinsic Motivation ............................................................................................................. 36
  5.2.1. Relationships ................................................................................................................. 37
  5.2.2. Responsibilities ............................................................................................................. 37
  5.2.3. Reasons ....................................................................................................................... 38
  5.2.4. Task variety, identity, significance, autonomy, feedback ............................................ 38
5.3. Equity Theory ..................................................................................................................... 39
5.4. Social Identity Theory ..................................................................................................... 39

6. DISCUSSION .......................................................................................................................... 41
  6.1 Implications ....................................................................................................................... 41
  6.2. Assessing the quality of research ..................................................................................... 43
  6.3. Recommendations for Future Research ......................................................................... 44

7. REFERENCES ......................................................................................................................... 46

8. APPENDICES ........................................................................................................................ 4
  8.1 The Interview Guide ......................................................................................................... 1

FIGURES and TABLES

Table 1: Compilation of the Interviews ..................................................................................... 10
Figure 1: Theoretical overview .................................................................................................. 16
Figure 2: Operationalization of Theory .................................................................................... 22
Table 2: Compilation of respondents characteristics .................................................................. 34
Table 3: Summary of the Extrinsic Motivating Factors ............................................................ 35
Table 4: Summary of the Intrinsic Motivating Factors ............................................................ 36
1. INTRODUCTION

1.1. Background

The trend over the past decades has been an increase in outsourcing of a wide selection of functions, throughout businesses. For the purpose of this paper, outsourcing is;

"An arrangement in which one company (the client) hires another company (the service provider) to perform a particular function on its behalf. It involves the transfer of the management and/or day-to-day execution of an entire business function to an external service provider. Based on a contractual agreement that defines the transferred services and fees, the client agrees to procure the services from the supplier for the term of the contract." (Mohr, Sengupta & Slater, 2011:42).

It has been applied in many sectors and more recently the increase in outsourcing of HR functions has been evident. One common way of outsourcing of HR functions is the usage of staffing firms where the task of recruitment is transferred from the firms HR department to a staffing company (Ordanini & Silvestri, 2008:373).

Before 1993 staffing firms were restricted by the Swedish law. For example a person could only be hired for a four month period, if the staffing company wanted to receive compensation for their efforts a permit from Arbetsförmedlingen (AMS) was needed and the firms were not allowed to be profit driven (www.bemanningsforetagen.se). In 1993 a new convention (SFS 1993:440) was laid down in Sweden which abolished the AMS monopoly, took away all the restrictions and restructured the labor market (Bemanningsföretagen, 2011). The opening up of the labor market paved the way for staffing companies, and the industry has grown a lot since then. According to Bemanningsföretagen (2011a) Swedish staffing companies turned over SEK 5 billion in the fourth quarter of 2010, and SEK 17.2 billion for the entire year. The last quarter of 2010 had the second highest turnover since measurements began in 2000. The annual turnover has in the past 10 years increased from just under SEK 8 billion in 2000 (bemanningsforetagen.se, 2011b), an increase of 215%.

According to Businessdictionary.com (2011) Human resources (HR) is the:

"The scarcest and most crucial productive resource that creates the largest and longest lasting advantage for an organization. It resides in the knowledge, skills, and motivation of people, is the least mobile of the four factors of production, and (under right conditions) learns and grows better with age and experience which no other resource can."

Because of the delicate and personal nature of this asset we feel that it is a very interesting topic. The way managers can capitalize on this asset within the business and make it grow into a competitive advantage in the sector is fascinating and important. The management of this resource, human resource management (HRM) is concerned with the activities relating to the management of work and people in organizations and it is an essential process that is inevitable because at some point we have to handle and manage people (Boxall & Purcell, 2008:1-2). This management of people seeks to build performance through influencing people’s ability, motivation and opportunity to perform, not only on an individual but also a group level (Boxall & Purcell, 2008:5-6).
The goals of HRM are not clear cut and it is difficult to answer in a short and concise manner. Boxall & Purcell, (2008:11) has however identified two main categories in which the general intentions of HRM lay, namely in the economic and socio-political goals. The economic goals are; cost effectiveness, organizational flexibility, short term responsiveness, and long term agility (Boxall & Purcell, 2008:11-15). The socio-political goals are social legitimacy and managerial autonomy (Boxall & Purcell, 2008:17-19). Authors in the field have over the years had varying opinions as of the importance of this function, and more recently the importance of keeping it in-house or contracting it, or parts of it, out to other companies.

According to Brown (2010:27) organizations may think that Human Resource functions are too vital and complex to outsource, but Brown believe that this is not true. Lately contributions have been made regarding which processes or functions within HRM that are more appropriate for outsourcing and which ones should be kept in-house. Caruth & Caruth (2010:4) have proposed a model for the outsourcing of HR functions where they do not recommend outsourcing of activities that; require specific organizational knowledge, requires confidentiality, and/or require specific management involvement. They mean that the activities that should or could be considered for subcontracting instead are those involving; Ancillary activities, routine activities, activities requiring specialized knowledge, and/or activities containing the potential for achieving economies of scale. Cooke, Shen, & McBride,(2005:427) states that in general those activities that can be considered “core” to the business should not be outsourced, but recognizes the difficulty in pin pointing what actually might be considered as “core” since it might differ from business to business.

Similarly, according to Mohr et al.(2011:43-45) a company needs to address three critical questions before making a decision to outsource: Is the function critical to our mission, do they have the requisite resources to perform the function, and what kinds of cost saving can outsourcing provide. They have developed a framework that aims to explain the risk-benefit tradeoff of outsourcing depending on the answer from these questions.

According to Elmuti, Grunewald, and Abebe, (2010:177) the main motivation behind making a decision to outsource HR or parts of the HR function is to reduce cost and increase efficiency. But there are also other potential benefits of outsourcing some HR function like; concentration on in-house expertise, numerical flexibility, shift in burden of risk, (Shen et al., 2004, in Cooke et al., 2005:415) expense reduction, saving management time and effort, increased focus on core competences, professional expertise, and increased employee morale (Caruth & Caruth 2010:6-7). The dangers or disadvantages of outsourcing HR include; discontinuity of skill supply, loss of in-house knowledge and capacity, reduction in quality, higher total cost, loss of long-term competitiveness (Shen et al. 2004, in Cooke et al., 2005:415) increased direct costs, perceived loss of control, confused responsibilities, and decreased employee morale (Caruth & Caruth 2010:6-7). However the empirical research in this field is fragmented and the reasons for and effects of outsourcing HR functions are inconclusive (Cooke et al. 2005:414).

In order for firms to be competitive and perform well they need some advantage over the competition. One key factor in achieving competitive advantage over the competition is a company’s workforce. (Boxall & Purcell, 2008:280, Brown, 2010:27). In the short term the development of employees can increase profit, productivity and customer satisfaction, while in the long term a highly motivated and skilled worker tend to stay with the company longer,
which will reduce costs and be the source of a unique resource that is hard for competitors to imitate (Brown, 2010:27). If the workforce is constructed mainly of individuals hired via staffing firms, only staying at the firm for short amount of time will make it difficult for the firm to build a team of employees that can achieve a competitive advantage.

With the growth of staffing companies employment has changed. People are hired by a staffing firm but perform their work at another company, which may create confusion regarding who they should be loyal to (Fisher, Wasserman, Wolf and Wears 2008:205). In addition, individuals often stay with the same firm a short period of time which makes it harder to build loyalty and a connection to the firm and also it can effect people’s motivation. It is also important for the firm to keep in mind the effect outsourcing of recruitment can have on their traditional, core employees and interpersonal relationships. According to Fisher et al. (2008:202) this can lead to problems with turnover, lack of loyalty, service discontinuities, and poor service quality. There is also the danger of problems related to performance such as organizational structure, cohesion, culture, climate, and communication that may have consequences beyond individual performance and affect the performance of entire work units and organizations (Fisher et al. 2008:502).

When reviewing the literature a few things have become evident. That the research in this field is quite diverse, it ranges from studies concerning strategies in why and how to outsource (Woodall, Scott-Jackson, Newham & Gurney, 2009; Abdul-Halim, Che-Ha, & Geare 2009; Mohr et al, 2011; Brown, 2010) to studies of the effect on employees (Kostopoulos & Bozionelos, 2010; Elmuti et al, 2010; Fisher et al, 2008; Kessler et al, 1999). Our interest lay in the more soft aspects of outsourcing such as the behavioral implications it may have on employees.

There are however many aspects that can be considered even within this more narrow interest of ours. In their review of literature Connolly and Gallagher (2004:963) noted that commitment has been one of the most frequently researched topics in the study of contingent work and according to Fisher et al. (2008:505) it is one of the main challenges with outsourcing, since there is a problem with employees developing loyalty to one or more client organizations in addition to, or instead of, commitment to their employer. Other aspects of the effects of outsourcing such as job satisfaction, justice/unfair treatment, and integration or trust has also been covered fairly extensively in past research (Connelly and Gallagher, 2004:963). What we have found that many authors touch upon in relation to these researches is motivation. They discuss it as an important aspect of HRM and that higher motivation among employees may be the result when things are working in a positive way. What we however have not found is any study that deals exclusively with motivation of this group of employees.

Motivation is according to Eysenck (2000:127) highly applicable to direction of behavior, intensity of behavior, and persistence of behavior. Meaning that motivation influences behavior, for example, if you want a higher title you would work towards that and the more motivated you are to achieve it the more effort you would put in. More over it can be expected that you would continue to put effort in until you achieved your goal of receiving a higher title. In this sense it lies in a manager or company’s best interest to have workers that are motivated. It increases the performance of employees, not only permanent employees but also outsourced employees (Bozionelos & Nikolaou, 2010:84).

To study motivation and how it is affected in the light of outsourced employees is interesting for us and for businesses using contracted workers. For us it is interesting because
as students about to enter work life studying staffing companies and their effect on employees seems current and an important aspect of a situation we will soon be in. For businesses it is valuable because their employees are their most valuable asset and gaining insight about how they perceive their situation should be both interesting and important to them. There is a lack of research on motivation of contracted workers and this study will add to the existing body of literature by providing empirical evidence of the effect that outsourcing of recruitment has, and it may provide insight on how it could be managed.

1.2. Research Question

How does motivation vary between the individuals working at a company but are hired through a staffing company versus those hired directly by the company?

1.3. Purpose

The purpose of this study is to through a discussion create an understanding of how different forms of employment affect the motivation of employees. We want to investigate if motivation differs between those employed at an organization through a staffing company and those employed by the organization itself. Practically it will give managers an understanding of how their employees are motivated depending on their form of employment and what could be done to improve it. Theoretically it will evaluate if the existing models of motivation applies differently depending on the form of employment.

1.4. Definitions

**Permanent employee:** An employee who is hired directly by the company he/she works for.

**Contracted employee:** “An individual who is employed by an organization for the purpose of providing a direct service to another organization or organizations” (Fisher, Wasserman, Wolf and Wears, 2008:502). In this case an employee who is hired by a staffing company but is working at another company. In this paper this definition also refers to temporary employees and outsourced workers.

**Motivation:** “the willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual need” (Robins, 1993, cited in Ramlall, 2004:53).

1.5. Limitations

This study has some limitations that will affect the research and its possible outcomes. For example the data was collected through convenience sampling and therefore the interviewed respondents might not represent the population they belong to fully. According to Graziano & Raulin, (2010:124) poor representation can be an issue, for example if the available group of people being studied might not be representative and not provide a means for generalization. In our study we have limited ourselves to study a group of eight people that were selected based on their form and place of employment. All of these people work in Sweden, and more specifically in the south east region of Västerbotten. These eight people represent for us two groups of people, one which is permanently employed by a company and one that is or have been employed via a staffing company. All of the permanent employees work for the same company, and in the other group half of the people work in the same organization but were previously employed through a staffing company. The people belonging to the same company work at a manufacturing site with about 60 employees. This
was a conscious choice as we wanted to limit the influence of external factors such as organizational culture. It creates a limitation in that most of the respondents work in the same industry and in the same region. This does however influence the study in the sense that most of our respondents are affected by the particular practices at that specific site. We do however feel that this is something that will add strength to the findings of this particular situation, because it limits the outside influences.

We understand that these limitations make generalization difficult to achieve but as Blaikie (2009:192) states generalizing may not be the point of the study. He discusses what others have also brought up, that there is intrinsic value in providing an account of a particular part of real life. This argument is also the point of the case study method, which our research resembles, namely to allow the researcher to gather meaningful data about real-life events (Yin, 2003:6).
2. METHOD

This chapter will discuss the methodological choices made for the thesis and give the reader a complete picture of both the underlying philosophies and the strategic route taken to achieve the purpose of the paper.

2.1. Research Philosophy

The researcher’s view of the relationship between knowledge and the process through which it is developed is important. It will influence what type information is viewed as important and useful (Saunders, M., Levis, P., Thornhill, A, 2009:108). Paradigms are the basic believes we have about the world, the people it contains and the relationships between the two (Guba & Lincoln, 1994:105). This association is what is referred to as the ontological and epistemological considerations. Ontology is concerned with the nature of reality, what the world looks like. (Saunders et al., 2009:110; Jacobsen, 2002:29). While epistemology addresses what knowledge is deemed as acceptable in a particular field of study (Saunders et al., 2009:112; Bryman & Bell, 2007:16). This discussion matters because it guides what we look for when performing a study, the general conformity to laws or insight about uniqueness (Jacobsen, 2002:30).

