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Motivating or Stress Creating?

A study of the incentive reward system in an insurance company

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PREFACE

We would like to start by thanking our tutor Mikael Cäker who has guided and helped us throughout the whole process. Mikael has been a great support and has read our material and given feedback whenever we have needed his help.

We would also like to thank the sales manager and the salesmen at the studied insurance company in Gothenburg for their time and help they have given us by letting us interview them.

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ABSTRACT

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Title: Motivating or Stress Creating? A study of the incentive reward system in an insurance company

Keywords: Incentive reward system, Motivation, Stress, Sales staff, Commission, Group rewards.

Background and discussion of problem

Incentive reward systems are commonly used in many companies around the world. There is no such thing as a perfect reward system and that is why a company needs to adjust the reward system after their own needs, to more effectively reach their future goals. It is very important that the employees accept and feel motivated by the reward system. An improperly designed reward system, e.g. with too high goals, could lead to that the employees feel stressed and exhausted instead of motivated. Out of this comes our research question.

> *"How does the sales staff in a company react to the chosen incentive reward system; in terms of motivation and stress?"*

Aim of the study

The purpose of this paper is to describe how an incentive reward system can work in practice and how it may influence the employees in terms of motivation and stress. We were interested to know more about how the sales staff in an insurance company reacts to performance based payment.

Method

In order to answer the research question of this thesis, we studied the relevant literature on the subject and also performed qualitative interviews. Three salesmen were interviewed at an insurance company, all with different background and position. In addition we also interviewed the sales manager to get a good picture of the incentive reward system. All collected information was analyzed and the conclusion is based out of the analysis.

Analysis and conclusion

According to the results of this study, it is very important that the company has good communication and clear goals. It is also crucial that the salesmen can be involved in the goal-setting process to get more motivated. For the salesmen we interviewed the possibility to earn a lot of money and the freedom to plan their own workdays were the most essential factors for motivation. The primary sources of stress had to work with administrative tasks and also situations when the technology was not working properly. These results are, most of the time, in line with what the studied theories are saying.

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1. INTRODUCTION

This chapter introduces incentive rewards systems and their purpose in organizations, to give the reader an overall picture of the subject. The discussion of our chosen problem leads up to the aim and scope of this thesis.

1.1 Background

The economist John Maynard Keynes predicted that the economic growth would give us an abundance of free time, but that is not what has happened. Instead it seems like the richer we get, the less time we have to do what we really want. Words such as stress and being "burned out" have gone from being relatively unknown phenomena to become something that could be called a national disease. (Göteborgs-Posten, 2008-08-12, p.2)

Work related stress has been on the rise for some time now. Downsizing often leads to that a smaller work force has to do the same amount of work as the original, larger, work force did before. (Värmlands Folkblad, 2009-05-06) The technological advancements have led to that one always can be reached and the possibility to work from home has increased dramatically. This, in combination with a reward system based on performance, could make it hard to relax when coming home and the level of stress increases. Conflicts, lack of appreciation from superiors, and mangers with bad leadership skills are also common causes of stress within an organizations. (www.suntliv.nu) Different people react differently to stress; the personal differences can be great. The same goes with motivation; what motivates one person might not be a good motivator for another person.

> "In previous generations, people had "lots of different sources of meaning and affirmation, including the neighborhood, civic activities, and religious organizations," says Rochester, N.Y.–based executive coach Pamela York Klainer. "Now, aside from raising their families, they mostly just work." So the workplace has become the primary arena in which people search for meaning. And the accumulation of money "has become the most tangible indicator that we're making progress in this search," she says." (Gary 2004)

In accordance with the quotation above, work has become such an important part of life that factors like social relations and personal development are searched for at work. This puts a lot of pressure on the organization to offer a fulfilling job with good compensations. Incentive rewards are commonly used and very important for motivating purposes. It is difficult to come up with a good incentive reward system, since there are a number of criteria e.g. clear and reachable goals, that have to be fulfilled in order to motivate the employees. Otherwise the employees could easily get stressed instead of motivated. (Merchant, Van der Stede, 2007 p. 393) Since everybody is not motivated by the same things, an organization needs to come up with a system, wide enough to attract many types of people.

As mentioned before, there is a fine line between motivation and stress connected to the reward system. It is something that organizations must take into consideration when designing the incentive reward system.

1.2 Discussion of problem

Stress is a problem in society today and it seems to continuously increase among people. A part of the stress is connected to the work situation as described in the background. The connection between the reward system and the motivational and the stress levels among the employees is not obvious.

Incentives can lead to higher motivation to perform well among the employees because of the awards attached to it. On the other hand, some employees might feel the opposite, stressed and constantly having a feeling of being supervised or judged. It is very important to find a balance in the incentive reward system, to be able to keep and attract employees. (Merchant, Van der Stede, 2007 p. 393) Since the reaction to stress differs widely between people it can be problematic to know what might stress one person and not another.

In the area of sales where results are very important and the use of incentive rewards is very common and in some cases a vital part. It is a very interesting line of business because the compensation depends so much on if the goals are reached. The possibility to make a lot of money increases motivation to work hard among the sales staff. With the possibility to make large amounts of money comes risk; if you do not perform up to standard the compensation could be very low. This situation of uncertainty could cause high levels of stress among the employees.

The sales department in the company that we have been in contact with use an incentive reward system based on group rewards where the total commission earned in the group is split equally between all team members. The use of group rewards has its pros and cons. Increasing affinity among the team members and decreasing competition between individuals are examples of the advantages. (Loehr, 1999, p.39) However, there can be a downside with using group rewards; the free rider problem is a common side effect. This could cause a lot of frustration within the group. (Samuelsson, 2004, p.148)

There are many choices a company can make when choosing an incentive reward system. We think that designing a reward system that motivates the employees without causing too much stress is of great importance for the organization. What interests us is how the different parts in the incentive reward system can motivate or cause stress among the employees. This leads us to the following research question.

1.3 Research question

How does the sales staff in a company react to the chosen incentive reward system in terms of motivation and stress?

1.4 Aim and Scope

The purpose of this paper is to describe how an incentive reward system can work in practice and how it may influence the employees in terms of motivation and stress. We are interested to know more about how sales staff in an insurance company reacts to performance based payment. Another aim is that our thesis can be used for further studies in the subject.

1.5 Delimitation

We have chosen to focus on one specific company in the insurance industry in the Gothenburg area. Within the company we have narrowed it down to the sales department, where they only sell insurance solutions for companies.

1.6 Outline

Introduction

In the first chapter we present the background and a discussion of the problem that we want to look into. This leads to the research question, which in turns lead to the aim and scope of the essay. Finally, in the delimitation we explain how we narrowed down the subject.

Method

In the second chapter the method used to answer the research question is presented. A description of how the information was collected and how the investigation was performed is also included. Finally, a discussion of the credibility of the sources and the interviews end the chapter.

Theoretical frame of reference

In the third chapter the theoretical foundation of the thesis is presented. Theories will be presented in a logical order to be able to understand the thesis research question, the aim and the analysis.

Empirical study

In the fourth chapter some history of the insurance company will be presented along with the results of the interviews.

Analysis

In the fifth chapter the results from the empirical study is compared with the theories from earlier research and the similarities and differences are presented.

Conclusion

In the last chapter the research question is answered based on the results presented in the analysis. Finally we give some suggestions on what could be interesting questions for future research.

2. METHOD

This chapter describes and states the choice of subject, research method and choice of object. It also illustrates how the interviews were practiced and how we have found our literature that we base our thesis on. This chapter ends with a discussion of credibility of the used literature.

2.1 Choice of subject

A part of the course "Management accounting" dealt with incentive reward systems, and we both thought it was an interesting subject to study further. It is a subject that has been noticed a lot in the media during the last years and especially the last few months because of the financial crisis. "Incentive reward systems" is a wide subject that we narrowed down to a specific reward system, used at an insurance company, to see how it is received among the employees. After considering a few different approaches we decided that it would be interesting to know more about how an incentive reward system that is meant to motivate sometimes instead can cause stress among the employees. We have chosen to give a broad definition of the incentive reward system to better be able to include more situations involving motivation and stress. We thought this was an interesting approach because stress is being on the carpet as well and it could cause big problems both for the individual and for the company.

2.2 Research method

After we had decided on what subject that interested us we had to narrow the subject down to a single research question that would be interesting to know more about. After narrowing down the research question we delimited the study to a sales department in a specific insurance company in the Gothenburg area. To be able to find answers to our problem and to our aim and scope a descriptive study was made, which means that a description of the subject is presented in the frame of references. (Ejvegård, 2003, p.32) We found a lot of information through reading many articles and books on the subject. After finishing these parts we needed to collect the empirical data.

An important thing one has to decide on is whether the study should be based on a qualitative or a quantitative collection of data. A qualitative study is based on words more than numbers to be able to create a deeper understanding of the subject. (Jensen, 1995, p.12) Stress and motivation can be quite vague terms and many times you need to elucidate the questions and letting the interviewee elaborate their explanations. If a quantitative approach was to be used we feel that a lot of important information would be lost, which is why we felt that a qualitative approach was the most suitable way to go.

In a qualitative study interviews are a good solution to find answers to the problem in their natural environment. Svensson and Starrin explains that you can either do a totally open interview, where all information is given on beforehand, or a closed interview, where no information is given. (Svensson, Starrin, 1996, p.33) We chose the open approach because some of the questions might demand some contemplation depending on how much the individual has thought about the subject beforehand. For this reason we decided to do semi-

structured interviews since we wanted more detailed information about their thoughts and feelings about the connection between incentive rewards and motivation/stress.

The result from the interviews was summarized and put together in different sections that corresponded with the structure of the frame of references. Taking this approach made it much easier to, in the analysis chapter, overview and compare the results from the interviews with the theoretical framework.

