



# **Motivation Mechanism**

## **--For Chinese public departments**

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# Foreword

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This dissertation is our final assignment before we graduate from Kristianstad University. During our dissertation work we experienced both success and frustration and it was with mixed feelings that we finally reached the goal, a complete master degree dissertation. We have learned to do empirical research in different method compared with Eastern culture. We also got the opportunity to test our knowledge gained during our education.

We want to thank our tutor, Leif Holmberg, who encouraged us and helped us step by step during the dissertation work, and supported us and gave us suggestions on improvements. We also want to thank Annika Fjelkner who helped us with the English language. Finally, we want to thank our friends for all help and support in our empirical research.

Lily Wang

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## **Abstract**

**Title:** Motivation Mechanism—for Chinese public departments

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**Problems:** The problem is that there is a lack of an academically reliable motivation theory originating from public organizations. However, there are motivation theories that have been tested on a variety of organizations. The fact that many public organizations have performance problems indicates that there is a need for a motivation theory which is applicable to public organization.

**Purpose:** The prime practical purpose is to compare the perceived conditions within the Chinese civil servant system with western theories of what constitutes satisfying work conditions. A further purpose is to suggest normative hypotheses about how these theories might be used to increase work satisfaction in the Chinese civil servant organization.

**Methodology:** To test our suggested motivation mechanism we conducted a survey using questionnaire and interview. Our research area is Ningbo and our case is a Ningbo Personnel Department.

**Conclusions:** The research showed that the modified motivation theories could be used in the Chinese public departments and our created motivation mechanism could be used to improve the working efficiency in Chinese public departments at least in advanced areas.

**Keywords:** Motivation theories, Chinese public departments, The Motivation Mechanism

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# Chapter 1

## Introduction

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*The first chapter introduces the background of the dissertation. The research problems and limitations are discussed. Further, the research purposes and research questions are defined. Finally, the outline is presented.*

---

### 1.1 Background

Both of us have been working in Chinese public departments for several years, and we usually encountered a lot of problems about job satisfaction and working efficiency. In the organizational behavior course, we learned many motivation theories about what work conditions that are regarded as inspiring and motivating by most employees in the western world. These theories inspired us to think about to what extent these theories can be used in the Chinese public departments in order to improve motivation mechanism in the Chinese civil servant system.

China established the civil servant system when “Temporary Principles on Civil Servants” was implemented in August, 1993. In the recent 10 years, great achievements have been made. All the employees in the government were transformed from traditional cadres to civil servants. At the same time many principles or stipulates about management of civil servants have been carried out, and the working efficiency of civil servants have been improved a lot. However, there are still many problems. The traditional cadre management system, engaged on a very large number of cadres and consistence with the planned economy, have difficulties adapting to a market-oriented economic system perfectly. Many civil servants in China today are not satisfied with the salary/welfare system, the promotion/degradation system, the evaluation system and so on. Although many Chinese researchers pay more attention to this field, and get significant results, there is still a lot of research that have to be done to improve the motivation system in the Chinese public departments.

Our main purpose of this dissertation is to create a motivation mechanism for the Chinese civil servant system. On the one hand, we studied current research and research methods to get the characteristics about the civil servant system in Ningbo, China. On the other hand, we reviewed literature about motivation and job satisfaction theories, and try to find out what kind of motivation theory that would best to adapt to the Chinese civil servant system. Finally, the motivation mechanism which is based on the motivation theories and the characteristics of Chinese civil servant system was created and tested

## **1.2 Problem**

The problem is that there is a lack of an academically reliable motivation theory originating from public organizations. However, there are motivation theories that have been tested on a variety of organizations. The fact that many public organizations have performance problems indicates that there is a need for a motivation theory which is applicable to public organizations.

## **1.3 Purpose**

The purpose of our research work included both a theoretical purpose and a practical purpose.

There are theories about what work conditions that are regarded as inspiring and motivating by most employees in the western world. The theoretical purpose was to answer to what extent these conditions are valid and applicable in another cultural environment such as Ningbo city in China.