We are exploring how the two different employment situations affect workers and we believe the answer to such a question exists in the circumstances and contacts that these workers experience. How we as the researchers experience reality may be explained as a subjective view. According to Saunders et al., (2009:111) a subjectivist view assumes that reality is created through interaction between the individual and the reality, where social phenomenon is a creation of the actions and perception of the actors within it. In this light we do not believe that every organization is the same; instead we understand that the people within the organization make it what it is. Since we think that every person is unique it will follow that every organization is unique as well and the structural aspects are not necessarily the same across businesses. Instead of looking for general traits and trends, the emphasis is on understanding a particular situation or local phenomena with its accompanying features (Jacobsen, 2002:33-34).

The generation of new knowledge and insight that may be attained from this research problem we believe is best achieved through an interpretive epistemology. Interpretivism argues that the world with is social interactions is too complex to measure in the traditional scientific way with laws and generalizations (Saunders et al., 2009:115). We believe that when, as in our case, researchers study business and processes or phenomenons within organizations there is no one absolute truth or law that could explain every situation. Moreover, we see value in tendencies and case related research, where the findings may not be generalizable to all organizations but they still provide important insight in how processes function. Some argue that this interpretive philosophy is highly relevant to studying HRM, since business situations may be not only complex but also unique (Saunders et al., 2009:115). The positivistic view which calls for a very objective outlook of reality has little room for interpretation of the complex nature of human interaction (Saunders et al., 2009:113) as such we believe it excludes some parts of the reality that exists.

If our question had been different, for example ‘Are employees motivated differently depending on their form of employment?’, the outlook on reality and how the best results for that research problem is achieved might not have been the same.
2.2. Research Approach

To study the problem formulated we believe the best approach is one that is inspired by theory but does not necessarily rely completely on it to explain the empirical findings when answering the research question. We were not sure what we would find, and as such the theoretical perspectives explored beforehand may not have been enough to explain the perspectives discussed by the participants in the empirical findings. So we prefer an abductive approach where the data and the theory are intertwined and played off each other to achieve the purpose (Alvesson & Sköldberg, 2009:4; Blaikie, 2009:156). In simple terms it can be said that abduction is to see patterns (Alvesson & Sköldberg, 2009:58). We have used the theoretical background to develop our interview guide so that we ask questions that may reveal how the respondents are motivated. The answers we got from them where then analyzed and searched for patterns. The findings revealed some interesting tendencies and did in some cases not concern the specific theories we used as a foundation. In those cases we then had to go back and look for information or theory that discussed those issues. (The particular patterns will be discussed in analysis and discussion). This dialogue between data and theory is defining for the approach and commonly used by interpretivists (Blaikie, 2009:156).

The reason why we have not chosen to use the more common inductive or deductive approach is mainly because of its aims and properties not being in complete accordance with our perspectives. In inductive research the data is collected from the particular and then searched for general patterns that lead to the development of new theory (Blaikie, 2009:154). It may be argued that this approach is close to the one of abduction. However for our purpose it will not be rewarding enough if we do not examine the theory in advance, since we want to have knowledge about how people are motivated in the general situation so that we can look for patterns that is in contrast or accordance with those theories. In the deductive approach the aim is to explain relationships between variables using controls that allow for the testing of a hypothesis, while using a structured methodology that facilitates replication and a sample that is large enough to allow generalization (Saunders et al., 2009:125). In our case the aim is not to test a hypothesis because we do not want to limit ourselves to the chosen theory, but be able to look for patterns. Due to the fact that there is not an extensive theoretical framework on motivation of outsourced workers we believe that it would be difficult to answer our research question with this approach. The study does however include the gathering of a theoretical framework before the collection of data which is in line with the deductive approach.

2.3. Research Strategy

The research presented in this paper is of qualitative nature. A qualitative research is one concerned with words rather than numbers (Bryman & Bell, 2007:402). The purpose of this study is an explanatory one, our aim is to find patterns between variables by studying a particular situation or problem (Saunders et al., 2009:140). The research question of the paper guides us in the choice of strategy, we set out to explore how motivation vary between the individuals working at a company but are hired through a staffing company versus those hired directly by the company. I order to find how the variable of employment type affects individuals motivation we need to get the views and opinions of workers.

Our strategy is of a cross-sectional nature, where you compare groups of participants against each other (Graziano & Raulin, 2010:130). This will be done at one point in time and we are interested in explaining the differences between those permanently employed by a company and those hired through a staffing company rather than comment on the trends. In
some ways our strategy can also be said to resemble the properties of a case study. Robson (2002:178 in Saunders et al., 2009:145-146), defines a case study as:

“strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”.

The case study is mostly used in explanatory and exploratory research where it seeks to answer the questions why, what and/or how (Saunders et al., 2009:146). We are investigating a ‘particular contemporary phenomena within its real life setting’ and even though we are comparing two groups against each other we are still limiting ourselves to the particular in the form of employment situation.

We are looking into particular phenomena at a particular point in time and to explore the research question that was developed data has to be collected. For our purposes the semi-structured interview will be used. According to Yin (2003:92) interviews are essential sources of information, and human affairs are best reported through the eyes of interviewees who can provide insights into a situation (Yin, 2003:92). In order to keep the connection with the literature an interview guide that connects the literature with the questions posed will be constructed.

2.4. Primary Data Collection

The collection of data involved a few different steps and to ensure the quality of our research we will outline the process and provide an account for how the results were obtained.

2.4.1. Finding Participants

The first step in the primary data collection process is deciding where the data should come from. As was stated previously, in order to answer the research question we had to gain insight into the thoughts and beliefs of workers and we felt that interviews would be a good way to do that.

In order to conduct the interviews a company willing to let their employees be interviewed had to be found. We wanted to interview individuals hired directly by the firm they worked for and also individuals hired via a staffing company. At first contact was made with firms that were thought to have both types of employment and thus our study would resemble that of a single case study. The company finally selected for the study was chosen based on the fact that they had workers with experiences from both types of employment and they were willing to let us interview a number of their employees. However, only two of the six respondents had worked via a staffing company at that place and therefore we felt that the data collected was not enough to allow any conclusions to be drawn. We therefore decided to continue the data collection process and via a staffing company we got access to two more individuals that we could interview. After interviewing those two persons we felt that further data collection would not give us more insight, and so in total eight in depth interviews were conducted.

Our procedure in finding respondents would be called convenience sampling. Convenience sampling is a procedure that is used when a sample is taken because of its accessibility and availability (Bryman & Bell, 2007:197). Researchers use samples to draw conclusions about a population; however two samples will not give the exact same results
since samples cannot be totally representative of the whole population (Graziano & Raulin, 2010:103). The aim of this study is not to make any generalizations or to draw conclusions about a big population of people, but instead the purpose is to create an understanding of how different forms of employment affect the motivation of employees. Since we had a clear idea of what we needed and wanted for our study this type of sampling we believe was the best choice. We also aimed at limiting the variables that could affect the interviewees’ motivation in the sense that those factors that varies because of environment or culture. We thought having most of the people working at the same place would get us a better understanding of the core feeling they had of motivation and that the variations we found then would represent the two groups better by keeping some factors constant.

2.4.2. The Interviews

The researcher must be able to ask good questions, be a good listener, be adaptive and flexible, have good knowledge of the subject and have no prior preconceptions. If the researcher holds these skills it will help him/her avoid potentially biased procedures (Yin, 2003:58). In order to avoid complications and possible bias we created an interview guide (see Appendix 1) that would help keep the interview on the right track and also to make sure all important questions were asked. The questions were constructed in connection to the literature on motivation that is presented in the literature review chapter. More general questions on what motivates were constructed as well as more specific questions covering the issues brought up in the literature. For example; the question “Do you feel like a part of the company?” was constructed in order to gain insight into the respondent’s identification to the firm and thus it would help us find out how and if the social identity theory was applicable to this study. Creating the questions in connection to the literature was done with two intentions in mind. Firstly, in order to make sure that all the theories and topics of interest were covered. Secondly, for us as interviewers to be prepared and know the different factors that influence motivation in order to explore them more when mentioned by the interviewees. The interviews were structured around the questions presented in the interview guide, but room was left for follow up questions and for the respondents to talk freely any express their views.

Eight semi-structured interviews were conducted. Semi-structured interviews are good when the study will contain a low number of interviews, and when the important aspects are the ideas of the specific individual (Jacobsen, 2002:160). The reason for choosing interviews instead of a questionnaire was that we want to extract deeper knowledge from the individuals, we want them to speak freely regarding the topic, and that would have been difficult through a questionnaire which limits the responses and topics to be discussed. Another option that was not chosen was a group interview, it would have been beneficial since it saves time and efforts but it might also have caused the interviewees to influence each other’s answers and stories. The interviews were conducted in person, in Swedish and at the participant’s workplace. According to Jacobsen individuals feel more at ease talking to someone face to face as opposed to over the phone, it is easier to build a connection with someone and get them to give you truthful stories (Jacobsen, 2002:161). Only one author was present during an interview but both authors conducted interviews. The respondents and the company took time from their workday to help us, so in order to avoid them having to wait both authors performed interviews. Although it was the best solution for us, to have two interviewers can cause some issues. Even though we tried to not to influence the respondents, the differing personalities of the interviewees, the way we interact with people, and the way we ask questions will not be the same. This may have impacted the interviews and the information that was collected from them. The interview guide that was used helped structure the interview and thus made sure that both authors asked the same questions and got the same
type of information. Although the effects of personal characteristics cannot be fully avoided we feel that the interviews and the gathered information would not have been significantly different if all interview had been performed by the same person.

All the eight interviews were recorded after the respondents indicated that it was ok. According to Yin (2003: 92) recording will help the researcher get a more accurate version of the interview, but should not be used if the interviewee does not allow it or if the researcher does not intend to transcribe the interviews (Yin, 2003:92). By recording the interview it let us concentrate on the respondents and what they had to say instead of worrying about writing everything down. The next step in the process was transcribing the recorded data, so that the transcript could then sent back to the respondents giving them a chance to correct any mistakes or rephrase themselves or just give their approval. The transcriptions were done in Swedish to keep interpretation and translation to a minimum. The transcription was also a way for us to facilitate the presentation of the data collected and the process of analysis. The collected data was then translated into English and condensed into a more easily read text that was used to present the results in chapter 4 Empirical findings.

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Date</th>
<th>Time</th>
<th>Access</th>
</tr>
</thead>
<tbody>
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<td>Adam Company</td>
<td>2011/05/02</td>
<td>13.00-13.30</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Machine operator</td>
<td>Bo Company</td>
<td>2011/05/02</td>
<td>13.00-13.30</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Machine operator</td>
<td>Clas Company</td>
<td>2011/05/02</td>
<td>13.40-14.00</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Industrial painter</td>
<td>David Company</td>
<td>2011/05/02</td>
<td>13.40-14.00</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Machine operator</td>
<td>Emma Contract</td>
<td>2011/05/02</td>
<td>14.20-14.50</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Lathe operator</td>
<td>Fredrik Contract</td>
<td>2011/05/02</td>
<td>14.20-14.40</td>
<td>Quiet environment, accessible</td>
</tr>
<tr>
<td>Secretary</td>
<td>Gunilla Contract</td>
<td>2011/05/04</td>
<td>10.00-10.15</td>
<td>Quiet environment, brief answers</td>
</tr>
<tr>
<td>Project Administrator</td>
<td>Helen Contract</td>
<td>2011/05/07</td>
<td>17.00-17.40</td>
<td>Quiet environment, accessible</td>
</tr>
</tbody>
</table>

2.4.3. Access

It is important to discuss the issues concerning access to the data the study aims to analyze. Lack of access to data overall can be problematic but even tough initial access has been granted gaining access and getting respondents to share can also be problematic. Missing responses to specific questions and the effect it can have on the results must be addressed. In this specific study gaining initial access to companies was somewhat problematic, a couple of firms were approached before we found one that wanted to participate. In order to avoid problems of access clear information regarding the nature of the study and also regarding the questions that would be asked were presented in advance. Despite our efforts, access to what we felt after the interviews was a large enough number of people with experiences from working through a staffing company were not obtained. Therefore data collection had to
continue after interviewing at the first company. However, at the interviews all the respondents were positive about their participation. The interviews took place in a quiet and secluded environment; this to make sure the participants would feel comfortable speaking freely. Most of the respondents were accessible and gave outspoken answers; only one of the respondents was somewhat reserved and gave brief answers.

2.5. Analyzing the data

It is important that the researcher motivates and discusses his way of analyzing the data, this in order to make the conclusions more reliable. Producing high-quality analyze is a challenge for researchers. In order to achieve that the researcher must look at all the evidence, present the evidence separate from interpretations and show that alternative interpretations have been explored (Ying, 2003:109).

Miles and Huberman’s view of data analysis is that it entails three steps; data reduction, data display and conclusion drawing (Miles & Huberman, 1994:10). Data reduction is the process where all the data gathered during the data collection stage is transformed, selected, simplified and focused (Miles & Huberman, 1994:10). Data reduction can take place throughout the whole research process, for example; before any data is collected the researcher decides on a framework, a research question, a data collection method etc., and all these steps can help in narrowing down the size and scope of the study, thus reducing the data to be gathered (Miles & Huberman, 1994:10-11). In our case data reduction have taken place at many stages in the research process. For example in the literature search some theories were excluded, that guides the research and narrows it down. The questions were constructed following the literature which further reduced the possible information that would be collected.