2.3 Choice of object

We chose a sales department in an insurance company because they have a daily contact with customers and a big part of their total compensation is based on performance. Within the organization we wanted to get an as broad picture as possible when choosing objects to interview. The employees have four different backgrounds; a relatively new salesman, a sales coach, a salesman with many years experience who also is active with union related tasks and also a sales manager.

It was important to get the sales manager point of view since he is the one who has worked out the reward system and since he has a good insight in all the teams. The salesmen, on the other hand, were important for this study because they are the ones affected by the reward system and it was through them that we could get the information needed about motivation and stress.

2.3.1 How the interviews were realized

The chosen insurance company was first contacted by telephone to set up a date and time for personal meetings with the sales manager as well as with the salesmen. Two questionnaires were created, one for the manager and another for the salesmen, and sent out beforehand to each individual in order to prepare them for what the interview would cover. There is a risk in sending the questions to the respondents before the interview. It gives them the opportunity to talk it through with their colleagues and since we are interested in their own thoughts and opinions some valuable information might be lost. The nature of the questions were quite vague i.e. maybe not something everyone thinks about daily, which made us decide that giving them some time to think about the subject would increase the possibility of more informative answers. Also, we only sent the main structure of the questionnaire so that they could prepare but since they did not have specific questions they could not affect each other to a large extent.

The interview with the sales manager was done to get a broader picture of the design of the incentive reward system and his views on how the different parts of it could create motivation and stress. His answers could later be compared to the salesmen’s answers in order to see if they had the same or different opinions about the connection between the reward system and motivation and stress.

All the interviews were carried out in a conference room at the company’s office in Gothenburg. We divided the work between us during the interview; one carrying out the main part of the interview while the other took notes. The questionnaires were used as a direction during the interviews and follow-up questions was asked, by both of us, when it was suitable which Svensson and Starrin (p.63) mention is very important during an interview. From time

to time we also had to explain and go deeper into different subjects and questions. The interviews were recorded to be able to get all the information correct afterwards. (Ejvegård, 2003, p.50) Except recording, notes were taken to make sure that nothing, e.g. gestures and other things that cannot be recorded, would be missed. For each interview we were given approximately one hour, which we feel was us enough time to get all the answers that we needed. A summary was done the same day as the interviews were realized to make sure we did not forget any details.

2.4 Collecting information

There are many ways to collect information; books, scientific articles, newspapers, library search engines and the Internet, were used to create a deeper understanding for the subject and find different theories.

2.4.1 Library search engines

To gather information about our subject we have used GUNDA to find books and journals on the subject. The reason to use GUNDA is because of the broad search that you can find many titles in each subject and updated information. To find academic journals we have used the databases available at the university library e.g. Business Source Premier and Science Direct. The advantage of using these sources is that they have academic weight. To find information about current events we have used the database "Affärsdata", also available through the library, where one can search through an archive of Swedish newspaper articles. The most used words and phrases when searching through the databases for articles are of motivation, stress, group rewards and incentive rewards systems or combinations of these.

2.4.2 Internet

The Internet was used to find complementing information through www.google.com to get ideas about what books and articles might be interesting and to get a main idea about some of the subjects and their meaning. Some of the articles were also found directly from search results on the Internet. It has also been a great resource in finding translations from Swedish to English and vice versa using Norstedts on-line dictionary service.

2.5 Discussion of credibility

Since we have chosen a qualitative study the reliability is hard to measure, because there is no constant object that we have studied. Validity on the other hand is more useable for this study, even though some authors say that validity is more connected to a quantitative study. Validity states how good the connection between how well you can measure what you intended to measure. (Svensson, Starrin, 1996, p.210)

2.5.1 Validity

To increase the validity a summary of the interviews was sent to each individual to make sure that we had not misinterpreted any of the information. The possibility of asking complementary questions should also have increased the validity of the thesis. (Svensson, Starrin, 1996, p.210) The questions were created in a way not to affect the respondents' answers. There are more or less open questions and they can be lead in the correct direction if

needed, e.g. if the interviewee started to talk about things that does not add anything to our study. At last the interviews were performed in Swedish and it might have been some losses in translation in the thesis.

We sent our draft of the questionnaires to our tutor for inspection to get some feedback. Afterwards we had a test interview with some friends to make sure that they could understand the questions. After the interviews with the employees, we got feedback that they thought we had well thought-out questions. This is also a something that strengthens the validity according to Svensson and Starrin (p.220).

2.5.2 Criticism of sources

The reliability of the sources is of great importance in all scientific studies. It is also very important to know whether the sources are un-biased or not, e.g. if the information comes from a political party it might not be un-biased. Primary sources are preferable to secondary ones. (Ejvegård, 2003, p.62-63)

The literature where the information used in this thesis has been found is reasonably well updated; however, a couple of the sources are about 20 years old. We chose to use those despite their age because they were relevant to our subject and we could not find any newer ones containing the same information. The theories that we have chosen to use are well-known and used in many scientific articles which should lead to higher credibility. A lot of the literature is based on the culture in USA which could affect the frame of references because, according to Hofstede (www.geert-hofstede.com), Sweden and USA have dissimilarities in cultural aspects. We have not been able to read all the articles about incentive reward system with a connection to motivation and stress because the amount that exists is so large that it makes it impossible. A consequence of this is that we might have missed out on a few tracks that we could have looked into. We would like to make a reservation against any misunderstandings that could have occurred during the interviews. We have tried to minimize the risk for any misunderstanding by sending the summary of the answers to everyone that was interviewed.

When using the Internet as a source, the reliability of the collected information might not meet the standards necessary when writing a thesis, which is the main reason why we have tried to minimize the use of sources like those. The articles that we have been using have been written in English or Swedish, meaning that we had to translate the Swedish ones to English and some things might have been lost in translation.

Sending out the questionnaires in advance to the interviewees in order to give them the opportunity to review them and prepare themselves a little could yield some criticism. There is a risk that they would not have responded the same way as they would have if asked spontaneously, and they could also talk to their co-workers who were getting interviewed as well. That could lead to pressure to respond in the same way as their co-workers. As mentioned above, we felt the pros of informing them outweighed the cons. We recorded the interviews and we are well-aware of that it can restrain them from talking openly. (Ejvegård, 2003, p. 50)

3. FRAME OF REFERENCES

This chapter presents the frame of references and discusses the incentive reward systems in relation to motivation and stress. A chosen number of motivation theories that we think are suitable for the thesis will also be presented.

3.1 Incentive reward systems

Incentive reward systems tie rewards and punishments to the performance evaluation. With punishment; authors often mean absence of reward e.g. that you will not receive your annual bonus. It is important for human beings to have the feeling of being wanted and appreciated; which can be accomplished with the use of incentive rewards. Everybody needs to hear that they are good at what they do from time to time to hold up their motivation and that is a reward in itself. (Merchant, Van der Stede, 2007, p.393-395)

Organizations are built upon many different people and it is very important that the organization states clearly what their goals are. Otherwise, the employees might work against each other instead of working together. To be able to affect the attitude among people in the organization an incentive reward system is a good solution. The employees have to like the conditions to be able to become creative and enjoy their job. (Arvidsson, 2005, p.5) There are some crucial criteria for the incentive reward system to work as a motivator. The rewards should be valued, have a large enough impact and also be understandable for the employees. The rewards should also be timely, durable which refers to that the employees should remember them, reversible and cost efficient.

One very important factor is that all the employees feel that they are treated in a similar way; the employer cannot treat a few people differently compared to the whole group. Eventually, incentives are implemented in an organization to create value out of money or other rewards. (Arvidsson, 2005, p.5)

"What gets measured gets done". Incentive reward systems should be built with this phrase kept in mind. This is why it is extremely important that organizations know what they want to measure and reward. If not, they will end up with a very bad strategy that most likely will lower the organization's revenues. (Arvidsson, 2005, p.6)

3.1.1 How to implement an incentive reward system

Because an organization wants to push their employees towards its goal it is important to choose a system that is comfortable for both parts. Samuelsson says that there is no such thing as a perfect incentive reward system, it depends on the organization and the employees and what suits them best. Therefore, it is very important that the organization weighs the pros and cons to be able to implement a good incentive reward system. (Samuelson, 2004, p.136)

From the organization's point of view it is economically very attractive to create a connection between costs, e.g. salary and commission, and the revenues created by the employee, i.e. letting the employees share the risk. It can be done through less fixed salary to its employees and compensate this with a larger part of flexible salary; commission depending on sales volume is an example of that. Nevertheless, from the employees' point of view this is a risk-taking that not everybody might be satisfied with. (Arvidsson, 2005, p.7)

3.1.2 Purposes of incentives

Samuelson says in his book that there are three main purposes with incentive reward system. Motivating the employees to do what the organization wants them to do, steering them towards the goals of the organization, and finally to be able to keep their employees. (Samuelson, 2004, p.139) When an organization knows how to put together an incentive reward system based upon these three main purposes, it will automatically steer the whole organization in the same direction. Even though the organization wants to keep their talented employees they will, sooner or later, need to replace some of them and a good incentive reward system can help attract new talents. (Arvidsson, 2005, p.14)

There are three control benefits that come along by implementing an incentive reward system in an organization. The first one is informational; a reward system can remind employees what importance different areas have and how much focus that should be put on each area, such as customer service, quality, costs, revenues and growth. The second control benefit is motivation, which means that some employees need rewards to be more motivated to do their tasks in a better and faster way, in accordance with the aim of the organization. The third control benefit is personnel-related, and it means that the reward system will help attract new employees and keep the good ones that already work in the organization. The organization can offer different combinations and types of rewards in order to satisfy their employees and guide them to a better result. (Merchant, Van der Stede, 2007, p.395)

To keep the morale up among the employees is also an important purpose for incentive reward system. When the company is able to keep the morale up they will save money in form of effective employees that work for the company's best. (Caballero, 1988, p.55) Rewards are important for the employees to feel satisfied with their job and to feel more motivated. It is important that a company thinks through what tasks that should be rewarded. If the employees feel that the wrong things are being rewarded they might lose the motivation and morale will decrease. (Samuelson, 2004, p.145)

3.2 Motivation

As stated above, one of the important purposes of an incentive reward system is to motivate the employees. There are many theories about what motivates people. In this chapter we will present a few of those theories and the applications that they have on different parts of an incentive system.