The prime practical purpose is to compare the perceived conditions within the Chinese civil servant system with western theories of what constitutes satisfying work conditions. A further purpose is to suggest normative hypotheses about how these theories might be used to increase work satisfaction in the civil servant organization. This purpose implies a description of the general organization and a description of the perceived conditions by individuals with experiences from working with various parts of the system at various

levels. In the analysis the description will be related to various theories of what constitutes work satisfaction.

## **1.4 Research Questions**

- How about the relationship between motivation, job satisfaction and job performance?
- Could the motivation theories be used in public departments?
- What kinds of motivation theories could be used in public departments?
- Is it possible to create a motivation mechanism for Chinese public departments based on the motivation theories?

## **1.5 Limitations**

Because we are studying in Sweden, we could not do a research work on site in China. Therefore we have restricted our study to several public departments in Ningbo city. However, different districts and different departments may have different situations. Due to time limitation, we have limited the study to the most well-known and supported motivation theories.

## **1.6 Outline**

The dissertation has the following outline.

Chapter 1: Introduction.

Chapter 2: The method, research approach and strategy are presented.

Chapter 3: The theoretical framework is presented. First, we discussed the relations between job satisfaction, motivation and efficiency. Second, we discussed whether the motivation theories could be used in the civil servant organization. Third, we introduced several important motivation theories. At last, we created a supposed motivation mechanism for Chinese public departments.

Chapter 4: Empirical materials (data) are presented.

4.1 Characteristic of the civil servant organization in Ningbo city.

4.2 Presentation of the answers on questions about perceived conditions.

Chapter 5: This chapter includes analysis of empirical research work. The empirical material is compared with the theoretical framework in chapter 3.

Chapter 6: Here the suggested normative hypotheses to increase the motivation mechanism in Chinese public departments are presented.

Chapter 7: In this chapter the conclusion is presented. It also includes the presentation of the prominent findings of the dissertation and the introduction of future research.

# Chapter 2

## Method and Research Approach

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*The methodological strategy is presented. The research design is discussed in two parts, starting with the theoretical framework and continuing with the empirical study. The research approach is introduced. Furthermore, we describe the research process. The chapter concludes with the discussion of validity and reliability.*

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### 2.1 Methodological Strategy

As described in the Introduction, the aim of our dissertation is to find a practical motivation mechanism for Chinese public departments. Therefore, we studied previous researches in the area of civil servant systems in order to find out what characterize them and to understand the phenomena affecting their performance. Furthermore, we studied motivation theories and discussed the applicability of these theories on public departments. However, we realized that these theories originated in western private sectors. Because of differentiations between public departments and private departments, and differentiations between western culture and eastern culture, these theories would only be applicable after being modified. To establish a motivation mechanism for Chinese public departments, based on Herzberg's Two-Factor theory, but also using strong points from three other theories described in the theoretical framework. Therefore, we hope our assumed motivation mechanism, including hygiene factors and motivators, would be more appropriate to Chinese public departments than the original Two-Factor theory.

Since we modified an already existing theory and should test the assumed motivation mechanism, the basic approach is deductive. This means that the restriction is according to theories, the empirical material is structured according to theories, and conclusions are

based on logical reasoning in relation to more or less appropriate metaphors. Also some theoretical propositions were suggested based on the empirical findings, thus both deduction and induction were used in our dissertation (Holmberg 2005).

## **2.2 Research Design**

### **2.2.1 Theoretical Framework**

At the beginning, in order to clearly illustrate that motivation factors really affect job satisfaction and working performance, we chose a few concepts which would prove relevant for the specific purpose. We described the basic concepts which included motivation, job satisfaction and working performance. Furthermore we discussed the relationship between them in the organization.

We studied the characteristics of public servants and public departments in order to understand how they both work and the differences between private sectors and public departments. We also studied relevant research work with the main object to find out whether public departments could borrow management techniques from private sectors and if the various motivation theories could be used in public departments.