Data display is an assembly of organized information that helps the researcher to make conclusions (Miles and Huberman, 1994:11). In qualitative studies the researcher can end up with a lot of data in the form of field notes, and trying to analyze that without any specific method might result in the researcher making hasty unfounded solutions or exaggerating the importance of a specific event (Miles & Huberman, 1994:11). According to Miles and Huberman (1994:11) usage of displays is the way to achieve valid qualitative research. When it comes to data displays the fact that all the questions were connected to specific parts of the theory lead the way we decided to display and analyze the data. The data collected was organized according to four overarching questions, namely; Motivating factors, Importance of perceived fairness, Employer relations, and How to increase motivation. These were also structured according to normal employee/staffing firm connection and then presented in the empirical findings section of the paper. These displays will help the researcher organize the data, in order to make it easier to get a good overview and to make conclusions that are justified (Miles & Huberman, 1994:11).

The third step in the analyze process is conclusion drawing. In this step meaning is given to the data, the researcher looks for patterns and explanations (Miles & Huberman, 1994:11). It is important to remain open throughout the conclusions drawing, and not get stuck on one particular pattern or piece of evidence. With a clear structure of the collected data and a clear connection between the data and the relevant literature it helped us with the step of conclusion drawing and analyzing. The use of a strategy will help analyze the data in a fair way, help produce decent conclusions and help rule out alternative solutions (Yin, 2003:111).
2.6. Interpreting data – Ethics

According to Bryman & Bell (2007:127) ethical issues within research often revolve around questions like: How should we treat the people we conduct research on?, Are there any activities that we should not engage in, in the relations with these people?.

Ethics is an important part of research and Graziano and Raulin (2010:60) present three things that researchers should protect their participants against; deception, dangerous procedures and invasion of privacy. When it comes to deception it is important that the participant is given all the information regarding the study so they have a chance to freely decide whether or not to participate, this is called informed consent. (Graziano & Raulin, 2010:60). In all the interviews, which all were voluntary, we asked in the beginning if they were alright with performing it and if we could record. No one thought it was a problem and we also told them what we wanted to do with the information they gave us and the aim of our study. If a researcher investigates a topic that is of a sensitive nature; emotions, private thoughts, there is a risk for invasion of privacy and it is important that the researcher keep strict confidentiality when it comes to such information (Graziano & Raulin, 2010:61). We have treated all answers with confidentiality and already from the beginning pseudo names were given to the participants, this to ensure that their anonymity would be protected.

“The willful distortion of data is one of the most egregious ethical offenses that a scientist can commit” Graziano & Raulin (2010:83)

In a study like ours there is much information that is gathered and therefore it is very important for us as researchers to be careful when collecting and analyzing the data in order to keep it truthful and correct. One problem associated with interviews has to do with interpretation. The conclusions that are drawn from the collected data have gone through many stages and might have changed during these. The process of interpretation starts as soon as we make our first literature search and continues throughout the process. The process of writing a thesis can be compared to a chain of interpretations, where the final product is as strong as its weakest link. We have read and selected the relevant literature, interpreted it and presented it. Then we performed interviews asking questions based on those interpretations, which the respondents answered based on their take on our questions. We have than interpreted and recorded those answers sent them back to the interviewee for validation and presented them in the empirical findings. The findings have been interpreted and analyzed in the light of the theory and finally been presented in the analysis and discussion. This information is then read by and examined by others who will interpret the information in their minds and their understanding might not coincide with what the respondents were trying to express or say. Therefore it is essential that the researcher keeps unbiased in order for the results of the study to accurately portray reality as stated by the respondents. We have tried our best to present theories and data in an as truthful way as possible, but it is impossible to rid the presentation of this thesis from all interpretation bias.

2.7. Secondary Sources and Criticism of Sources

Secondary sources are information that originally comes from someone else. In this paper secondary sources have been used for the background of the topic and also for the literature review section. Yin (2003:31-33) is of the opinion that reviewing literature and creating a theoretical framework before the collection of data will help in developing the
theoretical framework further. The information used comes from books and articles and these have been found mostly by using the library search engine, some books we borrowed based on recommendations from teachers or other students, and a few articles and books were found using Google scholar. The search engines used were Emerald and Business Source Premier.

Initial searches were made with words like “HR outsourcing” and “Employee outsourcing”, these searches yielded between 370-900 search results depending on the search engine. When adding “motivation” to the search it was narrowed further to about 100-800 results. Adding “staffing company” made the results even fewer, around 100-300. By starting there and looking at interesting articles we got a feeling of the field and more in-depth precision searches into intrinsic and extrinsic motivation as well as other theories on motivation were made. We tried to make sure that the articles we chose were peer reviewed in order to assure that they held a higher quality.

Some of the sources are not as current as most others, but for the most part those sources consider theoretical frameworks that would not have changed so much over the years. One example is Equity Theory which has been extensively researched from the mid 60’s and the theoretical standpoints of it are still the same. So we feel that using those definitions and explanation does not affect the study considerably, point being, had we used more current references the outcome would have been the same.
3. THEORY

This chapter will present the reader with an overview on the subject of outsourcing in HRM. The theoretical framework for the study will also be presented and discussed.

3.1. Literature Review

The HR functions have traditionally been done internally but there has been an increase in outsourcing of the HR functions of firms (Ordanini & Silvestri, 2008:372) and many firms have decided to outsource their HRM to outsiders (Babcock in Shih & Chiang, 2011:163). Since the 1990s big firms in both UK and US have started to outsource different management functions (Woodall, Scott-Jackson, Newham, & Gurney, 2009:237), and a study conducted in the states showed that 28% of firms decide to hire temporary employees instead of acquiring more permanent workers (Downey, 1995:38). This shows that outsourcing of HR functions has grown a lot in the past decades and it had become a common practice among firms. A more globalized business world with increased competition leads firms to seek new ways to improve their performance, and outsourcing is one strategy that firms have increasingly adopted. Many firms move production abroad to take advantage of lower salaries etc., while others outsource by using staffing companies to hire temporary workers.

From their study Woodall et al. (2009:236-252) found five main reasons behind firm’s choice to outsource. The first one being influence from elsewhere, often the choice to outsource parts of the HR departments functions came from the board of the organization and not the HR department itself. The second reason for outsourcing was found to be the reduction of costs, the third reason was a desire to move HR up the value-chain. Reduction of risks and maintaining quality was the forth reason and the fifth and last reason for outsourcing human resources has to do with HR capacity management as a way to respond to changes in the organization, for example as a way to cope with growth (Woodall et al, 2009:237-244). Fisher et al. (2008:501) state that during the last two decades use of outsourced labor has increased, and firms decide to use outsourcing in order to lower labor costs, obtain new expertise and to improve flexibility. Flexibility as a reason why firms decide to outsource is also stated by Bozionelos & Nikolaou (2010:84-86) and George (2003:386-402).

Organizations use externalization in an effort to be more flexible, to gain unique knowledge that is valuable to them – but they cannot forget to consider the social costs that are associated with this type of strategy (George, 2003:399). A firm’s decisions to use outsourced workers affect the firm’s core employees and they need to be aware of this impact (Fisher et al., 2008:513). External workers within an organization can have a negative effect on the organizations relationship with its internal workers (George, 2003:387). In the research conducted by George(2003:397, 399) she found that the usage of external workers make the internal workers feel less trust, it weakens their attachment to the organization and it can have a negative effect on their attitudes. Many organizations might be drawn to the strategy of using contracted workers because of its many advantages; lowered costs and flexibility to mention a few, but they cannot forget how the strategy will affect their permanent workforce.

Human resources contain a wide variety of tasks and functions. The activities that are more likely to be outsourced are; training, pre-employment testing, payroll administration, employee assistance etc (Woodall et al, 2009:239). Large firms are more likely to outsource routines HR tasks (Woodall et al., 2009:246). The outsourcing of these functions is confirmed by Caruth & Caruth (2010:3-8), who also add that for the outsourcing to be as advantageous as possible management must create the conditions and circumstances that lead to a
successful long-term outsourcing relationship (Caruth & Caruth, 2010:8). According to Ordanini & Silvestri (2008:373) outsourcing of recruitment and selection are among the most common HR practices to be outsourced.

As stated before there are many different reasons why firms decide to outsource, for example because it can help with saving of costs but there are also possible negative outcomes connected to outsourcing of HR. The usage of outsourced workers can create problems such as individuals having conflicting perceptions and commitment to more than one entity and it can also have a negative effect on turnover, loyalty and service quality (Fisher et al, 2008:502). On the other hand, outsourcing of HR gives the firm an increased flexibility, since using temporary workers will create a just-in-time type of staffing where the firm holds a minimum amount of core staff and when demand goes up they hire temporary workers (Downey, 1995:40). Firms should make sure to weigh the benefits against the negative aspects before deciding to hire temporary workers. It is also important that firms are aware of the possible problems that outsourcing can bring in order to try and avoid them. If a firm has knowledge about their workforce and what motivates them they can build a working environment that keep both the core and temporary workers satisfied and motivated.

Fisher et al (2008:501-523) have identified five factors that affect the work experience of outsourced employees. First there is the physical location, if the worker is stationed at the client firm’s office or at his employees. Second the temporal nature of the work, which is whether the employment is short or long-term. The third factor, exclusivity, deals with if the employee has more than one client that he works for or not. Next, the voluntariness of the work, deals with if the employee has chosen this type of work him/herself. The fifth and last factor is strategic value and has to do with the importance of the work and whether or not it is connected to the core of the client firm (Fisher et al., 2008, p. 503-504). All these factors affect how the employee regards his/her work, and feels about the experience of being an outsourced worker. Related to work experience is a case study by Halbesleben & Clark (2010) where they explore the negative effect of alienation of temporary workers. The study suggests, although it does not test for, that this negative effect may affect the motivation and aspirations of temporary workers (Halbesleben & Clark 2010:541-542).

3.2. Theoretical Framework

Motivation is an important topic because it can help managers to improve the performance of groups and individuals within the firm and for researchers studying motivation it can help support theories on effective management (Michaelson, 2005:235). It is in the best interest of organizations to make sure that the commitment and motivation of their temporary employees are maximized (Bozionelos & Nikolaou, 2010:84). To be motivated is to be moved to do something, to feel energized or activated towards an end (Ryan & Deci, 2000:54).

Business success is dependent on the efforts put in by employees therefore it is important for firms to understand how to motivate their employees in order for them to work towards the best interests of the company (Ellemers, 2001, p. 102). In his article on employee motivation and their implications for employee retention within organizations Ramlall (2004:53) the author discusses the importance for firms to retain their employees, since they are the ones who possess skills, have experience and knowledge, and therefore hold economic value for the firm. Ramlall (2004:53) uses Robbins (1993) definition of motivation which states that “motivation is the willingness to exert high levels of effort towards organizational
goals, conditioned by the effort’s ability to satisfy some individual need”. Individuals will work towards the best interest of the firm as long as they are motivated to do so and as long as they have something to gain from it. Without employees firms would not be able to function and without motivated and hard working employees firms would not perform well. Therefore it is important for firms to hire employees that are motivated and hard working.

There are many different theories on motivation, and to choose just one would be unfair and limiting. On the other hand using all would be too extensive and as such not appropriate either. So a choice has to be made on what theory to use, firstly we believe that peoples motivation towards working can be categorized into two types; intrinsic and extrinsic motivation (Amabile, 1993:186). We also reason that theories that build on hierarchies of need (e.g. Maslow’s theory on motivation) may be a bit too strictly focused on human instincts. We think that relationships and treatment in the workplace may have a greater impact; as such we have chosen to discuss Social Identity Theory and Equity Theory.

In Figure 1 below the framework of the theories on motivation is presented. It is an overview and consists of the theories adopted for this study which includes extrinsic motivation, intrinsic motivation, Equity Theory, and Social Identity Theory.

**Figure 1: Theoretical overview**

![Diagram of theoretical overview]

**3.2.1. Extrinsic Motivation**

Managers have always been faced with the problem of employee motivation, since unmotivated employees tend to avoid the workplace, put little effort into their work, provide low quality work and if possible leave their position (Amabile, 1993:185). On the other hand, employees who feel motivated are often creative, persistent, productive and contribute high quality work (Amabile, 1993:185). People’s individual level of motivation is not stable and it can be affected by for example; restructuring of the organization, changes in economic environment, and new ways of performance evaluations (Amabile, 1993:185).
Extrinsic motivations come from a person’s desire to gain rewards of some type (Amabile, 1993:186), it is dependent on factors that are external to the individual and the motivation is often short-lived (Mundhra, 2010:275). For example, a person who is motivated by monetary rewards and wealth will work harder at the possibility of monetary incentives, but a person who prefers motivation in the form of recognition will work harder with the possibility of gaining a higher title and more responsibilities (Michaelson, 2005:236). An extrinsic motivator could also be the avoidance of an unpleasant event or action, like a consequence of ‘bad behavior’ (Ryan & Deci, 2000:60).

Ryan and Deci (2000:61-62) discusses a taxonomy for motivation that expresses the range of motivation from amotivation, to extrinsic, to intrinsic. Amotivation is when there is no desire to act at all. There are several forms of extrinsic reward that are discussed by the authors and they are; external regulation, introjections, identification, and integration. External regulations are those behaviors that are performed to satisfy some external demand or obtain an external reward. Introjection means that the person performs the act because of some type of external pressure or guilt, alternatively to achieve a sense of pride or maintain self-esteem. Identification is when the individual has identified with the task in the sense that they have attached personal importance to it. The last form of external motivation is integration this is even closer to intrinsic motivation than the previous and this is when the external regulations have been absorbed and become a part of yourself and something you value. Important to remember with this one though is that it is still motivated by some instrumental value of the outcome of the behavior. Last is then the intrinsic motivations which are self-determined. Ryan & Deci (2000:61-62)

People are different and not motivated in the same way and by the same things. Motivation also varies depending on people’s age, education, experience, aspirations, background, level and length of stay in an organization (Mundhra, 2010:275). Mundhra stated that in order to gain optimal performance from employees organizations should make sure that the work environments gives employees both intrinsic and extrinsic satisfaction (Mundhra, 2010:276).