What is motivation?

"The psychological feature that arouses an organism to action toward a desired goal"

"The reason for the action"

"That which gives purpose and direction to behavior"

(http://wordnetweb.princeton.edu/perl/webwn?s=motivation)

Motivation is an extremely wide term and it is best explained in a simple way; all things that we do day to day are because of motivation, except for the human reflex system. There are

two types of motivation; primary- and secondary motivation. Primary motivation is an example of a human's natural movement, meaning that we are born with it, e.g. instinct to search for food and avoid pain. Secondary motivation, on the other hand, is connected with cultural and social behavior, and this sort of motivation is what makes us fight for things that we want. It could be a better job, earn more money or get a good education; it could be anything that is connected with your social behavior. (Nationalencyklopedin)

One interesting aspect is to find out how the incentive reward systems affect the employees' motivation to do a better job and if it might have the opposite effect, which, from here on, will be defined as stress. One example that Phillip Whitley brings up in his book is; that if you do not get enough paid or rewarded in general for what you do, the motivation of getting out of your bed in the morning is extremely low. What gets one out of bed does not have to be money; there are other incentives that can motivate the employees to do a better job. (Whitley, 2002, p. 6)

To have goals to reach normally leads to better performance and motivation among the employees. There are, however, four criteria that the goals should fulfill in order to work successfully. First, they have to be clear and easy to understand. Second, the goals have to be achievable but still challenging to be able to motivate the employees as much as possible. (Schou, 1991, p. 26) Third, it is vital that everybody accept the goals and, even better, getting to be a part of the goal setting. Finally, it is crucial that the individuals get feedback when the goal is achieved. All these criteria are important in order for the employees to stay motivated in the long run and to improve the profit for the company. (Whitley, 2002, p. 8)

A healthy organization needs to have goals and guidelines, with which, the employees can identify themselves. (Merchant, Van der Stede, 2007, p.335-336) When the individuals feel that they have a personal interest in a task or enjoys solving it, something called intrinsic motivation arises. To create intrinsic motivation in an employee is a hard nut to crack for an organization since it comes from within the person. (Gagné & Deci, 2005 p.353)

Below, a few of the well known motivational theories will be presented. We will focus on these to see if the prerequisites are fulfilled by the organization's incentive system. The insurance company works in teams where the employees can find belonging and perform well, which leads us to McClelland's motivation theory. Since we are interested in sales people, expectancy theory is very suitable for this purpose, where it is described how people are affected by rewards. At last we have chosen to present Herzberg's two factor theory in order to see how different parts of the incentive system can work as a motivator leading to satisfaction, if they are present, or as a hygiene factor leading to dissatisfaction among the employees if they are not present.

3.2.1 McClelland's motivation Theory

According to McClelland's motivation theory, people do not have to fulfill their needs in a certain order as it is described in Maslow's theory. Instead people can be at different stages and go in different directions in this theory to be able to motivate themselves. It can, for example, be very important for some people to have friends and family before something else, but for others it might not be the most crucial thing in life. There are three different stages of wellbeing in this theory.

- **Feeling of power** – People that have a big need of power are often individuals who like being in charge of others. They have good communication skills and enjoy talking in front of people. Situations that include status and prestige are very attractive and motivate them to achieve power and a possibility to climb in the organization.

- **Feeling of belonging** – Everybody has a need of belonging to one or several groups, both friends and family. To belong to a group can be very important for some people, and the theory claims that everybody needs friends, at work or outside work, to rely on in order to be comfortable with life. A company can arrange different teams to make their employees comfortable and always have people around to rely on. Motivation can be achieved through your social circle and help you through hard situations.

- **Feeling of performance** – To do something better means that you have to expand your skills. You have to develop on a professional basis and be able to reach the goal in a better way than before. It is important that the organization set up realistic and challenging goals to be able to motive their employees. At this stage a behavior of creativity, challenge, status and prestige is represented to motivate performance. (Jacobsen, Thorsvik, 2008, p. 262-263)

3.2.2 Expectancy Theory

Motivation and the will to perform come, according to expectancy theory, from the expectations the individuals have about the possibilities to achieve something that they desire. (Schou, 1991, p. 14 & Burnthorne Lopez et al. 2006, p. 382) First, the result has to be something the individual values. The word used in expectancy theory to describe the magnitude of how much value and the wishes about a reward for reaching a goal is called valence. (Jacobsen, Thorsvik, 2008, p. 264-266) Second, the person has to believe that there is a connection between the effort and the reward. (Burnthorne Lopez et al. 2006 p. 382) According to the model this connection is problematic because it is affected by the individuals own abilities and the recourses they have. One can have a very strong valence to do something but not the ability to do it and therefore a low expectancy, as this is called. Third, and finally, the person has to believe that by reaching the goal he will receive the reward. This connection is called instrumentality. (Jacobsen, Thorsvik, 2008, p. 264-266)

Organizations can raise expectancy through educating and training the personnel and by doing so improve their abilities. They also need to work on valence i.e. that the employees values the desired result. So an important thing to focus on is to convince them that the goals of the organization are important for the employee as well. (Statt, 2000, p. 64-65)

3.2.3 Herzberg's two factor Theory

Herzberg's theory is based on people's needs and the needs are divided into two different groups; motivational factors and hygiene factors. Motivating factors are related to the employees' satisfaction with their work and with the work related tasks. These factors can create or increase the satisfaction the employees feel with their job. (Stone, 2002, p.15) Lack of hygiene factors is related to feeling dissatisfied with the workplace. If the hygiene factors are present at the work place it does not mean that they will create a higher level of satisfaction among the employees. (Jacobsen, Thorsvik, 2008, p. 267-269)

Job-content factors	
Motivational Factors	**Hygienic Factors**
1. Challenging and interesting work tasks	1. Administrative policies
2. Responsibility	2. Supervision
3. Satisfaction of doing a good job	3. Interpersonal relations
4. Recognition	4. Working conditions
5.Advancement	5. Salary
6. Development	6. Status
	7. Job security
	8. Personal life

Satisfaction (if the factors are present)	Dissatisfaction (if the factors are missing)

Herzberg claimed that only the motivational factors can create satisfaction at work meanwhile bad hygienic conditions at work can create dissatisfaction. (Stone, 2002, p.15) There is a strong connection between satisfaction at work and good health but there are no such connection between a good salary, which is a hygiene factor, and good health. (Jacobsen, Thorsvik, 2008, p. 268) To be able to create satisfaction at work one good solution is the use of an incentive reward system where as many of the motivational factors as possible are included. (Jacobsen, Thorsvik, 2008, p. 269)

3.3 Stress

What is stress?

"a state of mental or emotional strain or suspense"

"difficulty that causes worry or emotional tension"

(http://wordnetweb.princeton.edu/perl/webwn?s=stress)

Stress can be divided into positive stress and negative stress. Positive stress occurs when there is a balance between an individual's abilities and the demands put on the individual from the outside. The task becomes a challenge that the individuals feel that they can succeed in doing, which increase the motivation. When an individual is faced with challenging situations and is able to pull through and succeed it will lead to positive stress and the next time a similar challenge comes up the individual feels more confident of success. (Loehr, 1999, p.16)

3.3.1 Positive Stress

When your thoughts, body and feelings all are in balance, it is easier to change between stages of stress and recovery. Doctors in psychiatry declare that people should try to turn negative stress into a positive challenge, which would make the tension go away from the body. An important thing to remember is that people cannot be active twenty four seven even if they, at times, feel that it would be necessary. In those situations people have to set up goals to be able to motivate themselves and first sort out the most important things with shortest deadline, it is impossible to do everything at the same time. (Malmström, Nihlén, 2002, p.65)

Loehr compares professional athletes with hard working business people; there are many similarities between these two groups, in terms of the level of stress. When athletes are in a world competition they need to perform their best result ever to be able to win. It is extremely important that they focus and think in the right way; that they are able to complete the race and win gold; otherwise they will not be the winner. The situation is, somewhat, similar for many working people. They have to make the right decision to close the deal, but they do it every day or every week compared to a professional athlete. They have to think positive thoughts about themselves to be able to handle the stress and get motivation from the whole situation. (Loehr, 1999, p.17-19)

When there is positive stress, which, in this paper, is used as a synonym to motivation, in an organization it is an opportunity for the employees to develop their skills. One vital thing for organizations to remember is that information has to be transferred to all levels, because when everybody knows what is expected of them, work will be more encouraging. To be a successful organization it is vital to motivate its employees with rewards and to implement a good incentive reward system. (Malmström, Nihlén, 2002, p.108-112)

3.3.2 Negative stress

When there is an imbalance between the individual's abilities and the demand that is put on the person the other form of stress will occur, negative stress. This could happen when the demands put on the individuals are higher than their abilities or when the demands are set lower than their abilities. (Nationalencyklopedin) Lack of sleep could make tasks that an individual normally see as a positive challenge turn into a difficulty and create negative stress. This is because the lack of sleep has weakened the body and concentration to a large extent. (Malmström, Nihlén, 2002, p. 60)

According to Urbaniak (2006) the technological advances has made the distinction between free time and work fade away. Internet, email, and cell phones have made it possible to work from home and it can put pressure on the employees to get things done at home as well. This can cause the negative stress mentioned above. Stress among the employees often leads to lower productivity, mistakes on the job, absenteeism, and lower levels of motivation.