We introduced the Two-Factor theory, the Job-Characteristic model, the Equity theory and the Goal-Setting theory, that all account for some aspects as to how to improve job satisfaction and performance from different perspective. These theories attracted us because these theories focus on job redesign and job satisfaction, and the factors mentioned in these theories could be compared with the characteristics of Chinese public departments. The theory best fulfill our needs, was Herzberg's Two-Factor theory, which focuses on how to reduce job dissatisfaction and improve job satisfaction. All the factors considered are based on the western private sectors. Therefore it should be modified for our purposes.

At last, we created a motivation mechanism for Chinese public departments, based on the Two-Factor theory and some strong points from the other three theories, and the

characteristics of Chinese public departments.

### **2.2.2 Empirical Research**

In order to test our assumed mechanism, we conducted an empirical research work. What we had to test was whether these factors in our assumed mechanism were really important factors in Chinese public departments and whether they functioned well.

According to Holmberg (2005), in a qualitative study the purpose of the empirical material is not to prove anything. It may only be used as examples to illustrate various aspects related to the studied organization or to aid in the development of concepts.

In our study, case study was used. As Robson (2002) defined, case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence (cited by Saunders et al. 2003). Case study is appropriate to use if the purpose is to try to understand why and how something has happened, and not only focus on what has happened (Saunders 2003).

In order to describe the characteristics of the civil servant system in Ningbo city, we selected a personnel department as our case. The description was based on our personal experience. And we used questionnaire and interview as our research methods to get more information. All the interviewees we selected are working in the different public departments in Ningbo, China. Thus they could represent different levels civil servants' ideas to a reasonable extent. What we wanted to illustrate was whether the characteristics of the personnel department had the representativeness compared with other departments, and whether the factors we described in the assumed mechanism existed in these departments and how they functioned.

In order to find out which factors existed and how they functioned, in the analysis the empirical materials were compared with the theoretical framework.

## **2.3 Scientific Approach**

We adopted an interpretivism research philosophy. The researchers using this direction are less theoretical in their generalizations of the complex world. The interpretivistic view was the most applicable for us since it does not focus on defining law-like generalizations about the complex issues of circumstances and individuals. This is often associated with the term constructionism, or social constructionism. This follows from the interpretivist position that it is necessary to explore the subjective meanings motivating people's actions in order to be able to understand these (Saunders et. al. 2003).

A research can be either quantitative or qualitative. In quantitative studies the formulation of questions is generally theory driven and the selection of respondents needs to follow statistical rules. In qualitative studies there are other sets of rules. If we do not know what factors are important and how about the relations between them then the interesting research questions are of a qualitative nature. Then, there is need for establishing some basic facts about the nature of the situation and to answer questions about what it is, how it functions, when it functions and why. Since our research work had to answer this kinds of questions, the qualitative method was used (Holmberg 2005).

Further, our study can be classified as a descriptive study since we wanted to describe the existing phenomena in the Chinese public departments. The empirical material was described as illustrative examples to point out certain characteristic features. Certainly, we should evaluate and synthesize ideas based on the description (Saunders et. el., 2003).

## **2.4 Empirical Research Process**

### **2.4.1 Introduction**

To evaluate the assumed motivation mechanism, an empirical study was conducted. We selected a personnel department in Ningbo as our study case. Based on our personal experience, we described the characteristics of the Ningbo personnel department as the characteristics of Chinese public departments. Also we got more information through conducting questionnaire and interview.

## **2.4.2 Questionnaire**

As mentioned above, we chose questionnaire to collect the information we need, and the questionnaire consists of 14 questions. In order to improve the validity of the information, it was important for us to construct the questionnaire in an appropriate way. Firstly, the questions we designed in the questionnaire are all related to 8 factors we mentioned in our supposed motivation mechanism to avoid the systematic mistakes. Secondly, we tried to use familiar terms to avoid misunderstanding. Lastly since our questionnaire was based on Herzberg's theory, and most of participants had not learned this theory, we made notes at the end of questionnaire.