### 3.2.2. Intrinsic motivation

Another type of motivation is intrinsic motivation which stems from within a person, and is often long-lived (Mundhra, 2010:275). Intrinsic motivation can come from internal factors such as interests, what a person enjoy, choices, and perceived competences (Mundhra, 2010:276).

In his paper Maccoby (2010:60-61) presents Four Rs of motivation that he has identified during his studies. The Four Rs are: Responsibilities, Relationships, Rewards and Reasons and they are all intrinsic type of motivations. He is of the opinion that these types of motivators are more powerful than extrinsic ones.

Individuals are motivated to work when they have responsibilities that they feel are meaningful and that connect to their values (Maccoby, 2010:60). When people have to stretch their skills and challenge themselves in some way that is developing for the individual they feel more motivated because of a sense that, their capabilities are put to good use (Maccoby, 2010:60). According to Hackman & Oldham (1980:72) it is important that people have a sense of being accountable for the outcome of their work. They state that if a person is more reliant on the external factors as a determinant of the quality of work, then there is less incentive to feel proud or disappointed about your own accomplishments.
When it comes to relationships people are motivated by a positive relationship with colleges and managers, within the American firms that took part in Maccoby’s study having a good boss was the number one reasons for a satisfying job (Maccoby, 2010:61). To develop good relationships may, for the outsourced worker be more demanding since the socialization process is more complex (Fisher et al, 2008:511). They have to learn about and adjust to the culture at the client organization while at the same time maintaining their connection to their employer (Fisher et al., 2008:511).

Rewards and what type of rewards we are motivated by differs, some people are motivated by monetary rewards while some prefer rewards in the form appreciation and recognition (Maccoby, 2010:60). In a study conducted by SIFO that was presented in the paper by Maccoby it was found that fair wages and benefits motivates people and if people feel that they are not getting fair compensation they will be resentful. The study also found that 80-85 % of individuals will be satisfied with only receiving positive recognition, while only 45-50 % of those who are not recognized are satisfied (Maccoby, 2010:61). This is often connected to the specific person and the job they perform, investment bankers for example will be motivated to perform better at the chance of a higher payoff, but teachers will not teach better at the chance of a monetary reward (Maccoby, 2010:61). Of course it is not a clear division when it comes to individuals preferring monetary or non-monetary rewards as motivation. We cannot say for sure that all teachers prefer non-monetary rewards but the type of job can give a hint as to what motivates people. Reward as a motivator was also addressed by Mundhra (2010:277), who states that rewards will not motivate people to perform better than the average or to excel, rewards are most effective in the short-run and they do not always have to be of monetary nature.

The last of the Rs is reasons which have to do with why individuals perform their job, and Maccoby (2010:61) states that it can be the most powerful motivator. People want to feel that what they do have some bigger meaning and contribute to something good. This is more important in China then in the western countries, Chinese workers see their work as part of a bigger picture and often feel proud to work for a good company and help in building a strong economy (Maccoby, 2010:61). If a person does not feel like there is meaning in their work, intrinsic motivation is unlikely to develop at all, and even if there is both responsibility and performance evaluation (Hackman & Oldham, 1980:73). The conducted research will show if the individuals will attribute more importance to some of these four factors when working for the firm via a staffing company vs. being employed directly by the firm.

It is not easy to affect the internal motivators of people, however Hackman & Oldham (1980:78) suggests five elements of work that influence motivation towards a job which can be controlled by managers. ‘Task variety’, in the sense of the job requiring a variety of activities, skills and talents, ‘task identity’ meaning that the job contains performing an intact task that is doing a job from beginning to end as an identifiable piece of work, and ‘task significance’ which relates to the impact the job has on the people and the world at large (Hackman & Oldham, 1980:78-79). These three factors come together and influence the motivation people receive from the meaningfulness of their work. ‘Autonomy’ is the independence and freedom the employee has in scheduling and performing the tasks that are expected of him/her, if there is autonomy the individual is more likely to experience more responsibility as they are dependent on their own efforts to complete work (Hackman & Oldham, 1980:79). The last element is ‘job feedback’ this concerns the feedback received directly from the job, as opposed to manager or co-worker, if a person is able to immediately
know how effective their work performance is, that is a motivating factor (Hackman & Oldham, 1980:80). It can in summary be said that people will contribute with their effort when they feel it can help satisfy a need that they have, therefore it is important for firms to understand how the organization affects employees possibility to satisfy these needs, and thus influence their motivation (Longenecker, 2011:9).

In Mundhras study of Indian companies they wanted two find out if “Intrinsic self-motivating factors significantly influence the overall motivation (performance) of the employees” and if “Job security influences the overall motivation (performance)? This was investigated by using the variables of competence, relatedness and autonomy. The findings concluded that the three intrinsic motivators that were examined do not have equal influence on the employee’s motivation; competence has negligible impact on the performance of employees. The perceived autonomy and relatedness have moderate to strong influence on the performance of employees (Mundhra, 2010:282). Job security has negligible relationship with performance according to this study (Mundhra, 2010:282).

3.2.3. Equity Theory

Equity theory states that people not only care about the rewards they receive for the effort they contribute, but also the amount of rewards they receive relative to that of others (Ramlall, 2004:55). It rests on an assumption that people are selfish and that it is in our nature to try and maximize outcomes (Walster, Walster, & Berschied, 1973:151). The theory is concerned with transactions between people of a common culture or society (Caddick, B. in Tajfel 2010:147). It says that societies tends to create systems of equitable treatment by ensuring members that they can maximize their outcomes by treating others equitably, this is done by distributing rewards and costs among its members and they will often reward those that treat others equitable and punish those who do not (Walster et al. 1973:151). In Carrell & Dittrich’s article on equity it is stated that theorists have put forwards three main points on the topic. The first point assumes that employees want fair returns on their contributed efforts, the second position state that employees determine what rewards they deem fair after comparing their efforts to those of others, and finally employees who regard their situation to be inequitable will try to change that, either by altering their inputs/outputs or by leaving the organization (Carrell & Dittrich, 1978:202). When in an unfair relationship people will feel distress, usually in the form of anger or guilt causing them to want to restore the balance so that people are treated fairly again (Walster et al. 1973:153-154)

Tension within people at an organization is created when individuals feel that there is an imbalance when it comes to their inputs vs. gained outputs compared to others (Ramlall, 2004:55). A persons contribution of inputs come in the form of; experience, effort, education, skills and competences and the outputs received are in the form of; salary, promotion, job status and increased recognition (Carrell & Dittrich, 1978:202; Ramlall, 2004:55). When the efforts put in by people does not equal the outcome of it people will alter input/output of themselves or by actions like becoming less effective, demanding higher pay, or by forcing others to work harder (Walster et al. 1973:154). It could also be done in a psychological manner by distorting perception, for example an employer may convince themselves that their underpaid workers are treated fairly by increasing inputs or exaggerating outputs through derogating them, minimization of their suffering, or denial of their own responsibilities (Walster et al. 1973:156). A person can also choose to forgive someone when
they feel unfairly treated; the manner in which a person perceives a situation as equitable or not and how they respond to it does however to some degree depend on their personality (Walster et al. 1973:163-165).

Equity theory can be applied not only to situations where someone is being mistreated but also to those relationships where someone is treated better than what would be equitable. Walster et al (1973:166-167) argues that helping relationships can be evaluated using the same framework. If two people start out in an equal position and one person helps the other a distress situation will occur and the two will try to restore equity by for example returning the favor. So in both situations there is a motivation to restore things to a balance and for as long as the people involved feel that the situation is unequal they will experience discomfort. Equity theory deals with how people judge they are being treated and how it affects their motivation. The theory is suitable for this study since it aims to discuss the differing motivations between two groups of people who work at the same company but have different employment forms, which might cause a sense of unfair treatment.

3.2.4. Social Identity Theory

Many things may affect a person’s motivation and one view of what does can be found within the Social Identity Theory. Individuals seek to make contacts and create relationships with others which are personally satisfying (Bartel & Dutton, 2001:117). Hogg and Terry (2001:1) state that organizations are groups that contain complex relationships that are characterized by power, status and prestige. They also think that people’s identity is to some extent derived from their work groups (Hogg & Terry, 2001:1). Dynamics within a group can have an effect on the performance and individual learning within an organization (7, 2007:170), and workgroups also enable and constrain the commitment and motivation of its individual members (Korte, 2007:170).

The idea behind Social identity theory is that the social category that a person belongs to and feels connected to provides the person with a sense of belonging and definition of who one is (Hogg & Terry, 2001:3). According to Korte (2007:166) “individuals do what they do because of who they believe they are – their identity”. Social identity processes contain motivation for self-enhancement, but also motivation to reduce uncertainty regarding attitudes, perceptions, feelings and behavior (Hogg & Terry, 2001:6). Individuals feeling a strong identification with their organization have been connected to lower employee turnover, burnout and increases in employee motivation and job satisfaction (Pratt, 2001:14).

Managing the identification with organizations is important and this can be done through diversity management. Diversity management is important because organizations that have a very diverse work-force can end up with employees that are alienated from the group, with low intentions to stay and a group that has high intergroup conflict (Pratt, 2001:16). People cooperate with their organization as long as they see possible gains and no risk of loss and the higher dependency a person has on an organization the higher the loyalty (Tyler, 2001:154, 157). Individuals that identify with the organization they work for are more likely to perform tasks that are not required of them or that did not yield any rewards, and they are more willing to follow the rules of the organization (Tyler, 2001:157). Firms that hire temporary workers need to make sure that these employees feel a connection to the firm and also to the other employees. If temporary workers are not brought into the work life properly they will not feel like part of the group and that can negatively affect their motivation.
Temporary employees are more difficult to motivate and they will most likely not be as committed to the organization as will permanent workers (Bozionelos & Nikolaou, 2010:84). The organization and temporary workers are often connected through an economic exchange which is characterized by its short-term and limited trust and where money is emphasized, while normal workers often have a social exchange where trust and obligations is apparent and it is long-term (Bozionelos & Nikolaou, 2010:84).

In a study by Kuuvas & Dysvik they adopted a social information processing approach. The approach stated that individuals look for clues in social environment that can help them interpret different situations; one example is the social climate of the organization (Bozionelos & Nikolaou, 2010:85). For example; if a company invests into their permanent workforce it shows that they are committed to their employees and that they trust and cooperate with their workers (Bozionelos & Nikolaou, 2010:85). So, if a worker see that the company they work for are committed to the staff and cooperate with them, it will likely lead to increased motivation from the workers.

Bozionelos and Nikolaou state in their paper that it is in the best interest of organizations to increase the motivation of their temporary employees (Bozionelos & Nikolaou, 2010:84). One way to improve the motivation of temporary workers is by giving them more responsibilities and more support, but that would be opposite to why firms use temporary employees in the first place (Bozionelos & Nikolaou, 2010:84).
### Figure 2. Operationalization of Theory

<table>
<thead>
<tr>
<th>Theoretical framework</th>
<th>Operationalization</th>
</tr>
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</table>
| Mundhra (2010)                                                                        | About yourself.\
Factors affecting motivation\
What’s your age, experience, position, length in organization and aspiration? |
| Fisher et al. (2008)                                                                 | Work Background.\
5 factors affecting outsourced workers\
How long have you worked, why did you choose the work, position, and what does a work week look like for you? |
| Macoby (2007)                                                                         | Motivation.\
The 4 R’s\
What motivates you to work, Where does your motivation come from, and What are the internal and external factors affecting it? |
| Hackman & Oldham (1980)                                                               | What does a work week look like for you? What motivates you? What about your job would you change to become more motivated? |
| Hogg & Terry (2001)                                                                   | How would you describe your relationship to your employer? Do you feel a part of the company? What do they do to make you feel a part of it? |
| Carrell & Dittrich (1978)                                                             | How do you feel treated at work? What do you base your opinion on? What do you do to influence the situation? |
| Bozionelos & Nikolaou (2010)                                                         | How would you describe your relationship to the company? |
4. EMPERICAL FINDINGS

In this section the empirical findings from the data collection process will be presented.

The four people interviewed that were employed by a company and had no previous experience from working for a staffing company were Adam, Bo, Clas, and David. A short description of them and their background is provided below.

Adam Company is in his thirties and a white collar worker. He started his career as a machine carpenter and then got his masters within the field of machine engineering. After his studies he worked mostly with sales and today his job is technical support and communication with vendors. He has worked with this company for about 8-9 months and likes it. His work schedule is different from week to week and he thinks it is a quite varying job that includes a variety of tasks and responsibilities.

Bo Company is a blue collar worker in his forties. For the past thirty years he has worked for the same company and he has a great amount of practical experience of working in a workshop. At this point he feels like there have been a lot of changes for the worse during the past few years and he does not appreciate his job as he used to. He says:

“The atmosphere on the shop floor is not so good anymore” and “I think it is a pity because I have always liked working here”.

He describes his workweek as pretty much the same every day and that it is not very interesting.