Urbaniak divides job related stress into four different categories: task stress, role stress, human environmental stress, and social stress. Task stress is that the job is too difficult to perform for the individual. Role stress happens when the employee does not know what they should be doing. Human environmental stress is connected to overcrowding or understaffing and finally social stress has to do with conflict among employees. (Urbaniak, 2006, p.7-9)

Perfectionism is a source of stress among a lot of people. When the pressure on a human being is too high a negative emotional state will be found inside the person. It creates anxiety and job stress which probably decreases an employee's performance and could, in the long run, lead to depression. (Leonard & Harvey, 2008, p.586) Not everyone is equally susceptible to stress; it is said to be a mixture of heritage and environment and therefore great individual differences exists but even the same person can react in different ways in different situations. Some people are not affected by stress to the point where it becomes dangerous. High levels of stress during prolonged amount of time can lead to serious illnesses such as cardiovascular diseases and stroke. (Nationalencyklopedin)

An organization might not be able to eliminate stress but it is possible to manage it. Exercising on a regular basis, eating healthy, and getting enough sleep are important measures an individual can take to help reduce stress. There are several actions that organizations can take to reduce job related stress e.g. offer the employees flextime so that they have time to both exercise and eat on the lunch break. (Loehr, 1999, p. 122; Malmström, Nihlén, 2002, p. 86) Involving the employees in the goal setting and making sure that they know what is expected from them are important factors. The organization can also promote physical exercise among the employees e.g. facilitating it by installing gym facilities. (Urbaniak, 2006, p.7-9) From here on we are going to refer to negative stress by simply using the word stress.

3.4 Parts of incentive rewards connected to motivation and stress

Organizations can use a monetary or non-monetary rewards or a combination of the two to motivate their employees. A description of the two options will follow and also how it can affect the motivation and stress level among the employees. (Merchant, Van der Stede, 2007, p.396) The compensation that the employees receive can be either based on individual performance or the performance of a group. Sometimes a mixture of the two is used. (Samuelson, 2004, p.146-148)

3.4.1 Group rewards

Organizations are shifting towards using more group rewards instead of individual based rewards. (Berger, 1999, p. 275) Group rewards are based on the aggregated individual achievement of all the employees of the group. When the reward is paid out it is split between the members of the group. (Merchant, Van der Stede, 2007, p. 88)

Common rewards are bonuses and profit sharing. Another way organizations like to get a team spirit is through encouraging broad employee ownership of company stock. This will make the employees see what they are doing from an ownership perspective, and probably get more motivated. Profit sharing has been shown to increase the productivity of the employees, and the chance of company survival increases. (Merchant, Van der Stede, 2007, p 88-89)

Rewarding the group as a whole has many positive effects. It will lead to better team work and sharing of information between the employees, e.g. there is no longer a risk that the other person will use the information to exceed you in performance since it is based on the group as a whole, thus competition over the same clients e.g. stealing, between employees will be reduced. It also creates peer-pressure i.e. monitoring among the employees that the co-workers do what is best for the group and organization. (Merchant, Van der Stede, 2007, p. 89) Peer-pressure could easily make people stressed e.g. if one employee does not perform as well as the co-workers even though the person does the best he can and they constantly are pressuring for better results it might, as told above, lead to high levels of stress since the demands are set too high. This might create a large amount of stress, since most people do not want to be the worst performer of the group, the free rider. (www.suntliv.nu) People naturally want to be seen by others when they are performing well for their intrinsic feeling. For this reason is it very good to be working in a group where all these opportunities can be noticed. (Ariely et al. 2009, p. 554) It can also prevent stress situations when you know that you have people who support you and help you through hard situations. It is very important that you are a team player that likes to work in a group with others and are able to trust them to do a good job. (Loehr, 1999, p.39)

The negative side effect is that one is dependent on the performance of the co-workers of the group and the problem that can occur is the one of free riders. A free rider is someone who gets its share of the yearly bonus even though the person does not work as hard as the rest of the group. (Samuelsson, 2004, p.148)

When the company chooses to pay for performance they can choose between splitting the pot equally between all employees and splitting it in a weighted way where a better performer gets a bigger part than a worse performer. The latter one shares many of the negative side

effects that individual based pay has, e.g. competition among employees, and another problem is measuring of the results. (Berger, 1999, p. 278)

3.4.2 Individual rewards

Individual reward is a possibility to give the employees something extra to work harder for. To achieve the reward, you as an individual is the one who can affect the result, you cannot rely on a group because it is up to your own abilities to succeed. (Jacobsen, Thorsvik, 2008, p. 270)

Individual compensation has several negative side effects. One is that many times the individual worker's objectives and goals differ from those of his colleagues. If the company works as a team everyone will be working towards the same goal instead of everyone working for his own. As an example we can use a sales person who gets paid for the amount sold. They might not care very much about the satisfaction of the customer which could cause problems for the service department that might have customer satisfaction as their main goal. (Berger, 1999, p.280) If one is rewarded individually and one week has to call in sick it could be stressful since it will definitely affect your compensation that month. If an individual has created expensive habits and is used to get a good commission every month it can create high levels of stress since you need to earn the extra money to be able to sustain his lifestyle. (Malmström, Nihlén, 2002, p. 102)

3.4.3 Non-monetary rewards

Non-monetary rewards are benefits that the employees receive that do not include money. It can be everything from promotions, trips, theater tickets, being rewarded employee of the month, opportunities to develop in the organization and to health benefits. (Caballero, 1988, p. 56) The need for recognition is very important for employees in general, but even more important for members of a team. In a team it is easy to feel like one's identity is included in the team more than as an individual. (Berger, Berger, 1999, p.266) Rewards like these are easy to give the employees, especially when they are small, but appreciated, daily things, e.g. the company providing coffee and fruit for free. (Arvidsson, 2005, p.22) Non-monetary rewards can create a good feeling of solidarity in a group, for example if everybody goes away on a trip together to get to know each other better, on a more personal level. (Malmström, Nihlén, 2002, p. 105)

3.4.4 Monetary rewards

There are a lot of alternatives of monetary rewards but we have only chosen the two most relevant alternatives for our thesis.

3.4.4.1 Salary

An employee's salary is something that, normally, everybody wants to grow during their active years. According to Samuelson (2004) the level of the individual's salary is, normally, the easiest way to motivate the employees. There are different types of salaries, one is fixed and usually depend on how long time the employee has been in the organization and on what position. The other one is variable and dependent on e.g. how much you sell each month; this type could be a good motivator in an incentive reward system. There is also a combination of

the example above and payments by results; which means that one part is fixed and the other part depends on your results. (Samuelson, 2004, p. 154)

3.4.4.2 Bonus/Commission

Bonus and commission is used to motivate and reward a certain type of employees in the organization. It is a common way to use commission to motivate the employees to generate a higher sale volume and also to reach many other goals in the company. (Joseph, Kalwani, 1998, p.148) It is often used to reach short term goals to be able to stimulate the employees to work harder right away. It is a common way to use incentive reward system in this way to compensate individuals. Commission is very common to use because it is easy to calculate and also to sum up the affect of it. Employees value the opportunity to be rewarded for their performance, and should contribute to them doing a better job. (Samuelson, 2004, p.154-155) But it could also be stressful for the employees if they for example are having a very bad period and that could cause lower self-confidence and it could lead to a bad circle. If you have gotten used to a higher standard of living based on the monthly bonus, it can create stress because you feel that you need the extra money the bonus gives you. It is very important that the company can support their employees in these difficult situations to be able to recover and get back in the right track again. (Malmström, Nihlén, 2002, p. 115)

3.4.5 Connection between performance and payout

It is important for the organization to have long term goals, measured over periods greater than one year, for the employees that are in line with the company's objectives. Normally long term goals are used on an executive level, but it is important that everyone in the company has the long term thinking. (Merchant, Van der Stede, 2007, p.397) It is important that the organization clearly can communicate that they have a mixture of long term and short term thinking through their goals. Since, it is quite common sales people to only have short term thinking in mind because they want to earn as much money as possible. This is a problem that could cause great harm to the company's reputation among the clients if they do not have the long term thinking and take care of their clients. (Berger, Berger, 1999, p. 321)

Timeliness between employees' performance and the payout of the commission is very important, for example if they get paid a long time after they performed well they might have had a down period in between the good performance and the payout. This would confuse and create stress among the employees when they feel that they have not performed well and still received a reward. To give reward close after the performance have a strong motivational factor, since it is easy to recall what the employees did well and can remember this feeling of being proud of themselves. In this case it is much easier for the employees to motivate themselves to do a better job all year round. (Ibid p. 403-404) Short term goals can also create creativity among employees and get them more motivated, if the company gives them space to be creative. (Ibid, 2007, p. 34)

The expectancy theory tells us that it is important that the employee can see a connection between the effort put into the task and the reward one receive for it. (Jacobsen, Thorsvik, 2008, p. 264-266) If the employees cannot see the connection between result and payout they will not know what they have done right and that could cause stress. (Samuelsson, 2004, p. 137)

3.4.6 Communication and feedback

Getting constant feedback is very important for the motivation among the employees. It is crucial that the company gives suitable information to each individual on things they do well and areas where they need to improve. (Samuelsson, 2004, p.169)