## **2.4.3 Interview**

Since we used qualitative research approach, there was a need for establishing some basic facts about the nature of the situation and to answer questions about what it is, how it functions, when it functions and why (Holmberg 2005). In order to get these kinds of information, we designed 16 questions to interview different rank civil servants in different departments in Ningbo. The aim of questionnaire was to get materials about general phenomenon, while questions in the interview paid more attention to depth. That is to say the answers could be used to explain why this kind of phenomenon existed.

## **2.4.4 Response Rate**

At the beginning we wanted to get 100 validity questionnaires. But we were afraid that the participants would have more invalidity response, because they did not learn the theories. Therefore we delivered the questionnaire to more than 180 civil servants in public departments in Ningbo, and received 162 questionnaires, among which 150 were valid. The response rate and validity rate were 90% and 83.3% respectively.

Also we interviewed 20 civil servants one by one. They own different ranks, and work in different departments. Most of them are middle age, while others are younger or elderly. We tried to select them as the representatives of different rank civil servants in different

departments.

## **2.5 Validity and Reliability**

### **2.5.1 Validity**

Validity refers to the extent to which the research result actually corresponds with reality. There are many different aspects of validity, which influence the validity of the research in general (Christiansen, 2004). The validity of the relationships between motivation, job satisfaction and performance were discussed earlier. The validity of the theories used in the article had been tested by countless experiments, and the applicable to the public department also had been tested by several experts. Another aspect of the validity was the data we collected. In order to get validity data, we tried to avoid a risk that the questions are misleading or that they were wrongly formulated. The questions we used in the interview were relevant and suitable for the characteristics we were looking for.

The threat to the validity in our research work, which could be a matter of concern, was that the result of interview may influence the result of the research work. The participants might not have answered truthfully, which mislead the empirical data. Apart from participants' errors, the empirical data could also have been misleading. We, as observers, might have misunderstood the events and possibly let our own expectations influence the perception. In our research work, we tried to avoid this kinds of mistakes and to get higher validity.

### **2.5.2 Reliability**

“Reliability refers to consistency, stability, or the repeatability of results” (Christiansen, 2004, 182). Since our assumed motivation mechanism was based on the motivation theories and the characteristics of the civil servant system in Ningbo, therefore the principles of the mechanism were consistence with the original theories. The data collection process was reliable. The participants were from different departments at various levels in Ningbo, and we tried to interview them in an objective way, to avoid participants' errors and bias. Therefore the data had high representativeness at least in Ningbo. Thus generally speaking, the reliability of the research work is quite high.

### **2.5.3 Generalisability**

Generalisability refers to the extent to which the research result can be generalized to a larger population. In order to be able to generalize a research, the sample has to represent the whole study population. We selected Ningbo city as our research area, and interviewed different-level civil servants worked in different departments, which possibly could possess a relatively high representativity (Saunders et. al. 2003). The question is whether the participants represent the entire group in the public departments. Since we only selected Ningbo city as our research area, the result only could be generalized to the districts which had similar characteristics. But it was difficult to be generalized to all the districts in China, because different areas have different situations.

# Chapter 3

## Theoretical Framework

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*The theoretical framework is presented. First we introduce basic concepts such as motivation, job satisfaction and performance. The focus is on the relationship between them. Second, we discuss the characteristics of the public servant system and analyze whether motivation theories can be used to motivate a public servant. Third, we introduce several motivation theories and evaluate what kind of motivation theories that could be used to motivate a public servant. Finally, based on mainly Herzberg's Two-Factor theory and some aspects from other motivation theories, we establish a motivation mechanism for public department. The motivation mechanism will be analyzed and tested in the next two chapters.*

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### **3.1 Motivation, Job Satisfaction and Job Performance**

#### **3.1.1 Introduction**

Since the 20th century, interest in the study of motivation became popular (Kanfer 1990, cited by Muchinsky 1996). According to Muchinsky, "During the 1930s and 1940s, the study of motivation was preeminent in American psychology. In the 1950s and 1960s, interest in motivation in the workplace was kindled" (Muchinsky 1996, P.327). Because different employees have different performance in most work settings, their behavior is affected by the policies companies used to motivate them. Also these policies are likely to affect their satisfaction with their job. So motivation became one of the most complex and important topics in industrial and organizational psychology (Smither 1997).