Clas Company is in his forties and a blue collar worker with a two year education focused on workshop type of labor. He got into this field of work because in the town where he grew up there were a lot of workshops and it felt natural for him to get into that field. He has worked at his current employer for 14 years and during that time he has always worked in the same position, which is on the shop floor. He resigned from his previous job and moved to a new location intending to take some time off to tend to his summer cabin. However, he was contacted by his current employer and since the job was located close to a place where he had wanted to live his whole life and it was within the workshop industry where he had always felt comfortable he decided to accept. During a normal workday he is positioned at his machine, the work is the same most of the time,

"I insert the same type of product every day, the only difference is in the size of the products”.

David Company is his forties and a blue collar worker with a two year occupational education within plate works. However, after his education he got into painting, he started of painting cars in a car shop, and that has been his profession since then. He has worked for his current employer since he applied for the job 21 years ago. His position within the firm is as an industry painter and during a normal workday he makes sure to keep his workstation clean, prepares for painting and paints.
The four people that were either contracted by a staffing company or had experience from working for a staffing company were Emma, Fredrik, Gunilla and Helen. A brief background and description of them is included in this next section.

Emma Contract is in her thirties and a blue collar worker. She has completed two years of business studies and has worked in the real estate market and also in the production industry before her current employment. About two years ago she was laid off and decided to take a cnc operator class during which she was able to be a trainee at her current employer.

Fredrik Contract is in his forties and a blue collar worker. He has a degree in social science, but has for the past eleven years worked as a lathe operator after he attended a class in it. After working for about five years he got laid off and was not able to find a new job within the first couple of months. So he then started looking for work through staffing companies. He got a position with one and worked there for about a month when his old company contacted him about being rehired, a proposition he welcomed and has since then worked there. Working with the staffing company he was an assembly worker at the client organization and it was a temporary assignment of only a few weeks. He liked the job, and thought the tasks were quite varied in the sense that you assembled a complete product, but thought that the time given to perform the job was too long. As a lathe operator working a permanent position he thinks the job is pretty much the same every day but does not view that as a negative thing, he likes that he knows his job well and don’t have to think too much about what to do.

Gunilla Contract is in her forties and a white collar worker. She started working right after high school and has worked various desk jobs including customer service, receptionist and secretary. She has been employed though a staffing company for the past nine years and for the past eight she has been the working at the same assignment and stationed at one of the client organizations. She applied for a job at the staffing company as a result of being unemployed and says it was not much of a choice since she needed a job, now she works part time two days a week typing oral protocols.

Helen Contract is in her twenties and a white collar worker. She has a bachelor in business and has been working for different staffing companies, mostly for shorter length of time. She says that working for a staffing company was not an active choice on her part, but rather a product of not having the personal connections with companies. As such she feels it was easier to find work through them. With all the assignments she has worked with she was always stationed at the contracted company. Right now she works full time as a project administrator. Most of her day is concerned with reviewing and processing of project orders. Even thought the process is similar for each order she feels that her job is varied because the projects are different and she also feels she has quite a lot of responsibility.

4.1 Motivation

The answers we got from our respondents will now be divided into four different sections. The first one will concern the answers they provided on motivation in the sense of how they are motivated and what the different factors impacting it are. The second one deals with treatment in the workplace and their thoughts on how they are able to influence it. The third section will cover the responses that were given to the questions about their relationship to their employer and their identification. In the last section the respondents’ thoughts on how the job or other circumstances could change in order to improve their motivation at work.
In addition to this division of the results each section will also contain the answers of the two different groups of people. Where the individuals with permanent employment will be discussed first and then we will present the answers from those who are or have been employed via a staffing company.

4.1.1 Motivating Factors

This section will present the answers provided from the questions concerning motivation, namely; what motivates you to work? Does your motivation come mostly from within or is it affected by outside factors? What are the internal factors that affect your motivation? and What are the external factors that affect your motivation?

PERMANENT EMPLOYEED WORKERS

Adam Company is motivated by a few different things. First he mentions colleagues and how he likes when things keep moving and you can come up with new solutions together. He has previously worked at places were there have not been so much contact between employees and he really missed that then. He says it is more fun, and he likes solving problems together with others. It also motivates him to see that something works, that you are able to move forward and that what you do have a purpose. Purpose in the sense that what you do actually works and that you are able to receive some credit when you have accomplished something it in a smart or way. Adam says he tries to see things in the long term as well, how to develop things in the future and that he says is a challenge that’s fun to work with. He also enjoys learning new things. In his opinion he feels motivated both from internal and external factors, he say he needs to have things to do to feel good and that the reactions you receive from others when something is working really gives you the desire to keep going. He also enjoys that he gets to do a variety of things and tries to do the more tedious things first so he gets to spend more time doing what he really enjoys. He says:

“I think it is really fun when you are able to find a solution that works in a new perspective”.

In light of benefits he says that for example there is free coffee and he has a company cell phone. Neither one of these he says though is a motivating factor, but they have value. He believes that the free coffee probably is a pretty important thing for the company as a whole, although not a determinant for him. He is able to use the cell phone in his private life but tries not to do that, he says he has his own as well and he don’t want to over use his liberties by running the company phone bill higher than he has to.

Bo Company’s first response to the question of what motivated him was money, he feels like it is important because you have loans to pay and such things. However, he feels like it’s a social thing as well, to have a job to go to and that even if he had a lot of money he would still want to have a job, just because of wanting to see people, your work colleagues. He says that a few years ago he felt more a part of the company, that he kind of owned a part of it, and that you wanted to protect it. He thinks that it has become worse in the past few years and the small incentives like a Christmas ham or such are now gone and that rewards in general has become fewer. He also mentions summer parties for the staff and how they used to have more of them. He thinks that they contributed to the motivation and made it more fun,
but nowadays his feeling is more and more that he does not really care about how the business is doing. He says:

“It used to feel like going to my second home to come to work, and others with me felt the same, but that feeling is gone now”.

He also discusses how he used to feel a certain responsibility, and that everyone felt this responsibility which contributed to everyone receiving the correct parts for their assembly task. That everyone was committed to making a good product, but he feels like he lost that commitment and feels it is a pity.

**Clas Company** stated that getting appreciation from others is important, when people see your hard work and give you credit that boosts your motivation and it also makes you feel that you are doing something with a purpose. According to Clas getting credit from others also makes him want to work hard. Another thing that he feels is important in order to boost motivation is rewards. An example he gives is the fact that the firm in the past used to give their employees small things like a ham for Christmas or they arranged staff parties. He feels that small things like that makes you feel appreciated, and now when they have stopped giving those kinds of rewards it has lowered his motivation. When it comes to salary as a motivator he doesn’t think that is of such a big importance, but he also states that it might have to do with the economic position you are in and that he has always had it well off. He is more motivated by himself and not affected that much by others. He states that he tries to set goals for himself at the beginning of every workday, that motivates him and if he does not achieve them then he is disappointed in himself. Even though he is not that affected by the other workers he states that there is a good team spirit at the company which makes him enjoy it more. He also states that it is nice if you can talk to your co-workers and make jokes with people.

**David Company** believes a lot of things motivate him towards working. Salary is always important, and it would be a good motivator if they could affect their salary more, for example with the old style piece work contracts. Appreciation also increases his motivation, and as he states it is as important getting it from his colleagues as from the managers. On the other hand, getting critique that is not fair is something he sees as a problem, it lowers motivation, if the company on the other hand decides to invest in his work that will be a motivator. David feels that it is important that he enjoys work; if he did not enjoy coming to work it would be difficult for him to get motivated. Others do not affect David’s work that much according to him, maybe more when he was younger. But at the same time he thinks that it is important that you get along with other people at your work, at an old workplace he quit because he did not agree with the boss and how he ran the company. At this firm he feels good, has good colleagues which he states is a plus. Another plus is the fact that they have flex hours; he can start anytime between six and eight am, and go home between three and five pm. This means a lot to David since it means he control his own day.

**EMPLOYED VIA STAFFING COMPANY**

**Emma Contract** says that when she first started working at her current employer she felt very motivated due to the fact that she was new at the job. She had so much to learn and that motivates her. As she states her motivation comes mostly from within herself, at the firm they work independently and can plan their day themselves and thus the work becomes what she makes of it. Emma also said that of course it is important what others think, you do not
want to have a rumor as a person who goofs around at work and you want other to think you are doing a good job. She also thinks it is important that you feel you contribute something at work or the motivation might disappear. For example if you feel that whatever you do nothing gets better, if feels kind of pointless then. Seeing the end product and what you are working towards is also important for her motivation, you see that what you do is actually important and that it matters. Even though Emma is affected by others and want to be seen as hard working, when it comes to relationships those are not as important for her. She states that she does have a very close cooperation with the others at the company. They interact when there is need to control-measure a product for example. She states that she does not seek contact, she is the only girl at the factory and lets the guys have their male talks, but during breaks and lunch then she talks and interacts with others. When it comes to external motivators Emma states that salary does not have a big impact on her. Also as an employee working for a staffing company she followed the same pay system as the regular employees so there were no differences there. The only impact salary has is the fact that if you have put a lot of time and money into education and when you have gained experience at the company, then you want to get a raise. She explained that motivation is not connected to who she is hired by but to the job itself, if she has a good or bad day does not depend on who she is hired by. Emma states that her motivation has not changed between when working for a staffing company and being hired directly by the company, the only difference was the name that was written on the pay check and the fact that she had one person extra to have contact with.

Fredrik Contract says that you have to work to support yourself and that he has tried a few different jobs in the past but quite like this one. He says his co-workers are really nice and he likes them. He feels he has a good job and that he quite enjoy some days at work because he likes to work with his hands. He thinks that his motivation comes from a combination of extrinsic and intrinsic factors. Of course he says you don’t want to work for less money than what you can get, but he thinks most of his motivation stems from his own desire to do a good job. He says:

“I want to do things right, that the pieces fit together nicely in the end product, that’s my biggest motivation”.

He also mentions hearing from your manager that you have done a good job, but he adds that that never really happens. He says that is not how this place works. He thinks that the amount of time he worked for the staffing company was relatively short and he could not say if there was any difference in his motivation then. The only thing he thought was that the tempo was really low and that according to him half the staff would have been enough. Also he says he would have a hard time to motivate himself working for a staffing company in the same way as when having a permanent employment, simply because he would not like moving around so much.

Gunilla Contract believes her motivation comes from an internal drive to work. She has always wanted to work and it has always been important for her to do her best, regardless of the type of work. She believes it is up to oneself to find the enjoyment of being at work and sometimes you may find it in your work duties and at other times in work colleagues. She says she is more motivated by intrinsic factors, like her mindset of making the best out of every situation. Her perception is that extrinsic motivations like a good salary or extra vacation days are just plus factors and that they do not motivate her to perform better. She also thought it was difficult to answer questions about what motivated her; she said that she has not thought about it so much.
Helen Contract is motivated by salary, but she says that there is more to it. When considering the work she is doing right now she say that it is a good merit that may qualify her for other jobs later and the fact that she is able to gain valuable experiences she feels is also very motivating. She says her motivation is probably 25/75 with external factors being the larger contributor. When addressing the external factors she states:

“In our society there is a working norm that says you have to work to have value, but also it is worth it to work in the sense of money and other benefits. It is good for our survival in society to have a job, a good job, since it can lead to better opportunities in the future”.

With respect to her current assignment she feels like she was motivated to a relatively high degree by internal factors when she accepted it. She felt like it would be fun to do something that would benefit the public welfare and learn more about it. However she doesn’t feel it is as valuable anymore because she can’t actually influence the larger decisions that are made and as such she has become increasingly more motivated by external factors. Now she is more focused on it being a job that has to be done, and is motivated by achieving something for herself and doing a good job.

4.1.2 Importance of Perceived Fairness

In this section we will present answers from the following questions; How do you feel you are being treated at work? What do you base that feeling on? and What do you do to influence that situation?

PERMANENT EMPLOYED WORKERS

Adam Company feels the situation at his job is working great. He feels like people listens to him, even though there of course are discussions sometimes especially around investments but that they still consider his opinion as important. He also mentions the atmosphere and says that there are sometimes quite humorous elements especially in the workshop that they sometimes play a bit of cat and mouse games. He says it is a bit of both that it’s like that, but he tries to focus on what he is supposed to do, however he feels that everybody sometimes isn’t. He also says that he gets to decide what to do with his own time, and that it is in a sense necessary for him to be able to do a good job. His point though is that it really works like that at this job and that he does get to dispose of his time as he likes. There is no one that comes and pressures him on things he needs to get done instead it’s up to him to make sure he does what he is supposed to and he feels like he pressures himself harder than someone else might. When asked what he does to influence the situation he says:

“That you are honest and say what you think and that you make sure you are not shy to speak up when you feel something is wrong, and I have no problem with stating my opinion”.

He contributes that to why he actually feels that the communication at work is good, because he dares to say what he feels and that the boss is listening to it. He thinks having a good boss is essential for a person to like their job and for it to work out in a good way. Adam explains that when your boss is too tough on you it creates a bad atmosphere and a difficult
environment for getting things done. While if it’s not enough pressure then people may let some things take more time than they really should. But he says that the ideal situation may vary from person and place. In either case he thinks that it works well where he is working now.

Bo Company has been at his workplace for many years and he feels like the new boss doesn’t care and that his only concern is to get the products out in time. Bo feels that things are not at their best if there are some people that only work two out of their eight hours in a given day. He says that the boss knows this but doesn’t do anything about it. It makes him feel like there is no point in coming to work and trying to do your best if others are not, but still receive their full salary. On the question if there is something he does to influence the situation he says:

“Yes, I and others as well, have tried but it seems as though no one cares, it’s not working. So now you don’t even bother saying anything anymore”.