There can be large variations between different organizations in terms of feedback. In some organizations it might be crucial to be able to motivate their employees and in some situations it might be less important. Organizations that have daily relation with customers, e.g. employees who sell services and face customers on a daily basis, need feedback from their customers to be able to see if the they are satisfied with them. When a company has daily contact with customers they will normally have daily feedback too, which is very good for the employees and their professional development. (Schou, 1999, p. 17, 187)

When the employees get feedback from their customers on how well they perform their job, it will reduce the stress levels in them because they will know what they are doing wrong and can correct it. The opposite could create stress when the feedback and the communication is poor and the employees do not know what they are doing correct or not. Or the customers might be totally satisfied with the worker and in that case the employees will be totally confident in what they are doing and do not have to be stressed about this situation. When there are small groups working together as teams in a company, it helps employees to handle stress more effective since they can give each other feedback weekly. (Malmström, Nihlén, 2002, p.89-92)

3.4.7 Possibilities of advancing in the company and personal development

According to several studies done among young employees and students who finished their studies looking for a job the most important thing is not the salary. Number one on the list is a varied and interesting job. The next criterion is a good work environment and possibilities to develop in both training and advancement within the company. So, it seems like it definitely is something the organization needs to think about to attract employees. (Jacobsen, Thorsvik, 2008, p.258)

Also according to Herzberg these, the so called motivational factors, are what really can motivate and satisfy employees. The presence of the possibility of advancement and personal development in the organization leads to satisfaction among the employees. If the possibility of advancement and personal development is very low or non-existing it may create dissatisfaction. It may also create stress in terms of that you do not know what you should do if you are not satisfied with your current position. (Malmström, Thorén, 2002, p.95)

The opportunity to advance in a company can be a very good motivator for many employees. Many people want to change jobs every now and then and the possibility to do it in the same organization is an advantage. It is also crucial for the company because this is a good way to motivate the employees to stay and also to attract new skillful employees. (Samuelsson, 2004, p. 147)

4. EMPIRICAL STUDIES

The empirical findings are based on four interviews, one with a sales manager and three with salesmen in a chosen insurance company. This chapter presents their view on chosen incentive reward system and how it affects their motivation and stress level.

4.1 A description of the examined company

The thesis is about an insurance company in Sweden that is active in the banking, funding and insurance sector. The group in Sweden is divided into individual companies all over the country. Each regional office set up its own goals, and there could be a large difference from an office in Stockholm compared to a smaller office in Skåne since the premiums differ a lot between cities and the countryside.

We have chosen to limit us to different sales team in Gothenburg that sells many insurance solutions to companies in the area. The sales teams normally work during the daytime and have daily contact with their customers both at telephone and also face to face. The teams have one sales coach each and there is also one sales manager that has main responsibility for the five teams in Gothenburg. We have had the opportunity to interview three salesmen from three different sales teams, which gives us a wide picture how it works in the teams.

The company have four main areas of insurance solutions; object-, engine-, occupational pension and health. The last mentioned, health, is a relatively new solution for both large and small companies, to be able to prevent sick employees for a longer period. The sales manager told us that this solution has been successful and it is worth for companies to take an insurance to help their employees and at the same time they can be more secured.

4.2 A normal day at work

A usual workday consists of a few sales meetings with potential future clients and also making sure that the needs of the existing clients are fulfilled. Another part of the workday is taking care of administrative things such as typing reports and helping clients who have run into problems. How the workday is set up depend a lot on how many years the employees have been in the company. A new person in a sale-team does not have a large base of existing customers leading to that they need make more new sales i.e. visiting new potential clients and trying to sell. Employee “A” said that most days he has 3 meetings and a few hours in the office doing the administrative work. The younger salesmen at the company normally likes to being out and sell insurance solutions to new clients compared to some older salesmen that have their base of clients and do not have to attract a lot of new clients.

The work hours are quite flexible, which suits them well since the work tasks are quite individual. This means that it is possible for the employees to leave work early one day, e.g. to spend time with the family, and make up for it another day when it fits better into the schedule. Today’s technological advancements has made it possible to work from home as well which also makes it easier to leave work early every once in a while. As all of them say, there is a risk that some employees could have problems to relax when being at home when

work is so readily available with cell phones and laptops. Everyone that we have spoken with say they feel there is a balance between private life and work. “If I want to I can disconnect myself from work when I come home, but sometimes I want to continue working a few hours at home as well” as one of them put it. The sales manager said that none of the sales representatives work less than 8 hours a day and that most of them on average work 9 hours or more per day. The salesmen said that they try to limit it to around 40 hours a week to have time for their families and other interests as well.

4.3 The incentive reward system

All the compensation that the employees receive is based on performance in one way or another. The sales manager also said that it is very important for them not to have too many parameters that the salesmen need to focus on. They use a couple each for the long term and the short term goals. The two main parameters are net growth of clients and the level of satisfaction among the existing clients, which represents the short term and the long term goals. A company needs to grow continuously but it is as important to keep old clients as well. The incentive reward system in use almost completely consists of monetary rewards. The only things that could be seen as non-monetary rewards is that the teams that reached a goal e.g. budget goal, got to make a trip together but in general they do not use non-monetary rewards to a great extent. With the prevalent financial crisis they are currently not going on any trips.

4.3.1 Group rewards

They started working in teams in year 2001 and the most recent one was put together about 1.5 years ago and now this way of working is totally implemented in the whole sales department. The reason they started working in teams was that they saw that all the salesmen had common networks and that they competed with each other over the customers. They thought that instead of competing internally they could use all the networks they had and use them better by working together to be able to compete with their real competition, the other insurance companies. Another advantage of working in teams is that the different parts of the team can specialize in what they are best at. If one person is an expert on selling and another is better with administrative work or a good analyst they can choose to distribute the work tasks a little to make the team more effective than the sum of its individual parts.

The teams consist of 5-8 employees and the sales manager says that if more than 9 people are in a team there is a risk of groupings within the team which is not desirable. Each team has a head salesman that can be seen as a playing manager. He manages the team about 30% of the time and participates in the regular sales work about 70% of the time. The head salesman reports to the sales manager can be seen as the “bridge” between the sales manager and the individual salesmen.

The sales manager says that every salesman, sooner or later, will experience a period when they have setback after setback. In situations like those it is difficult to get on the right track again and the self-confidence gets lower. When this happens it helps a lot to have a team behind you that can support you. The co-workers can help out by accompanying the person for some support on meetings with clients. Their commission is dependent on his performance

as well so they have an incentive to help him get back in business as quickly as possible. The sales manager says that he thinks that the periods of setbacks usually are shortened a lot compared to when everyone works individually. Employee "A" says that it helps a lot when one is new at the company and starts out as a salesman that you have a team to help you out. If everything was based on individual performance there would be no incentive to help out the new employees and it is a very tough line of business to start out in without the support of a team.

The sales manager continues that it is important to let the employees use their creativity as well and to promote this he says that about 80% is controlled by the company and about 20% is up to the teams to come up with new ideas on how to do things. If it works out well they can benchmark this in the other teams and by doing so improve the way they reach customers, develop the ways they do business.

The disadvantages of using group rewards are that it can never be 100% fair distribution of the money. There will always be some employees that get paid too much and vice versa. However, the sales manager adds, it will probably even out over time, e.g. one year a salesman will seal a great deal and the next year it will be someone else who seal the deal of the year. The free rider problem, says employee "B", is avoided through weekly evaluations of what has happened during the week, what has been performed both on an individual and on team level. Another thing that could be seen as a disadvantage is that many of the most successful salesmen have a tendency to have somewhat of a large ego. The ones that consistently produce great results probably should not work in teams. This is something they take into great consideration when hiring new people. It is extremely important that the new person fits in with the rest of the team. To summarize, it's more important to find the salesman best for the team than the best salesman.

4.3.2 Non-monetary rewards

They have a team activity scheduled one afternoon each year when they go away together and do something fun. All the salesmen we have spoken to like the team activities and think that they are a very important part for the comfort at the work place. When we spoke with the sales manager he told us that they used to have a team trip, a sort of study trip, before. The team could go on this trip when they had reached the budget goals. The sales manager has been thinking about implementing non-monetary rewards such as the best sales team the last quarter of the year. Today there is a competition among all the sales teams in Sweden, this year a team in Gothenburg won a study trip to Iceland. This type of reward such as acknowledgement and recognition is very important and usually much appreciated among the employees.

4.3.3 Salary and Commission

The total compensation, which is made up of two parts, is easiest described by using a simple example. The salary part is what they call a guarantee salary and it is based on the individual salesman's result during the last three years. It is dependent on how good they are at retaining their clients and can be seen as more long term thinking. The longer an employee has been in the organization the more stable clients he has and more time goes into keeping them satisfied

while newly employed salesman have more time out of the office trying to find new customers and the first three years, before he has a base of clients, he gets a guarantee salary from the company.

Year 2009	Team X	Example	
Employee	**Salary**	**Commission**	**Group results**
X	300 000	50 000	Goal: 450 000
Y	100 000	50 000	Actual sale: 600 000
Z	50 000	50 000	Commission: 150 000

(Example given during the interview with the sales manager.)

In the example above it is likely that the sales manager has been working in the company the longest and employee "Z" is the newest addition to the team. So for employee "X" the average sum he receives from existing clients in form of yearly insurance fees is 300'. The team has a goal of 450' in the example that they are expected to reach. It consists of new deals i.e. is not based on history. If they make new deals worth 600' they get to split the surplus, here 150' equally among the team members. This part can be seen more like a short term goal that turns in to a long term goal the coming years.

Even though, the long term thinking is included in the compensation package employee "C" thought that there should be more focus on keeping the existing clients, especially in the life insurance section. Since this creates long term value for the company and not only for the employees. Today the company has a great solution on the "property" section where it is a good balance between attracting new customers and keep the already existing ones.