We started our research work by studying some basic concept about motivation theory. Then we discussed the relationship between motivation, job satisfaction and performance.

### **3.1.2 Motivation and Work Motivation**

When we talked about motivation theory, we must understand what the term itself mean. First we should distinguish the concept between drive and motive. A drive is an internal force which directs our attention to the fact, and that motivation is something that pushes us into action. According to Maslow's (1954, cited by Pinder 1997) model of human nature, people are always in need of something, and much or all of their work behavior is directed toward the fulfillment to their needs, that actually constitutes motivation (Pinder 1997). While Ellis and Dick point out that a motive is something we acquire through learning (Ellis and Dick 2003). Hence motives are what we acquire as we learn what sorts of things earn us rewards. The idea reward is very important in many motivation theories (Ellis and Dick, 2003).

Just as we mentioned at the beginning, motivation is a great concern in most organizations. Since there is a strong relationship between motivation and high performance, understanding what motivates people and how to motivate people is very important for managers. Work motivation from the perspective of industrial and organizational psychology refers to the force that move people to perform their jobs better (Smither 1997).

### **3.1.3 Job Satisfaction**

Job satisfaction focuses on what makes workers satisfied to their job and what kinds of changes in the work environment make workers more satisfied (Smither 1998). It is typically equal to the satisfaction of one's needs on the job, particularly with the experience of having met one's needs (Pinder 1997).

Recent empirical research has suggested that job satisfaction results from at least three general types of perceptions. First, the employee must receive a positive increment in the level of desired outcomes. Second, the shorter the period of improvement occurs, the greater is the feeling of satisfaction. Third, positive increases in the rate of positive change also increase satisfaction: People want to see things get better for themselves over time, and the faster the improvement, the better the satisfaction (Salovey et. al. 1993,

cited by Pinder 1997).

### **3.1.4 Job Performance**

Managers are usually concerned with the performance of their employees. Job performance is the accomplishment of work-related goals regardless of the means of their accomplishment. The successful accomplishment of one's work goals is the result of interaction among a number of factors, only some of which can be controlled by the employee, such as the amount of effort invested in the task and the level of ability the employee possesses to do the particular job assigned. Still external factors such as the amount of support received from supervisors and from staff, also influence the employee (Pinder 1997).

### **3.1.5 The Relationship between Motivation, Job Satisfaction and Performance**

The basic philosophy behind why so many employers are interested in work motivation is that workers with high levels of motivation want to achieve and perform to the best of their abilities, whereas low levels of motivation lead to poor performance, apathy, and a high rate turnover. The employers are usually interested in what can improve the productivity while most of the academic researchers focus on identifying the sources of motivation (Smither 1997).

Does the high level of job satisfaction result in a high level of performance? After countless studies into the relationship between these two variables, researchers have had concluded that there is no simple relationship between job satisfaction and performance. Then why are positive job attitudes important since they are not related to bottom-line indicators of performance? According to Farrell (1983), C.D.Fisher and Locke (1992), and P.C.Smith's (1992) research work, job satisfaction may be related to a variety of other outcome variables that have largely been ignored until recently. The current thinking requires a broader definition of performance than has traditionally been used in the past. Just as Fisher and Locke point out, performance consists of much more than simple

efficiency and measures of individual productivity (Staw 1984, cited by Pinder 1997). Also, positive employee attitudes can result in entire set of prosocial behaviors, such as extra-role, prosocial, altruistic, and citizenship behaviors (Organ 1990, cited by Pinder 1997). For example, good citizenship behavior by employees becomes particularly important in service industries, where courtesy, sympathy, and energetic creativity, and a positive attitude toward customers' problems can mean the difference between profit and loss (George 1991, cited by Pinder 1997).