Clas Company states that he feels that he is treated worse now than in the past, one reason is that they have to do more things themselves now, they have more control over things themselves and the boss has little idea what they are doing. Clas feels that it is important that you get credit from the company, if for example you try talking to your managers about changes you want but nothing happens that will lower your motivation. Clas tries to influence so there will be change by talking to the managers.

David Company feels well treated at work and says he has nothing to complain about. One reason he states is that there is a very little salary difference between workers. If he does not feel fairly treated and it is serious enough then he will take it up with the person it deals with or with his closest boss.

EMPLOYED VIA STAFFING COMPANY

Emma Contract states that she has felt exactly like any other employee although she was hired through a staffing company and that the firm does not treat people differently. Equality is is of importance to Emma. Some people at the company are more motivated then others, and as she states it can be annoying if the manager announce that productivity is not as good and you know that some people are goofing around while others are working hard. On the other hand she say that you can’t let yourself get pulled down by others, you have to work like you always do and keep your own production going. If she feels that she is badly treated she would contact her manager right away, and as she states he is very responsive to their concerns.

Fredrik Contract feels treated well at work both when he worked at the staffing company and with his current employer. He says working on a contract you felt the same as any other worker, at least when it came to the treatment from the work site. He never saw his managers from the staffing company except on the first day, and says:

“That is not such a good thing really. The contact between us was bad, for whatever reason”.

Gunilla Contract feels she is treated well at work. She bases it on that people are nice to her, they don’t complain or make any negative gestures. She feels like she is doing a good
job and that they *appreciate* the effort she puts in. She was however not sure how she influenced the situation, she thought that it was hard to know after being at the same place for so long. She says:

“it’s not the same as when you are new on the job and you have to find the role that fits you and fits with the others”.

**Helen Contract** says the people at her job have qualified positions and you could think that they would be a bit self centered or uninterested in helping new people, but they have been very *nice* and *helpful*. However the issue with being there as she experiences it is that she was contracted because there were a lot of things that had to be done within a short amount of time and it was quite stressful for everyone. So what happened was that she felt like there was not a lot of time taken to *teach* her how to do things, and that was negative she says. However she does not feel treated different because she is contracted, they are always kind and seem to be interested in me. She thinks that when working on a contract it is extra important to be able to quickly get a feeling for the *organizational culture*. She says:

“In the beginning I put a lot of energy and effort into understanding the processes and how they worked, and then you have to shape yourself and your professionalism with regard to it, for you to be the best possible co-worker”.

She says in her job it has been important to listen to others and understand what it is that they need her to do.

*4.1.3 Employer Relations*

Below are the answers the interviewees provided for the questions; How would you describe your relationship to the company? Do you feel like a part of the company? and What does the company do to make you feel like a part of it?

**PERMANENT EMPLOYED WORKERS**

**Adam Company** thinks that it is important to enjoy your work and to have a job, since it is the place where you spend most of your day. Because of that he says he puts effort in what he does and says at work to make sure it works out well. He does feel like a part of the company and one thing the company does to make him feel that way is that they have given him the responsibilities he wanted. That he is able to influence his own working situation. He also mentions benefits like health maintenance as a contribution by the company.

**Bo Company** feels like there is no relationship between him and his employer anymore. He says:

“Like I said before, it was like a second home to come here before but that’s not how it is now, now it just feels like Pha! That you are coming here”.

Bo says he used to feel like a part of the company but doesn’t any more. He feels like the biggest thing missing is commitment regarding what is going on in the workshop, so that is something he would like to see more of. On the other hand he feels that the people working there are adults and should be able to take responsibility over their own workday. He says that
when people are allowed to not do their job properly it affects others and in the end you yourself start losing the commitment.

**Clas Company** states that his relationship with the company has *become worse* in the past years, and there are many small things that irritate him. He says that there are positives but for some reason the negatives are easier to remember. He does *feel like a part of* the company, one reason is that they provide him with *information* regarding how the firm is doing. Except from that he thinks the firm does not do much to make him feel like a part of the company, we do have a *bonus system* but it is more a collective bonus so it doesn’t make such a big difference.

**David Company** says that 10-12 years ago he would have said yes he feels like a part of the company, but recently the firm has been sold which makes it hard to know what their unit is, since it is part of a bigger organization, and now it is about to *change* again. He feels that it would be better if there was a more *clear connection* between the big organization and the unit he works at. He also said that the company does not do anything to make him feel like a part of the company, it was better in the past, you could get a little *Christmas gift*, it helped connect the group and make them stronger.

**EMPLOYED VIA STAFFING COMPANY**

**Emma Contract** says that there is a clear *difference* between white and blue collar workers at the company and they do not meet that often. When it comes to the firm making you feel like a part of the company she states that it is up to the *individual* if they want to know more about the production and if you want to be involved. Then you should go and ask yourself. She also feels that the firm motivates by *supporting* their staff and by giving *education* in the beginning. Plus you can always ask the manager if you have any questions. But the firm does expect you to take on *responsibility* and you are responsible for your machine.

**Fredrik Contract** thinks there was *no relationship* between him and the staffing company. When his assignment was over no one contacted him. He does not believe it was because he did a bad job, but rather because it just fizzled out into nothing. He states that he is not sure what would have happened if he had not gotten his old job back, but probably he thinks he would have contacted them to see what was happening. He did *not feel like a part* of the staffing company, there was too little interaction for that he says and thinks that that could have been improved on. That they could have called him up to at least let him know if he was going on another contract or if there was not enough work for him after two weeks or so, this in order for both him and them to have some kind of planning. At his current employer he feels they have a *good relationship* and he thinks there have been improvements in the last few years. He says the tempo and requirements are constantly increasing and they are being compared with companies all over the world. He says that it is both good and bad, on one hand the risk of the company having to move or be abolished is less. On the other it creates worries among the workers. He says it seems as there is a dip in orders every five years or so and that the company is fairly quick to lay off workers when that happened, he feels they should wait a bit more. But he feels like a part of the company, even though he says they don’t do that much for it to be so. He thinks his co-workers and closest manager are those that make the effort. He says before the company used to have a lot more get together for the employees, and that he feels like the company is saving money on the wrong things.
Gunilla Contract says she is quite independent in the sense that she has been working at the same assignment for so long. She says that the contact she has with her employer is less than what you would expect if you changed assignments more often. But she feels like a part of the company even though they do not have much contact. She says that they send emails regularly and invites her to staff parties and movies, and that they sometimes visit her at her work. When asked how she identifies with the client organization she says:

“Yes, maybe a bit more since I have been there for so long, earlier it was more my employer when I was on other assignments that were shorter. But it is quite natural when you are in the same place”.

Helen Contract thinks that she has a good relationship with her employer, mostly in regard to her boss. She feels in a way grateful towards them, and says that once you have gotten your first assignment, the hiring process is done and you don’t have to repeat it for you next contract, which is not the case for a regular job. She feels like they believe in her and trust her to do a good job and be responsible. She feel that it is an open relationship, maybe even more so than with a regular job because she doesn’t work in the same place as her boss. She says:

“You can speak more openly about how it is at a workplace and you are able to receive more help in a way, when it isn’t working out well”.

She does feel like a part of the company and says that they come visit her while on assignment, ask how things are going, invite you to staff parties, and are helpful when you need them. When asked if she identifies with the company she is stationed at she say that it depends on yourself and your attitude if you feel like a part of the company where you have your assignment. With her assignment now, she says it is difficult for her to have a definite answer because there is nothing really negative about it, she thinks it is good and does feel a part of it, but maybe not in the same way.

4.1.4 How to Increase Motivation

Below are the employees’ thoughts on the following question: Is there something concerning your work that you would like to change in order for you to feel more motivated?

PERMAMENT EMPLOYED WORKERS

Adam Company definitely thinks that there are things that would increase his motivation and he says he is working with it right now. He discusses how things are managed and documented and says that one of the reasons he is there right now is to increase the organization of papers, technical instructions and such to make it easier to go back and see what was done in the past. He says there is still a lot of work to be done though.

Bo Company would like to have the joy for his work back and he says it would not require that much. Have a summer party with everyone in the workshop, to have some fun together a few times a year. He says those things does a lot for the employee well being, also he would like some more appreciation.

Clas Company states that no change within the actual work he does would increase his
motivation. He feels harmonic and he doesn’t have to think about what to do which he is comfortable with. Clas think that what is needed to increase his motivation are changes in the higher levels of the organization. Getting those little things that makes you feel appreciated, and also the motivation would increase if he did not have to nag in order for improvements to get done.

David Company states that there is nothing he wants to change with his job, one reason being that he just has got all his wished for changes done. He got improvements in the machines he uses for his work, which he fought five years to get. David also believes that you have a big responsibility yourself; if you are dissatisfied with something then you have to work towards changing it yourself.

EMPLOYED VIA STAFFING COMPANY

Emma Contract expressed that she would appreciate if she got to do more things,

“Sometimes I wish I got to run more details”.

Fredrik Contract thinks it is difficult to know, but feels that it would motivate him more if he had some newer equipment at his work station.

Gunilla Contract is not sure what would increase her motivation since she feels it comes from inside and that she don’t need praise or any type motivation from someone else.

Helen Contract thinks that if the regular staff did not have so much to do all the time she would feel more motivated since it leaves little time for questions and creates a stressful environment
<table>
<thead>
<tr>
<th>Name</th>
<th>Current organization</th>
<th>Motivation</th>
<th>Perceived Fairness</th>
<th>Employer Relations</th>
<th>Increasing Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam</td>
<td>Company Communication and support manager 8-9 months</td>
<td>Colleagues, purpose, credit, challenge</td>
<td>His opinion is considered, plan own time, communication, good boss</td>
<td>Feels like part of firm, responsibilities, effort into what he does</td>
<td>Increased organisation</td>
</tr>
<tr>
<td>Bo</td>
<td>Company Machine operator 30 years</td>
<td>Money, social, colleagues, Christmas ham, summer parties, responsibility</td>
<td>Boss doesn’t care</td>
<td>No relationship, missing commitment</td>
<td>Increased joy for work, appreciation</td>
</tr>
<tr>
<td>Clas</td>
<td>Company Machine operator 14 years</td>
<td>Appreciation, credit, Christmas ham, staff parties, team spirit</td>
<td>Treated worse now, too much control, lack of credit, nothing happens</td>
<td>Relationship has become worse, feels like part of firm, given information</td>
<td>Change in higher level of org., getting the little things as appreciation</td>
</tr>
<tr>
<td>David</td>
<td>Company Industrial painter 21 years</td>
<td>Salary, appreciation, unfair critique, enjoy work, getting along, control day</td>
<td>Only a little salary difference</td>
<td>Lost connection to firm, to many changes in org</td>
<td>Already got his requested improvements approved</td>
</tr>
<tr>
<td>Emma</td>
<td>Contract Machine operator A couple of months</td>
<td>Learning, what others think, contribute, end product, from within</td>
<td>Feel like any other employee</td>
<td>Difference btw. white/blue collar workers, supported, take own responsibility</td>
<td>Do more things</td>
</tr>
<tr>
<td>Fredrik</td>
<td>Contract Lathe operator 1 month</td>
<td>Support yourself, co-workers, desire to do good job</td>
<td>Same as any other worker</td>
<td>Good relationship</td>
<td>Newer equipment</td>
</tr>
<tr>
<td>Gunilla</td>
<td>Contract Secretary 8 years</td>
<td>Internal drive, do her best</td>
<td>People are nice, they appreciate her efforts</td>
<td>Independent, feel like part of firm, staff parties and movies</td>
<td>Not sure since motivation comes from inside</td>
</tr>
<tr>
<td>Helen</td>
<td>Contract Project administrator On and off (~2Years)</td>
<td>Salary, merits, experience, public welfare</td>
<td>Nice and helpful, treated the same</td>
<td>Good &amp; open relationship, grateful</td>
<td>Less stressful environment</td>
</tr>
</tbody>
</table>
5. ANALYSIS

In this section the data collected will be examined in order to find similarities or differences between the two groups and the data will also be examined in relation to the theories obtained in the literature review. The analysis will be presented according to the four main theories discussed in the literature chapter; this is done in order to create a better flow.

To start off we think that it is beneficial to discuss the circumstances around which the contracted workers are employed since it affects motivation (Fisher et al. 2008:503). All of them are or have been stationed at the client organization and all of them are or was only deployed on one assignment at the time. It was however not a conscious choice for anyone of them to be employed by a staffing company. It was an effect of being unemployed and unable to find a job through conventional applications directly to companies, implying that it was not their first choice for employment. Also, the amount of time they have been employed varies quite much, from just a few weeks to several years. This may contribute to differing opinions when it comes to how they regard their work.