The sales manager says that the long term thinking is a lodestar that permeates the whole organization. The way to reach long term success is to have satisfied customers and not only chasing after new ones while this too is important since it is important to grow as a company as well. That's why they have chosen to use a reward system that reward both.

4.3.4 Connection between performance and payout

The salesmen and the employees that we have spoken with said that they usually feel that there is a good connection between the result performed and the reward they get for it. Employee "B" said that at times there is a risk of not getting rewards even though one has performed well, e.g. a financial crisis could make it impossible to reach the goals no matter how good of a salesman you are. Or at other times one can have been working on a big deal for a long time and everything looks great but in the last minute the potential client chooses the competition for reasons that one has no power over. In those situations it can be a little tough, but it happens to everyone so the next time it might be the competition that loses the deal.

The commission part of the total compensation is based on the performance of the team over the whole year and is paid out to the employees in March the year after. This system is

something that all the employees are satisfied with and think that it is a good connection between performance and payout.

4.3.5 Communication and feedback

Today the goals are communicated to the teams once a month but the sales manager has a goal to be able to have weekly meetings with the team in order to have a better communication about what was done the previous week. The communication within the company is very open and the information does not have to travel very far which decreases the risk of misunderstanding. The sales manager claims that the goals are well communicated to all employees, the company works to satisfy the customers as good as they can. This will go back to the salesmen with a monthly evaluation that the customers can fill out; this generates pleased customers and good sale service within the company. When asking the respondents about the goals they seem to be well informed and know what is expected of them. They like to work in a team where they can find support and talk about many things; that you otherwise would have kept to yourself. All the employees feel that, if needed, they can talk freely to their superiors. The feeling is that the door is always open if you have any questions or problems or anything in general that you need to talk about.

Feedback is something that is frequently used in the insurance company. The feedback from the customers is communicated once every month to the teams. They cannot see from which customers the feedback comes from but if they can see a trend, e.g. “You are hard to reach when needed”, “You have to high prices on your insurance solutions”, the company knows what they need to do to better satisfy their customers. The employees feel that they usually get positive and constructive criticism from their colleagues and their manager.

From time to time the company hires different consultants that go through how certain groups can have more effective communication and help each other in better ways. Also if there is a person that cannot cooperate they can solve this problem through the consultant. That is why it is important to find a good balance in the group and among the employees.

4.3.6 Possibilities of advancing in the company and personal development

There are many possibilities of advancement in the insurance company; from the sales position you can advance to be a manager as one of the respondents as we met had done. At the office in Gothenburg people have gone from other departments, such as administrative departments, to become a salesman. That is only one example of many as the sales manager describes for us. The most important thing for employee “A” is the social contact with the customers and being able to plan his workdays so that they fit in with his personal life. Advancing in the hierarchy would probably mean stricter workdays with less flexibility and less social contact with the clients which at this point in his life does not interest him at all. There is also a possibility to work as a sales coach in a team, in that case you work as a salesman 70 % of the time and the rest goes to management question and structures. One of the respondents works with trade-union tasks too in addition to his sales job.

All the employees are very satisfied with their job as salesmen and do not want to advance in the company at the moment. The most fun thing with the job is to meet customers and be able

to sell good insurance solutions to them. This is why they are satisfied with their position in the company and do not feel that they need any advancement. It is good to know that there is a possibility to do other things in the company when you are happy with the organization.

The company offers a range of educational days for their employees. It could be anything from sales training to product knowledge. Employee "C" thought that the internal education has had too much focus on management, sales and team building. He would have preferred education with more focus on the products that the company offers.

4.4 Motivation

We asked the sales manager about motivation and how the incentive reward system can influence the employee's motivational level. The sales manager answered that he believes that the chosen incentive reward system is a good motivator. Since there are sales staff that often wants to earn more money, the goals need to have a stimulating effect on the employees. Employee "C" says that the salary and the possibility to earn more money is a stimulating factor that can motivate you to work even harder. Motivation is a combination of money and the possibility to plan your own day according to all the employees. Everybody agrees that these two factors are the most important to feel comfortable with their job. All the salesmen feels that one big motivator is the job itself to be out and meet new and also already existing clients, this is what they are good at and thrives them to do a good job.

When working in teams people can motivate and support each other to a better result and it is easier to share knowledge and useful methods to become a better salesperson. Employee "B" thinks that working in teams is a good solution and motivator which can create a rekindle for many employees. Working in teams facilitates cooperation and it is easier to talk about different scenarios with your colleagues. Sometimes it is easy to only think in one direction and at these times it is valuable to work in teams and get input from the co-workers on other ways things can be done. In that sense you can motivate each other to do a better job and also share your knowledge.

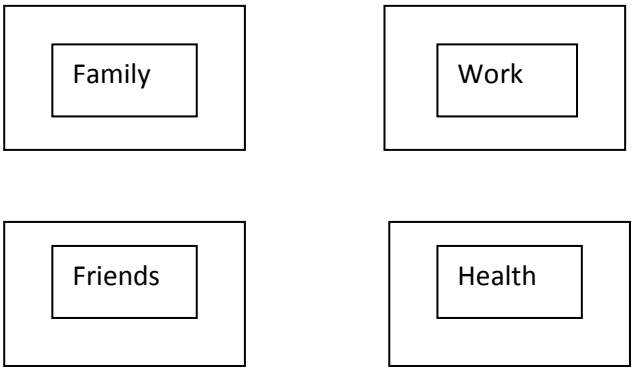
We asked the sales manager about goal setting and if the employees are a part of the process. He explained to us that they come up with new goals every year and that he and his manager tries to come up with new motivating goals. When that is done you break it into smaller goals for each team to make it more understandable for everybody. After this sequence the teams will see the goals and are able to approve or disapprove. The sales manager says that the sales team often set up higher goals in order to make a larger profit out of it, but that is up to them. All the employees feel that they are a part of the goal setting and that they understand the goals that the company has. They think that the goals are good in general and achievable.

4.5 Positive stress

The employees are well aware of that the stress level needs to be in balance and if it is in balance you can use it to be more effective. Respondent "A" told us that stress is not only negative and that he finds it good to be a little bit stressed and keep it on the right level. Everybody is aware of the fact that they cannot work twenty-four hours a day and they try to keep it to a normal workday of eight hours. After work the interviewed salesmen exercise in

different ways, either take a long walk, runs or work out at the gym. They find it very important to clear their heads and find energy through exercising.

Both employee "A" and "B" referred to the model below, of what is crucial to have in your life. If you have all four factors present your life should be in balance and you should be happy with your life situation. But if one of these four does not exist or is in bad shape you will be more vulnerable. If the situation is different and you miss two of the four boxes you will not have balance in your life, negative stress will appear and you need to build up the two missing again. It is hard to build up this model but it is possible and when it is working properly you are in balance and can get more out of many situations both at work and in life.



(Example given during the interviews with Employee "A" and "B".)

The employees declared that it is very important to handle stress and also to know how you are to be able to deal with these types of situation. It is important that you do not mix up who you are and what you work with. If you cannot keep these two apart you are in danger if you have a period in life where the business is hard and you do not deliver as much as you are supposed to do. That is why you need to have other things to care about except your job; otherwise you will lose the balance in your life. The insurance company is very aware of stress in general and that it is necessary to prevent it as much as possible.

4.6 Negative stress

Too high goals can cause negative stress in an organization, but the interviewees feel that the goals are achievable and they can control their amount of work. Employee "A" referred to the situation when you are new at your job and do not really know how to handle all new tasks and to know what is expected of you. That can cause the feeling of being nervous and stressed; he states that it is important for yourself that you take responsibility to understand the company and their values, nothing comes for free.

One thing that all the respondents brought up was all the administrative work that has to be done and steals time for them when they could have been selling insurance solutions to their customers instead. It takes a long time to report and register all the things that is needed correctly. A big obstacle that causes a lot of stress is when the technology does not work

properly. Sometimes when you are at meetings the technology stops working and in those situations it is difficult to serve the clients in a good way since everything is in your computer.

The sales manager told us that they are implementing a new possibility to work more freely, which is that you can check your email from your mobile phone. However, everyone already has the opportunity to work from their home if needed. It is a way of being effective if used in the correct way, but he is aware of that it might cause stress for many of the employees and that the company needs to pay attention to it. If he would notice that the employees do not feel good about it, i.e. stressed, they will have to come up with another solution. The employees we have interviewed did not feel any stress about the possibility to work from their home at the moment. Employee "C" told us that he normally does not bring home any work in the evening since he preferred to stay in the office longer instead. He said that it felt better to come home and know that you do not have to think about work at home.

Another stress factor is the sell training that is offered; many of the salesmen have done this type of training many times before and can sometimes feel that it is waste of time. It is good that the company gives this type of training but it takes a lot of time and causes stress for some employees. A suggestion instead of these types of activities would be to have internal training instead where everybody can share their knowledge instead of an external consult.

Employee "A" has noticed that a few of his colleagues are or have been stressed, more than what is healthy, and when you notice it you know that it is easy to get there yourself. That is why it is so important to keep a distance to your job and get energy from your family and other activities except for work.

There is a company nurse and a psychologist that the employees can talk to if needed, who will help you through hard periods in life. The respondents feel that it is very good that the company has this type of benefit.

5. ANALYSIS

In this chapter the comparison between the frame of references and the empirical studies is presented, pointing out the similarities and differences between them.

5.1 The incentive reward system

When going over all the literature in the frame of references we learned that there is no such thing as the perfect system, every situation is more or less unique. For the reward system to be effective it needs to be valued by the employees and to have large enough impact to be worth focusing on. In the studied company we feel that it is obvious that the employees value the reward system since all their compensation is based on it. If they did not value it they would not be working there. When it comes to impact, employee "C" said that even more focus should be put on the work with customer satisfaction to get even more long term thinking in the company. In general they feel that the impact is good, i.e. the compensation received for working is high.