### **3.1.6 Summary**

In this section we studied three basic concepts, motivation, job satisfaction and job performance. We also analyzed how these concepts affected each other. We found that research work showed that the positive motivation and high job satisfaction really had positive affection on the job performance.

Our research work focus on the motivation system in Chinese public department. Since high motivation and high job satisfaction can result in high performance, we first want to clarify these concepts. We will then move on to the characteristics of the public department and the public servant, and discuss whether motivation theories can be used in the public department.

## **3.2 Public Servants Management and Motivation Theories**

### **3.2.1 Introduction**

Nowadays, based on the management reforms in private companies, a New Public Management theory has emerged that claim to initiate a far-reaching and sustainable paradigmatic shift in public sector development. This theory focus on modernizing the civil service and changing the traditional system towards an integrated personnel management in order to meet increasing challenges of rising societal complexities and dynamics (Internet 1). Experts began to pay more attention to this field, but most of their research works are based on New Public Management theory or Public Select theory.

The aim of our research work was consistent with theirs. The object of our study was public servant management and motivation theory, and we focused on how to combine the motivation theories with the reality of Chinese public servant system. Here we introduce the characteristics of the public servant and the public department. And we will analyze whether the motivation theory could be used in the public sector or not.

### **3.2.2 Public Servant and Public Department**

The term “Public servant” is used as a generic term that includes civil servants as well as public employees and public workers. Although there is no clearly defined enumeration of elements about the professional civil servant, some features are widely seen as common characteristics such as lifetime occupation, an appropriate salary according to the maintenance principle, loyalty, dedicate to public service and subjection to special disciplinary regulations (Internet 1). Typically their pay and working conditions (particularly job security) have been better than those of employees in the private sector (Deery, Plowman and Walsh 1997).

According to Raymond Lee, Dennis J. and William K. (1983, P.48-49), “Public workers represent a subsample of workers who differ from private sector workers in two major areas: First, government organizations normally have a strong service and non-profit orientation. Second, certain occupations within the public sector are unique (e.g., police officers and firefighters). Public employees represent a large segment of workers who are exposed to different conditions than the private sector employees.”

Based on these former research works, we also could find two distinctive features about the public department. They are strong service and non-profitable organization.

### **3.2.3 Public Servant and Motivation Theory**

The distinctive features of the public department as opposed to the private sector made us to think whether motivation theories could be used in the public department.

The traditional idea about public sector management is different from business

management, but nowadays a view that public administration 'has everything to learn from the private sector' has originated (Gunn 1988, cited by Butcher 2003). There is a belief that governments can solve a range of economic and social problems by 'better management' (Pollitt 1993, cited by Butcher 2003), and that management techniques from the private sector should be transformed into the civil service and other parts of the public service (Butcher 2003).

The reform of the public service by western governments since the early 1980s has adopted a lot of approaches (see, for example, Halligan 2001; Pollitt and Bouckaert 2000; Rhodes 1998; cited by Butcher 2003). These have included cutback management, privatization, the greater use of market-type mechanisms, a stress on corporate management, the decentralization of managerial authority, the devolution of power to sub-national bodies and the reassertion of political control over bureaucracies (Ingraham 1996, cited by Butcher 2003).

Traditional opinion looked at personnel as a cost factor. But there are signs of an increasing awareness in public administration, which means that personnel are also a productivity factor. Since cutback is one of the important measures in public administration reform, it will be necessary to motivate staff better and to promote personnel development in order to unleash the hidden productivity potential. According to a research work in Germany, the large majority of cities in Germany had initiated public management reforms in order to increase the efficiency and effectiveness of local administration, to improve citizen orientation and financial room for manoeuvre. But only a small proportion of the cities considered the motivation of their employees and personnel development as a primary objective of reforms. That means most attempts to modernize Germany's civil service must also be seen in the context of the still dominating administrative culture with its strong emphasis on legality. This culture is very much influenced by the Weberian ideal type of bureaucracy (Internet 1).

According to these analyses, although the public department began to learn management techniques from the private sector, most of the reforms were also based on traditional

methods or on the management structure. Could we use motivation theory to implement the reform and improve the working efficiency?