5.1. Extrinsic Motivation

Table 3: Summary of the Extrinsic Motivating Factors

<table>
<thead>
<tr>
<th>Company</th>
<th>Motivating Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam Company</td>
<td>Receive credit</td>
</tr>
<tr>
<td>Bo Company</td>
<td>Money, Ham, Parties,</td>
</tr>
<tr>
<td>Clas Company</td>
<td>Appreciation, Ham, Parties, Salary</td>
</tr>
<tr>
<td>David Company</td>
<td>Salary, Appreciation, Flex hours</td>
</tr>
<tr>
<td>Emma Contract</td>
<td>None mentioned</td>
</tr>
<tr>
<td>Fredrik Contract</td>
<td>To support yourself, Receive credit</td>
</tr>
<tr>
<td>Gunilla Contract</td>
<td>Salary is only a plus and not a motivator</td>
</tr>
<tr>
<td>Helen Contract</td>
<td>Salary, Merits, Experiences, Achievement</td>
</tr>
</tbody>
</table>

Extrinsic motivations are those motivators that come from a person’s desire to gain rewards of some type (Amabile, 1993:186). Regardless of what it is, money, recognition, or the avoidance of an unpleasant event it is something that is external to the individual (Mundhra, 2010:275). It is not always easy to know how a certain reward affects a person’s motivation, because they may affect both the intrinsic and extrinsic motivation depending on its nature. These differ between people and some are more motivated by monetary rewards while others are more motivated by appreciation or recognition (Maccoby, 2010:60). It is however difficult to separate some of these rewards and as Ryan and Deci (2000:61-62) describes it motivation stems from a continuum that affect people differently and the reward may be something in between an extrinsic and intrinsic motivator.

The Company group seems to think that extrinsic motivations are of importance. Rewards in the form of appreciation and recognition for doing a good job was appreciated and stated to be motivating. In the company group incentives like gifts and staff parties were stated to be something that boosts motivation. Monetary rewards were also stated as important since you need money to survive, but a higher pay would not increase the motivation. The Company group expressed that receiving credit and appreciation was important for motivation, and according to Michelson’s (2007:236) theory these people would then work
hard at the possibility of gaining more responsibilities and a higher title. From our impression this was not the case with the participants in our study. They liked getting appreciation and credit for their work but they were satisfied with what kind of tasks they were performing and did not strive to climb within the organization. This would then mean that Michelson’s statement does not fit the company workers in this case.

It also seems as though the permanent employees found it dissatisfying that some of their rewards had been taken away like some Christmas gifts and that they had a lower amount of company get-togethers. Mundhra (2010:277) states that rewards will not make people perform better, but that they are effective in the short run. The feeling conveyed to us was that these incentives were not directly motivating in the sense that ‘I work to get this’, but that it was a contributor and the lack of them were de-motivating to some of the Company workers.

When it comes to the Contract group extrinsic motivators did not seem to be of the same importance. Only one of the respondents in this group states that money was a motivator but also stated that she works to achieve experience, and merits that would help her go further in her career was also important. This is in line with the reasoning of Michaelson (2007:236) who stated that a person motivated by recognition will work harder at the chance of gaining a better title. However it cannot be said that this is a character specifically connected to the workers employed via a staffing company since the view was only expressed by one of the four respondents. Getting appreciation or credit from others was not something that the contract group felt was a factor that influenced their motivation.

The trend between the two groups seem to be that those permanently employed valued getting praise and recognition for their work to a higher degree than those employed via a staffing company. According to Bozionelos & Nikolau (2010:84) temporary workers primarily have an economic exchange with the firm and their employment is short-termed. This is not in line with our findings, the contract group did not express monetary rewards as an important motivator instead economic rewards of some kind was more important for the company workers.

5.2. Intrinsic Motivation

Table 4: Summary of the Intrinsic Motivating Factors

<table>
<thead>
<tr>
<th>Company</th>
<th>Key Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adam</td>
<td>Colleagues, Purpose, Receive credit</td>
</tr>
<tr>
<td>Bo</td>
<td>Values the social aspect of work</td>
</tr>
<tr>
<td>Clas</td>
<td>Appreciation, Credit, Purpose, Team spirit, Setting own goals</td>
</tr>
<tr>
<td>David</td>
<td>Appreciation, Enjoying work, Getting along with others</td>
</tr>
<tr>
<td>Emma</td>
<td>Learning, From within, Contributing, See the end product</td>
</tr>
<tr>
<td>Fredrik</td>
<td>Desire to do a good job, End product</td>
</tr>
<tr>
<td>Gunilla</td>
<td>Internal drive to work, Do her best</td>
</tr>
<tr>
<td>Helen</td>
<td>Gaining experience, Do a good job, Public welfare</td>
</tr>
</tbody>
</table>

Intrinsic rewards are those that come from within a person, and are usually not changed in the short-term, usually these motivators are such things as interests, choices and how people perceive their own competence (Mundhra, 2010:275-276). When the interviewees
were asked how they are motivated and more specifically what internal factors that motivated them the answers were in some respects similar, but there were many things that differed as well. The Company group expressed that getting along with co-workers and gaining appreciation from others is a strong driver of their motivation. While for the Contract group the same was not true, instead they more frequently mentioned an internal desire to do a good job and a drive to achieve personal satisfaction as their main motivators.

5.2.1. Relationships

Maccoby (2010:61) discuss the importance some people place on relationships to managers and co-workers. This could be seen more so with the permanent workers who all expressed that relationships are an important aspect of how they are motivated at work. They all agreed that having co-workers that you are able to interact with in a positive and rewarding manner does influence the atmosphere and motivation at work. One of them said coming to work was a social aspect and as such he valued the relationships he had at work. These findings are in line with Maccoby (2010:61) who states that positive relationships can be a source of motivation.

For the individuals who had experience from staffing companies relationships were mentioned but overall it did not seem to be a very important factor for these individuals. They seemed to feel that having nice co-workers and being treated well by others was something they wanted, but that it was not something that made them more motivated to work. Fisher et al (2008:511) says that contracted workers may have a more difficult time to develop relationships at their work place because they have to adjust to the client’s culture at the same time as they need to maintain the relationship with their employer. This could be said to be true in our case. Those employed by the staffing company does not mention relationships in the workplace to the same extent as the company workers and the reason may be this, that they have to adjust themselves more to the client organization. Also knowing that you may change assignments could be a factor that affects the value and effort they put into creating those relationships.

5.2.2. Responsibilities

Maccoby (2010:60) also discusses the importance of the intrinsic motivation responsibilities and say that people are motivated when they have responsibilities that are meaningful to them. In connection to responsibility and how it affects motivation the two groups have differing views. For the Company group responsibilities cannot be seen as a prominent factor of their motivation. They mention that having a variety of responsibilities to complete is motivating but this view is not shared by all the member of the group and as such the group as a whole cannot be seen to value responsibilities.

The Contract group expressed a stronger importance of responsibilities but still it is not the motivational function that they value the most. They felt that they had responsibilities and that it was a positive thing. Overall the two groups seem to have a similar attitude towards this issue but when it comes to how they connect to the theories these findings does not seem to support Maccoby (2010:60) who state that having responsibilities at work can help increase the workers motivation.

Responsibility can also be discussed in relation to individual identification and firm connection. Hackman & Oldham (1980:72) discusses the importance of employees feeling responsible for their work, and argues that if they do not there is no reason for them to feel proud or to be disappointed in what they have accomplished. For example, Bo Company does
not feel any responsibility towards the company and thus the motivation that may follow is also gone. Since none of the groups expressed that responsibility was a strong factor for their motivation, then according to this theory that would mean that their connection to the firm is weak. This could be somewhat true in our case since the Contract group who compared to the Company group expressed a stronger importance to responsibilities also seemed to have a stronger connection to the firm.

5.2.3. Reasons

To have a reason for why you are doing something is according to Maccoby (2010:61) one of the most powerful motivators. The Company group did not seem to value having a purpose that much. For example, one of the company workers stated that he was not very motivated to work, and did not see any deeper meaning in his work. In this case the lack of a purpose may be an underlying reason to his dissatisfaction at work; this is in line with Hackman & Oldham (1980:73) who state that seeing a purpose is essential for intrinsic motivation to develop. Since the Company workers do not see any reason or purpose with the job they perform then intrinsic motivation is unlikely to develop (Hackman & Oldham 1980:73) and this seem to be true in our case since we can see that they seem to value extrinsic motivators more. On the contrary the members of the Contract group do see meaning in their work and are also more motivated by intrinsic factors.

When it comes to the Contract group reasons seem to be of bigger importance to them. They stated that it motivated them to know that what they did resulted in a good end product and that the job is of importance. Most of the contracted works did feel a sense of deeper meaning in the work they performed and could visualize it by means of either contributing to the whole or doing something good. Reason are seemingly important to at least one group of our respondents, and Maccoby’s suggestion (2010:60) that it is motivational for people to challenge themselves so that they feel like they are developing their skills and putting their abilities to good use does prove useful.

5.2.4. Task variety, identity, significance, autonomy, feedback

Hackman & Oldham (1980:78-80) has suggested that task variety, task identity, task significance, task autonomy, and task feedback influences the degree of motivation that is felt towards a job. From our interviewees there did not seem to be any clear cohesion regarding these task related factors. The Company group seemed to have work were the tasks was rather standardized and without variety. But it was not really mentioned as a factor that affects motivation; if some conclusions are to be drawn it is that the Company workers did not seem to mind having low variety in their job but instead kind of liked it.

The Contract group did not either talk that much about task variety. Although, from their descriptions of their work it seems as if their jobs are filled with varying assignments, but as with the other group it was not discussed in the sense of a motivating factor. The only comment made was by Emma Contract who stated that she would like more variety and more things to do, and that it would increase her motivation.

It could to some degree be said that autonomy (Hackman & Oldham, 1980:79) was more frequently, but not exclusively, mentioned by those employed by a staffing company. This is inherent in their type of employment and they are required and expected to perform the tasks given to them without supervision of their employer. Company workers express that flex-hours and the fact that they could plan their day individually was something they appreciated. However in this case, as with the previous, autonomy was not mentioned as a
motivator or enabler for motivation. The other task-related factors mentioned by Hackman & Oldman (1980:79) were not addressed enough by the respondents for any conclusions to be drawn.

5.3. Equity Theory

We wanted to explore if the form of employment affects people’s motivation, since the perceived fairness and how you are treated at work can affect people’s motivation we felt it was an interesting aspect to look closer at. The theory on equity (Carell & Dittrich, 1978:202) states that people want fair returns on their efforts and when an individual feels unfairly treated that will lower their motivation and lead them to try and change their situation.

The opinions within the Company group are divided when it comes to the question of equity. Some of them feel like they are being well treated and have nothing to complain about while others feel that things have gotten worse the past years. Some stated that all workers do not work as hard and that the boss does not try to change things. This shows that people compare their efforts to those of others, which Carell & Dittrich (1978:202) stated was one way that people judged equity based on. The answers show that equality is something that the Company group think is of importance but that unless you are being unfairly treated you might not see it as something effecting your motivation.

When it comes to the Contract group they feel well treated and that the firm sees them as any other employee within the company. They seem to judge equality based on if they get the same treatment as the permanent employee’s. The answers from this group show that equality is something that they have thought about and although they might not have stated clearly that it affects their motivation it does have some impact on them. And as was stated before equality might be a more prominent factor of motivation when an individual feels wrongly treated.

All the participants stated that if they have problems or feel that they are not treated well they would take it up with their manager or boss. Both in this specific question and on the question of equity as a whole the two groups seem to have quite similar views.

5.4. Social Identity Theory

The Social Identity Theory state that the dynamics within a group can have an effect on the performance and learning at the company and the workgroup can also constrain the motivation of its individual members (Korte, 2007:170). So how you feel at work, in the relationships with your fellow workers but also in relation to your superiors can affect how motivated and committed you are. However, is there a difference depending on the type of employment you hold, does one group have a stronger connection to their firm and thus are more motivated?

Bozionelos & Nikolaous (2010:84) state that temporary employees will most likely not be as committed to the organization as will permanent workers. This is on the contrary to the findings in this study where the Contract workers seem to feel more connected to the company they work at then the Company workers. Bozionelos & Nikolaous (2010:84) say that the reason for temporary workers lowered connection comes from the fact that the relationship is built on the economic exchange that takes place. But in our case most of the temporary workers interviewed were not foremost driven by monetary rewards, instead intrinsic factors was what drove them to perform and were more important for their motivation.
Companies can affect how well connected their employees feel, this might be more difficult with employees hired through a staffing company (Bozionelos & Nikolaou, 2010:84) one reason being that they have a dual connection. But when it comes to our Contract respondents their connection with the staffing company did not seem to affect their connection to the company they worked for. Their answers were mostly positive regarding their connection to their firm, both the staffing firm and the firm they were stationed at. So even though they feel a good connection to the staffing companies they are hired by they also feel like a part of the company they work for. This shows that the fact that employees hired through a staffing company can still be committed to the firm they work for and they can also be motivated to perform well even though they have a second commitment to the staffing company. One deviation from the norm does exist, one of the Contract workers stated that his connection to the staffing firm was not good and could have been improved on.

When it comes to the workers employed directly by the company the responses regarding connection to their employer were divided. But their connections to the firm thus seem to be slightly weaker compared to the Contract workers. It seems as the group's connection to their company has been weakened a lot in the past years. For example, David Company stated that there have been so many changes within the company leading him to feel less like a part of the company and it has also lowered his motivation. This issue was addressed by Amabile (1993:185) who stated that an individual’s motivation can be affected by restructuring of the organization. This is true in the case of this respondent who also stated that he cannot see what their unit is and there is no clear connection to the bigger organization that they now belong to.

An additional issue that can be the reason for the low connection the company workers feel towards the company is lack of investment from the firm. If a firm invests in their workers it shows that they trust them and are committed to them (Bozionelos & Nikolaou, 2010:85). In the case of the company workers they did express that their opinion was not always heard and they had to nag for things to get done. This shows a lack of investment from the company’s side and it could be a reason for the lack of connection.