5.2 Goal setting

The reward system should give the employees proper information on what the company goals are and what is expected of them. We consider the goal-setting process to be a great way to communicate the information to the employees and to give them clear targets. Having goals that the employees should reach is vital for the company in order to perform well. There are, as the literature states, a few criteria that need to be fulfilled to create motivation among the employees.

First, the goals should be clear and well thought-out, "What gets measured gets done", so that the employees know what they have to accomplish or strive for. The company that we have studied only uses a few goals in order as clear as possible on where the main focus of the employees should be put. The salesmen were well aware of what is expected of them. The empirical studies points at that the first criterion is fulfilled and should lead to increased employee motivation.

Secondly, the goals need to be well communicated and accepted by the employees. Since all the teams participate in the goal-setting process it is easier to accept the goals and the communication becomes automatic. Constant feedback on how the teams are performing helps the salesmen to understand what they are doing well and if some area needs improvement. This constant feedback, we feel, should motivate the employees since it gives them information on how to better serve their clients and in turn make more money.

Thirdly, the goals should be challenging but still reachable to keep the motivation among the employees on a high level. All of the salesmen we spoke with said that they almost always set their own goals higher than the company did. Employee "C" said that the goals that the company set up is quite high but, very often, the teams want to earn even more money. This leads to even higher goals. We think there could be a risk of elevated levels of stress connected to this since the pressure on each individual salesman to perform goes up. Since the

commission is based on what the team performs the goals might be too high for some individuals, especially if the individual salesmen do not have the same personal goals as the rest of the team i.e. they do not have the same craving for that extra money.

5.3 Group rewards

The literature points out many positive effects connected to the use of group rewards. An important one is that it promotes cooperation between the employees in the group. Support from other members of the group in times of setback is a strength that comes with group rewards. The salesmen we interviewed all agreed that in times of setback the stress levels are lower compared to when working individually, and it is easier to find motivation again with the help and support from the colleagues. According to McClelland the feeling of belonging is important for everyone but some people do not need it from their work place. Working in teams facilitates social interactions between co-workers since the daily contact comes more naturally. Having social interactions with the co-workers is, according to employee "B", very important in order to get more energy and keep a high motivational level. We think that being a part of a team stimulates social interactions and motivation more than if everyone works individually.

Another advantage with using group rewards is that the company can put together teams where the different members have different specialties. The team members at the insurance company are more or less specialized, mostly in different insurance areas. We think that working in the area of a person's expertise should motivate and reduce the stress since he is more secure in his abilities to do a good job. However, the specialization at the insurance company is not complete since they still have to file reports of their sale meetings. The stress they feel is connected to the technology when it is not working properly and to having to spend too much time working with administrative tasks. The employees feel that this part is too time consuming and that they are losing time that could be used more effectively e.g. sell more insurance solutions. We think that this is a problem that is difficult to solve but we feel that extra training on how to, as efficiently as possible, use the company's software could reduce the amount time they spend doing these tasks and thereby decrease stress among the employees.

Finding a person that fits into the group both on a personal and professional level is important for everyone's satisfaction. We think that by giving the team members the opportunity to participate in the selection phase when hiring new staff is a very positive thing that could create more motivation because they feel that they can affect their work situation. Considering that those are the ones that will be working side by side with this person it will affect their result and the team spirit. The always present free rider problem is probably impossible to avoid. When a free rider exists in a group it could be a source of great stress for the rest of the employees since their compensation will be affected in a negative way. We think that using a consultant that analyzes the applicants' personalities helps to avoid people that are not suitable for working in teams. The meetings that take place on a weekly basis also help to discover if someone is not performing as well as they are supposed to. If everyone is performing well it could reduce stress in the group. At the same time, though, we think that having the feeling of always being supervised and always having to produce great results could lead to stress.

We also think that the peer-pressure from the colleagues can create stress if you are not producing good enough results. Situations like those should occur when the employees have different goal levels, i.e. what amount of money they want to earn. Money is not equally important for everyone and if the personal goals in the group diverge the one having the lowest aspiration for money might feel the need to work harder in order to please the rest of the group and help them to fulfill their goals. This situation could be very stressful since nobody normally wants to be the free rider of the group and if the colleagues have set higher goals the person with the lower ambition will get an equal part of the total commission earned by the group. Finding employees that have the same level of ambition as the rest of the team is vital for the company in order to avoid stress connected with this situation.

5.4 Non-monetary rewards

The group activities arranged by the company seem to be very appreciated by all the employees that we have spoken with. One afternoon per year is given for team activities from the company where they can do what they want. We feel, even though the employees did not complain, that they could give them a whole work day to give them the opportunity to do something “bigger”. Even though one of the salesmen said that he did not care that much for activities like those, that he would rather be working or spend time with the family, we feel that this type of activities creates a feeling of belonging which according to McClelland is an important factor for motivation for many human beings.

The sales competitions arranged by the company are a good way to motivate the employees to perform even higher results. Being on the winning team creates pride and the trip that the team makes will create long lasting memories that we think could lead to higher motivational levels and it should make the group tighter.

We agree with the sales manager that they should start using little gestures of recognition much more than they are currently doing. Being recognized is, as Herzberg states, an important factor for satisfaction at the work place. The money received also works as recognition but not in the same way. Things like “theater tickets” or “dinner for two” works more as the icing on the cake, nothing the employees expect to receive. It is usually a cheap way for the company to show appreciation of the employees when they have performed well. We think that the employees often remember these gestures for a longer period of time compared to monetary rewards, which could create higher motivation.

The monetary contribution given to all employees in the organization to promote physical activities is good for both the company and the individuals. A better health among the employees decreases the number of sick days and it also reduces stress. We feel that physical activities are a very good way to prevent stress for everybody. We think that the company could help even more by giving the employees an hour of work time to exercise. Even though it is likely that the employees will compensate for the lost work hour by working e.g. an extra hour at home, at least they have gotten some physical activity done.

5.5 Salary and commission

All the salesmen we have talked to agreed on the monetary compensation being the most important motivational factor for them. One of the main reasons for taking a job as a salesman, apart from the social aspect of being in sales, was the possibility to earn a lot of money. The compensation package used at the company is a solution that the employees seem to be happy about. We think that rewarding the employees for the satisfaction of the clients is very good. The company that gets to keep their good clients and the employees get rewarded for doing what they like best; serving the clients by helping them to find the best solution for the situation they are in at the moment. We consider it motivating for the employees since they get rewarded for the part of the job that they enjoy.

The small amount of goals that the company uses we think facilitate the job for the employees because it makes it easier to focus and in turn motivates them. Even though the company does not use the term fixed salary, which is an important security factor for the employees, they use a guarantee salary. That seems to be a very good system for the salesmen who have been active in the company for many years i.e. they have many large, faithful customers. For the new employees, however, it will take some time to build a good base of clients which can create a lot of stress. We think that the company by giving them a “salary”, during the first three years, as a compensation for not having a base of clients, has reduced the problem in a good way. This should help relieve the employee of some of the stress. By working in teams they also support the new salesmen in a way that they would not if they all worked individually. We feel that this system is fair and gives the employee time to get to know the company and the business.

Through the commission that is given on a yearly basis the short term goals are included in the reward system. The opportunity to make more money works as a great motivator for the salesmen. We feel that the personal goals that they set up to reach a good level of commission also work as a great motivator. It can, nevertheless, lead to that the salesmen set goals that are too high leaving them working many more hours than 40 hours a week. One risk that we feel exists is that the salesmen might have created luxurious habits based on commissions received previous years. If you are dependent on the commission to afford your life style it can become a huge factor of stress. We do understand that it is the responsibility of the individual salesman to prevent this from happening and that there is not a lot that the company can do about it.

Overall we think that the strategy used in the sales department is very well thought-out. It solves many of the problems, such as short term thinking, normally connected with sales departments.

5.6 Connection between performance and payout

It is, according to the expectancy theory, important that the employees can see the connection between what they have performed and the reward they receive. The time gap between performance and payout should not be too big. We think that, by making the goals clear, the connection is easy to see for the salesmen. As we pointed out earlier this is very good for the motivation. We also feel that the time gap is not very big i.e. the timeliness connection is

quite good as well. As employee "C" said, there are situations where it does not matter how good a job you do. Sometimes you can feel a little discouraged after putting a lot of time into a certain client and it cannot be seen in the end. We feel that it is a problem that cannot be avoided in the company, it happens to everyone from time to time. The next time it might be you who gets the client instead of the competitor.

5.7 Communication and feedback

Herzberg's motivational theory talks about motivational and hygiene factors that are necessary for the employee's well-being and motivation. At the company the power distance is low and the environment is very open which leads to comfortable working conditions. Since everyone is at the same office they all know each other by name and what they do and it improves the interpersonal relations which we think is important for the employees' motivation. We think that having a good relationship with the colleagues makes it even more enjoyable to go to work i.e. more motivating.

The feedback system in use at the company seem to work very well giving the salesmen continuous information about how the clients feel about the provided services and they can make adjustments based on the information. To know what the clients think about the service provided we think will increase motivation among the employees since they know exactly what they should work on when clients are dissatisfied. Also when they receive positive feedback it can help reduce stress since they know that the clients are satisfied. Overall we think that the company has eliminated many question marks that the salesmen could have had about the provided services and by doing this reduced the risk of stress among the employees.

The consultants that the company uses are very good for the communication within the group and also for the solidarity. We think that resolving conflicts that exist between employees is very important for the group to work well, without a lot of irritation, and for communication to flow easily. Having conflicts like these linger below the surface, we think, will increase stress levels among the employees.