A research work carried out by Raymond Lee, Dennis J. and William K., in 1983, they collected data through a survey of 2,851 public employees of three local governments. The survey participants were selected on the basis of a stratified random sample within each locale. The data from the study provided evidence for the generalizability of the job characteristic-job satisfaction relationship to workers in the public department, and supported the hypothesis that public employees, similar to private sector employees. Government workers were found to react to the presence of specific task characteristics similar to workers within the private sector where the job characteristic-job satisfaction relationship was originally established (Raymond Lee, Dennis J. and William K. 1983).

### **3.2.4 Summary**

In this part we introduced the characteristic of public servant and the present reform work in western society. We also cited a research work carried out by Raymond Lee and his colleagues to demonstrate that the motivation theories could be used in the public department. Now we will move on to the motivation theories which can be used in the public department.

## **3.3 Motivation Theories**

### **3.3.1 Introduction**

While studying motivation theories, we found several motivation theories with different perspectives, such as Maslow's Hierarchy theory, Herzberg's Two-Factor theory, Adams' Equity theory, Vroom's EIV theory, Skinner's Reinforcement theory, Locke's Goal-Setting theory and Hackman and Oldham's Job-Characteristic model. We would like to introduce some motivation theories which focus on job redesign and job satisfaction, as these theories would be useful for job redesign in the public department, and improve the job satisfaction in the public department.

### 3.3.2 Herzberg's Two-Factor Theory

One of the most famous theories in this field is Herzberg's Two-Factor theory. Herzberg's study, carried out in 1959, used 203 accountants and engineers to develop his theory. They were asked what satisfied or dissatisfied them. The results he obtained were very consistent and led Herzberg to believe that there were two sets of factors involved in motivation at work. Herzberg found that the factors causing job satisfaction were different from the factors causing job dissatisfaction. He developed the Motivation-Hygiene theory (Smither 1997, Ellis and Dick 2003).

#### 3.3.2.1 Hygiene Factors and Motivators

According to Herzberg's theory, people are motivated by two aspects of the work environment: hygiene factors and motivators. Hygiene factors include company policies, supervision, salary, interpersonal relations and working conditions, which cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Motivators, on the other hand, create satisfaction by fulfilling individuals' needs for meaning and personal growth. They are issues such as achievement, recognition, the work itself, responsibility and advancement (see figure 1) (Smither 1997).

Figure 1 Two dimensions of employee satisfaction (from internet 2)

Hygiene issues (dissatisfiers)	Motivators (satisfiers)
Company and administrative policies	Work itself
Supervision	Achievement
Salary	Recognition
Interpersonal relations	Responsibility
Working conditions	Advancement

Source: [http:// www.October 1999 Family Practice Management.htm](http://www.October 1999 Family Practice Management.htm)

According to Herzberg, once the hygiene factors are addressed, the motivators will

promote job satisfaction and encourage production. If hygiene factors are lacking employees are likely to complain, but hygiene factors alone will not lead to high levels of performance, the critical issue affecting performance is the supply of motivators. If motivators are in sufficient supply, workers will continue to perform at high levels. If motivators are scarce, even high-quality hygiene factors are likely to be insufficient to keep employees motivated. So if the motivator-hygiene theory holds, management not only must provide hygiene factors to avoid employees' dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their job (Smithr 1997).

The theory is consistent with the people's needs theory. Minimum levels of the hygiene factors (e.g., salary) are necessary for fulfillment of the survival needs, but when they are present, they do not cause feelings of job satisfaction: they merely prevent feelings of job dissatisfaction. Hygienes can be useful motivators, according to the theory, only until the survival needs are somewhat provided for. Then they lose effect. To produce positive job attitudes and to motivate employees, the theory claims that items originally identified as motivators must be built into all types of jobs. The content of the work rather than the setting in which it is conducted is the important thing. The work must provide the motivators presented in the figure 1, when jobs are designed according to these principles, motivation and positive attitudes will be forthcoming (Pinder 1997).