Communication between people within an organization is can also be discussed in relation to social identity. If an individual does not feel a connection or do not feel like a part of the company that can lower their motivation, it can also affect their willingness to communicate with the company. With a non-existing connection with the firm individuals might feel that their views are not being heard and that talking to the boss will not have any effect. A Company respondent expressed that he and others had tried talking to the managers;

“It seems as though no one cares, it's not working. So now you don’t even bother saying anything anymore”.

If a firm wants to perform well they need help from their employees, and as was stated by Ramllall (2004:53) they are the ones who possess skills, have experience and knowledge, and therefore hold economic value for the firm. As in the case just stated if workers do not feel that they are being heard that will lead to them becoming less bothered and less motivated to work hard.
6. DISCUSSION

From reviewing the empirical findings it is clear that most of the motivational factors, both intrinsic and extrinsic, covered in the literature section has some significance, but to say that there are substantial differences between the two groups might be to stretch the truth. In addition to those differences discussed above we have however seen some other tendencies or possible reasons for diverging opinions concerning motivation. It seems like motivation may differ more depending other factors like; education, where you work, what you do, and your personal preferences rather than who your employer is.

While conducting the interviews we felt that education to some extent impacted the answers we obtained. How education affects a person and thus their motivation can be seen from the following example. The Company workers all have education within work-shop jobs and work at a work-shop type of company. We could guess that these people are similar to some extent since they decided to get into the same line of work. The work is also rather standardized; a person who prefers more variety or independence in their job would probably not chose this type of job or position. For example one of the Company workers stated that he was satisfied with his job, preferred doing the same thing every day cause then he did not have to think that much. Some of the contract workers on the other hand had university degrees, and as Emma Contract stated if you have put a lot of effort into studying and learning you want something in return. In her statement she referred to economic returns but it could also be in the form of more responsibilities and more variety. We would think that if you put a considerable about of time into studying and learning that would affect you as a person and you might want to use these skills independently at your future job. Mundhra (2010:275) discusses education as a factor affecting motivation, we did not study that aspect in depth but it seems to be an influential aspect. From the interviews it also seemed as though those with a university education had put a bit more thought into why they were doing what they did and how different aspects affected them. According to Carrell & Dietrich, (2004:202) and Ramlall, (2004:55) education is an input the employee brings to the exchange with their employee and it seems as though the individuals who have it have thought about what they expect and want to take from this swap of efforts.

Another factor that seemed to affect the motivation of the respondents was their work situation. The importance of some factors of motivation might have been increased due to the environment at their work. For example one of the Company workers indicated that all the changes within the company had a negative effect on his motivation and it affected how he felt about the company. Had the firm circumstances been different his connection to the firm and his motivation might have changed. Before conducting the study we did not think that this factor would be a significant determinant of the people we interviewed, and as such did not ask any particular questions on the topic. However as the data collection progressed we realized that this factor was definitely reflected in the answers we got. As such the factors of organizational restructure and economic climate changes mentioned by Amabile (1993:185) seem to indeed affect people’s individual level of motivation.

6.1 Implications

Going back to the introduction of this paper, where we stated our aims for both practical and theoretical contribution as well as our research question. We now remind the reader of our intentions, this study set out to discuss the following question;
How does motivation vary between the individuals working at a company but are hired through a staffing company versus those hired directly by the company?

Theoretically we wanted to explore if the existing models on motivation applies differently depending on a person’s form of employment and practically we wanted to give managers insight in what motivates their employees. The answers provided from our respondents have yielded some interesting topics for discussion and also food for thought.

In trying to evaluate how the theories used applied to these groups, we believe all of them were to varying degrees accurate predictors of motivation. Many of the factors that were addressed by researchers were of importance for the respondents in our study. The respondents seem to be motivated by a mix of both extrinsic and intrinsic factors. This is in line with Mundhra (2010:276) who stated that in order to gain optimal performance from employees organizations should make sure that the work environments gives employees both intrinsic and extrinsic satisfaction.

The extent to which the used theories predicted motivation did however vary. In light of the participants responses the contracted workers did not perceive relationships at work equally important as those permanently employed. This coincide both the view of Maccoby (2010:61) of it being motivation and that of Fisher et al (2008:511) who means that it is more demanding for outsourced workers to develop these relationships. Similarly the other factors of reasons, responsibility, and reward (Maccoby, 2010:61-62) also proved to be valuable for both sets of workers even though not necessarily in the same way. The framework of equity, although the responses varied most of those that commented on their perceived fairness at work experienced at least some of the distress mentioned by Walster et al. (1973). Many did however not feel that they were treated in an unfair manner and it seems as though when motivation is high equity is just one part of it, while if motivation is low equity questions become more important. Between the groups it could however not be said that these theories applied differently. Surprisingly it appeared as though Social Identity Theory was the framework that had the most differing application on the two groups. In contrast to Bozionelos & Nikolaous (2010:84) the contracted workers did not say that they had any difficulty with commitment, they do indeed have more than one organization to consider, but at least for this group this was not the case.

From a practical standpoint the implications are not unanimous. The emerging significance is that this is a rather complicated field and to believe that everyone would be motivated to perform at their best with just a few standardized incentives would be to gravely oversimplify things. But what we can infer is that relationships and praise seem to play a larger part for those hired directly by a firm. So to have activities that promote the relationships between workers both inside and outside the organization is recommended. Also small incentives like little Christmas gifts or free coffee promote the value the employees feel that they have, and the removal of those may have negative consequences for motivation. Further implications for this group would be that restructuring within an organization affects motivation (Amabile 1993:185) and in such a situation employees easily lose some of their identification with the company. Although no concrete solution for this can be offered from this study it is still important for practitioners to keep this effect in mind and perhaps have a continuous communication with their employees about it and the exact implications of it. For managers in staffing companies it is important to keep in contact with their consultants as often as they can. From our study it was quite clear that those who felt their employer cared...
about their work situation and continually made an effort to ask how things were going were also the ones who felt more motivated and displayed a greater commitment. However managers should not assume that workers hired via a staffing company are all the same and respond to the same type of motivators. Instead they need look at the individual and find out what they appreciate and what factors and things that will make them motivated. You cannot treat all employees exactly the same and believe that the same results will be achieved by them all.

To answer our research question about the variations in motivation between the two groups, those employed directly by the company and those employed via a staffing firm, there were some differences regarding what motivates them. The permanently employed staff does value relationships in the workplace a bit more and activities that promote group cohesion and positive working spirit, should be employed. The contracted workers are not as motivated by monetary rewards, which implies that they will not perform better just because they get more money (Michaelson, 2005:236). Instead there is more of an internal drive for these people to perform well. Despite the internal motivation of this group, fair treatment should be applied to not disturb motivations. When it comes to Equity Theory and Social Identity Theory the answers between and within the groups are very mixed making it difficult to draw any conclusions. Nevertheless we did note a tendency among those who worked for staffing companies to identify with their organization in a more positive way. This result is in comparison to the permanently employed workers that had experienced extensive restructuring and as such we don’t want to put too much emphasis on this finding because we feel that circumstance plays a large part in why. The same line of reasoning follows to some extent for equity theory, but here part of the reason that it is difficult to draw a conclusion is also because the contracted workers did not discuss the issue in great depth, perhaps because of their lower interest in work relationships.

Overall there are only a few differences between the two groups, workers employed via a staffing company versus those hired by the company itself. As such we want to point out that motivation is rather an individual matter and connected more to the person; from our viewpoint it seems that other factors than their employment type could have an influence their motivation.

6.2. Assessing the quality of research

There are four commonly used criteria that test the quality of social research, these criteria apply to all forms of research and include; reliability, construct validity, internal validity and external validity (Yin, 2003:33). Bryman & Bell (2003:411) state that many writers believe that when it comes to qualitative studies other criteria’s for evaluating quality should be used, they are Trustworthiness and Authenticity. In the case of trustworthiness there are four subcategories; credibility, transferability, dependability and conformability (Bryman & Bell, 2003:411).

*Credibility* is important because if you considering the idea that there are not absolute truths and not single account of reality, this means that the information that a researcher presents must be credible in order for others to accept it (Bryman & Bell, 2003:411). By using what is accepted as good research practices like presenting how we have conducted the research and addressing the problems that may be associated with interpretation. Along with clearly accounting for all the steps taken during the research process from initial literature search to empirical findings and analysis we strived to achieve high credibility.
Transferability is the equivalent of quantitative research external validity, which deals with the problem of generalization and whether or not findings from a study can be generalized and applicable to a similar setting (Yin, 2003:37). In Bryman & Bell (2003:413) they talk about how research of a qualitative form wants to produce rich accounts on the details of a culture, so that others can decide of if those findings can be transferred to another setting. In our case the aim is not to generalize the findings but instead to provide a solid presentation of the views of these respondents and this case. By giving a detailed description of the circumstances of the interviewees and the answers they provided to us we have tried to provide the reader with as much information as possible. Through our presentation of the process by which the results are obtained we strive to give representative implications within the limits of our study.

Dependability means a reliable research and to achieve this criterion it is important for the researcher to report everything that takes place during the course of the study (Bryman & Bell, 2003:414). In order to reach a high degree of dependability it is important that all procedures and steps taken during the study are properly recorded, this in order to make repetition possible. For example; if another researcher attempts to do the same study they should end up with the same conclusions. By making sure to explain all our actions taken during the course of this study we hope to achieve dependability. For us to know that the findings presented in this paper were accurate we transcribed and emailed the record all the participants, non of whom objected to our interpretation. This can also be connected to the quantitative quality measure of validity. There are many forms of validity but they deal with how well the study or measure does what it was set out to do (Graziano & Raulin, 2010:59). By included proper controls of the procedures conducted within a study it can help in achieving maximized validity, which is a fundamental task of research (Graziano & Raulin, 2010:59).

Conformability deals with the fact that it is important for a researcher to be strive for objectivity and to make sure that personal values do not affect the research (Bryman & Bell, 2003:414). In order to keep the research as objective as possible we made sure to present the information as stated by the respondents and we also made sure to evaluate and consider all possible conclusions. Between the two of us we have discussed different causes for the findings and come up with conclusions that we both felt represented the investigated groups, without over exaggerating or simplifying.

The second set of quality measure in qualitative research is concerned with authenticity which Bryman & Bell (2003:414) state are controversial criteria’s that have not been that influential. They discuss issues regarding wider impacts of the research are discussed. For example fairness asks if the research represents viewpoints of different members of a social setting fairly (Bryman & Bell, 2003:414). The aim of this study is to investigate motivation of workers and thus only their views are of importance.

6.3. Recommendations for Future Research

Since workers are such an essential part of the organization, research on how to motivate them is always interesting and valuable. From conducting this research we think that it would be interesting to expand the research further to include more variables such as education for example. We noticed that this factor had an impact on the responses that were given to us and it would be interesting to investigate a larger sample to see how extensive this effect is.
It could also be an interesting study to go more into depth about relationships, this study set out to explain a range of motivating factors and to us it was surprising that this variable was so much more important to permanent workers. By focusing on relationships in the workplace a more extensive theoretical framework on the topic could be developed.
7. REFERENCES


47


8. APPENDICES

8.1 The Interview Guide

Introducera oss själva

Berätta vad studien går ut på: D-uppsats, motivation, om motivation skiljer sig mellan de som varit anställda av ett bemanningsföretag och de som varit anställda direkt av företaget.

År det ok om vi spelar in intervjun, vi kommer att lyssna av och skriva ner hela intervjun, skicka tillbaka till dem, läs igenom och informera oss om något inte stämmer.

Det finns inga rätt eller fel på frågorna, det som betyder något är din uppfattning

Ditt namn kommer inte att publiceras i uppsatsen, du är anonym

Det kommer ta 30-40 minuter

Bemanningsfolket: Frågorna på motivation, svara på dem två gånger, en gång som anställd via bemanningsföretag och en gång som anställd av företaget.

Vi kommer först börja med lite bakgrunds frågor

- Berätta om dig själv
  Ålder, Utbildning, Vad är ditt arbetslivsmål?

(Motivation varies depending: Age, education, aspiration, background, experience, level and length in organization – Mundhra.)

-Hur ser din arbetsbakgrund ut?
  Hur länge arbetade du för ett bemanningsföretag? (length in org).
  Varför valde du att arbeta för ett bemanningsföretag? (voluntariness)
  Hur länge arbetade du för företaget genom bemanningsföretaget? (length in org)
  Var du stationerad/placerad då? (physical location)
  Hur länge har du arbetat på företaget? (lenght in org.)
  Vilken position har du inom företaget? (level in org.)
  Hur ser en arbetsvecka ut för dig?

(Factors effecting experience: Physical location, temporal nature of the work, exclusivity, voluntariness, strategic value – Fisher)

-Motivation
  Vad motiverar dig att arbeta?
  Kommer din motivation oftast inifrån eller påverkas den av yttre faktorer?
  Vilka yttre faktorer påverkar din motivation? (pengar, schema, förmåner)
  Vilka inre faktorer påverkar din motivation? (värderingar) (ansvar, relationer, meningsfullhet, bidraga)
  Hur känner du att du blir behandlad på jobbet? (Equity theory)
  Vad baserar du denna känsla på? (Equity theory)
  Vad gör du för att påverka situationen? (Equity theory)

-Koppling till företaget?
  Känner du dig som en del av företaget?
  Vad gör företaget för att du ska känna dig som en del av det?
  Vad med ditt jobb skulle du vilja förändra, för att känna dig mer motiverad? (Tack Variety, Identity, Significance, Autonomy, Immediate Feedback)
  Vad är din uppfattning om bemanningsföretag?)
Vad ser du som positivt/negativt?