5.8 Possibilities of advancing in the company and personal development

The possibilities of advancement in the company are good and since the organization is large there are many different paths that the employees can take. We feel that the salesmen do not have a large interest in advancing. According to the interviews the employees do not value this possibility a lot. What we have learned about the interviewees is that they have a passion for the sales profession. It gives them an opportunity to make a lot of money, plan their own time, and not having to spend the whole day in an office. We feel that this makes them a little different from the majority. We, nonetheless, do believe that in the long run it can have a motivational effect on the employees when they know that there is a possibility to advance if they want to. We noticed that three out of the four interviewees had advanced in some ways but they all still work with sales in one way or another.

The consultants that come and have educational days with the employees are appreciated. At times, some employees feel that the education is repetition and steals time from them. This causes stress since they feel that the time could be used more productively. We think that the

education can be an important motivational factor when it gives the employees new tools to use in their job. Not knowing enough about the products could cause a high level of stress and because of this it is good that the company provides education in this area. Education can lead to a better ability to reach the goals and therefore increase the expectancy of reaching them. We think that the company could use this type of education about the products even more in order to make sure that the employees know everything about what they sell.

6 CONCLUSIONS

In this chapter the result of the thesis is presented. The results are based on the aim and the research question and also the reflections of the authors. In the end of the chapter suggestions for further studies are presented.

6.1 Conclusion

Designing an incentive reward system is a difficult task to handle for companies. To a large extent the employees in the studied company are satisfied with the incentive reward system but there are still a few stress factors present. Here is the research question again as a reminder of what we wanted to find out.

> *How does the sales staff in a company react to the chosen incentive reward system in terms of motivation and stress?*

When interviewing the salesmen we found out that the monetary compensation is an essential motivating factor for them. The opportunity to make a lot of money was an important reason for choosing the sales profession, thus, working on commission, which gives great possibilities of earning a lot, creates a high level of motivation.

To be rewarded as a team is seen as a very positive thing among all the interviewees and none of them thought it was better when they were compensated based solely on individual performance. By having the support of the team it is easier to overcome difficulties, such as setbacks, and the stress levels can be reduced since they support each other. When the different members of the team specialize in certain areas they become more efficient and the team as a whole can serve the clients in a better way. The specialization is, however, not total and everyone has to do administrative work which is seen as a stressful element. The time used for this could have been used to meet clients instead and earn more money. Another cause stress is the technology that at times does not work as it should.

The motivational level among the employees gets higher through letting them participate in the goal setting process. Since the company only uses a few clear and specific goals it makes it a lot easier for the employees to know what to focus on. This is another motivational booster and also reduces stress since they all know what to do and what is expected of them. In the view of the fact that the teams often set the goals higher than the company, depending on how much they want to earn, they run the risk of increased stress levels since the effort one has to put into the work to be able to reach these goals is high. With the total compensation being a combination both new net sale volume and the premium received from existing clients the salesmen get both a long term and a short term thinking. It is a great way of getting around the problem with short term thinking, which usually is connected with sales. The customer satisfaction is important for both the company's long term success and the salesmen's motivation since a part of their compensation is based on this. For new salesmen the pressure of building a base of clients can lead to high levels of stress.

A good way of avoiding the free rider problem is the extensive evaluation process where they make sure that the person employed fits into the team in terms of ambition, specialty and

personality. Making sure that they fit into the team on all these levels reduces stress among the rest of the salesmen. With the employees having a say in the selection process gives them an opportunity to affect their job situation which is another good motivator.

With the communication in the company being open and clear it leads to that everyone feel that they can express their feelings about anything which reduces stress. It is very important that the feedback is continuous and straight forward to be able to motivate the employees in the organization. From the clients the employees continuously receive feedback on how well they perform. To know what they are doing correctly and what should be improved is a great stress reducer for the employees.

The salesmen are indifferent to the possibility of advancement within the organization. It is neither a motivator nor a stress factor for them. The possibilities of personal development, e.g. educational days, create ambiguous feelings among the salesmen. It is a good motivator as long as the employees feel that it gives them new tools that are useful for the job. In other situations, when they feel that it is only a repetition of things they already know, it causes stress instead.

To be able to plan the workday individually is highly valued among the salesmen and is a great motivational factor. Being able to work from home is also valued highly but always, with the help of today's technology, being available and never totally free from work could be a high stress factor.

The studied insurance company has put a lot of thought into how to best motivate the employees and how to reduce the stressful elements connected with the reward system. It is difficult to totally remove the negative stress from the employees. There is only so much a company can do and since stress levels within a person also, to a large extent, depend on personality and situations not connected with the job.

6.2 Suggestions for further studies

During the work of this thesis we have talked to a lot of people about our subject which has given a few ideas on what would be interesting to study further. With the prevailing financial crisis sales have gone down dramatically in many lines of business. For the people working on commission it might be difficult to reach the same monetary level as before the crisis. This probably is a very stressful situation for many salesmen at the moment and we think it would be interesting to know how they cope and if/how the company has adjusted to situation. How is motivation kept up when it is difficult to earn as much money as before? Example of lines of business could be real-estate agents and car salesmen.

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Interviews

Sales manager (2009-05-05)

Employee "A" (2009-05-18)

Employee "B" (2009-05-18)

Employee "C" (2009-05-25)

APPENDIX 1

Questionnaire for the sales manager

Allmänna frågor

- Kan du berätta lite om kort om bolaget och om avdelningarna som du är ansvarig för?

- Hur ser din normala arbetsdag ut för dig?
  - *Vilka är dina primära arbetsuppgifter?*
  - *Är det ett roligt och utvecklande arbete – stressigt?*
  - *Utbildning*
  - *Tid i företaget*

Belöningssystem

- Hur ser valt belöningssystem ut?
  - *Tidsperspektivet*
    - *Utbetalning snabbt efter att resultat uppnåtts eller en tid efter?*
  - *Hur tror du de anställda känner inför systemet?*
    - *Motiverande eller stressande (prestationsångesten tar över)?*

- Hur kommer det sig att Ni valde ett sådant belöningssystem, övervägde ni även något annat? (grupp/individ etc)

- Delas potten lika mellan alla i gruppen eller bygger det också på prestation?
  - *Hur ser de anställda på det?*
  - *Fördelar med gruppbelöning?*
  - *Nackdelar med gruppbelöning?*

- Har belöningsystemet infriat förväntningarna som fanns vid införandet?

Mål

- Vilket är det primära som de anställda belönas för?

- Hur kommer ni fram till vilken nivå som målen ska sättas?

- Hur stor del av de anställdas totala ersättning kan påverkas av belöningssystemet?
  - *Har de anställda en fast lön och en rörlig?*

Motivation

- Hur arbetar ni för en så hög trivsel bland de anställda som möjligt?

- Hur är kommunikationen mellan dig och dina anställda? Ex. har ni ofta individuella möten?
  - *Hur mycket feedback får de anställda under arbetets gång samt efter periodens slut?*

- Har ni andra typer av utmärkelser såsom ”månadens anställd” eller andra typer av erkännanden? Dvs, inget som har med pengar att göra.

- Finns det möjlighet för de anställda att avancera i ftg - karriärmöjligheter?

Stress

- Hur arbetar ni för att förebygga stress hos de anställda?

- Under intensiva perioder, blir stressnivån mer kännbar bland de anställda då?

- Vad kan vara stressfaktorer bland de anställda? Har ni kunnat fastställa detta under åren?

- Övriga synpunkter om framför allt motivation och stress kopplat till belöningsystemet?

APPENDIX 2

Questionnaire for the salesmen

- Bakgrund, ålder, kön, position, hur länge har du varit anställd o.s.v.
- Berätta om en vanlig dag och typiska arbetsuppgifter, känslan till och från jobbet.

Belöningssystem

- Hur ser du på företagets belöningssystem?
  - *Vad är fördelarna med gruppbaserad bonus?*
  - *Vad är nackdelarna?*
  - *Känner du att det finns en klar koppling mellan prestation och belöning?*
  - *Känner du att det finns en koppling mellan prestation och utbetalning?*
- Vilken form av belöning är viktigast för dig?
- Hur påverkar belöningssystemet ditt beteende? Fokuserar du mycket mer på det som belönas?
- Har du fått möjlighet att vara delaktig i att påverka de uppsatta mål som finns inom företaget?
- Är målen som företaget har satt upp överensstämmande med dina personliga mål angående ditt arbete?
- Anser du att ditt arbete blir uppmärksammat på rätt sätt? Dvs. är det många arbetsuppgifter som du gör som inte ”syns”?
- Hur ser den feedback du får ut och hur hjälper den dig i ditt arbete?
- Hur beroende känner du dig av provisionen för att allt det ekonomiska ska gå ihop?
- Hur ser du på vidareutbildningsmöjligheterna samt klättra uppåt i karriärstegen?
- Hur anser du att kommunikationen med chefen är?

Motivation

- I vilka situationer känner du dig motiverad?
- Anser du att dina arbetsuppgifter är tillräckligt motiverande?
  - *Vad skulle kunna göra dig ännu mer motiverad än du är idag?*

- Vad värdesätter du mest i ditt arbete?
- Gör belöningssystemet att du känner dig motiverad inför olika uppgifter?

Stress

- Finns det många stresskapande moment i ditt arbete?
- Anser du att det är vissa uppgifter som är mer stressande än andra, vilka?
- Vad har bolaget för åtgärder för att motverka stress på arbetsplatsen?
- Talas det mycket om stress på jobbet? Hur skall stress undvikas, egna tankar?
- Hur kan du motverka att bli stressad?
- Känner du att du kan koppla bort arbetet när du kommer hem?
- Får du något stöd för fysisk träning, vad ges för möjligheter?
- Övriga synpunkter om motivation och stress?