### **3.3.2.2 Applying the Theory**

Applying Herzberg's theory in practice means using these ten factors in the real-world according to the company's characteristic.

*Company and administrative policies:* An organization's policies can be a great source of frustration for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. In order to decrease dissatisfaction in this area the organization should make sure the policies are fair and apply equally to all. Also, make printed copies of policies-and-procedures manual easily accessible to all members of your staff. Furthermore, the organization should compare the policies to those of similar practices

and ask whether particular policies are unreasonably strict or whether some penalties are too harsh (from internet 2).

*Supervision:* To decrease dissatisfaction in this area, the organization must begin by selecting appropriate person as supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor requires leadership skills and the ability to treat all employees fairly. He should use positive feedback whenever possible and should establish a set means of employee evaluation and feedback system so that no one feels singled out (from internet 2).

*Salary:* Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy. The organization should have clear policies related to salaries, raises and bonuses. And the organization should usually compare the salary policy with other organizations in the same area, whether the salaries and benefits you're offering are comparable (from internet 2).

*Interpersonal relations:* That part of the satisfaction of being employed is the social contact it brings, so the organization should allow employees a reasonable amount of time for socialization . This will help them develop a sense of camaraderie and teamwork. At the same time, the company should crack down on rudeness, inappropriate behavior and offensive comments. If an individual continues to be disruptive, take charge of the situation, perhaps by dismissing him or her from the practice (from internet 2).

*Working conditions:* The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. The organization should try to keep the equipment and facilities up to date. Also, if possible, avoid overcrowding and allow each employee his or her own personal space (from internet 2).

*Work itself:* Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Of

course employees may not find all their tasks interesting or rewarding, but the organization should show the employee how those tasks are essential to the overall processes that make the practice succeed. Also, the manager should find certain tasks that are truly unnecessary and can be eliminated or streamlined, it would result in greater efficiency and satisfaction (from internet 2).

*Achievement:* One premise inherent in Herzberg's theory is that most individuals sincerely want to do a good job. To help them, the organization should place them in positions that use their talents and are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. On the other hand, not to overload individuals with challenges that are too difficult or impossible, as that can be paralyzing (from internet 2).

*Recognition:* Individuals at all levels of the organization want to be recognized for their achievements on the job. If the manager notice employees doing something well, take the time to acknowledge their good work immediately and sincerely. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. The organization may establish a formal recognition program, such as "employee of the month." (from internet 2)

*Responsibility:* Employees will be more motivated to do their jobs well if they have ownership of their work. This requires the organization should give employees enough freedom and power to carry out their tasks so that they feel they "own" the result. As individuals mature in their jobs, provide opportunities for added responsibility, especially find ways to add challenging and meaningful work, perhaps giving the employee greater freedom and authority as well (from internet 2).

*Advancement:* Reward loyalty and performance with advancement. If the organization do not have an open position to which to promote a valuable employee, consider giving him

or her a new title that reflects the level of work he or she has achieved. When feasible, support employees by allowing them to pursue further education, which will make them more valuable to the organization and more fulfilled professionally (from internet 2).

### **3.3.2.3 The Evaluation of the Theory**

After Herzberg carried out his theory, dozens of attempts were made to interpret the theory. Some studies seemed to support the Two-Factor concept, others did not. According to N. King (1970), there have been as many as five different interpretations of the Two-Factor notion. Herzberg's theory has also been criticized on the grounds that replicating his results is easier to achieve if similar research methods are used (Ellis and Dick 2003). Despite the decades of doubt and controversy existed about the Two-Factor theory, the main implications the theory has for enriching jobs to make them more motivating got a lot of support and it remains one of the best known approaches to work motivation among practitioners today (Pinder 1997).

### **3.3.2.4 The Application of the Theory in Our Research Work**

Since Herzberg's theory focus on which factors cause job satisfaction and which cause job dissatisfaction, it is useful for us to use this theory in our research work. When we considered how to improve the working efficiency in the Chinese public departments, we will use these two kinds of factors, and take account of which factors cause job satisfaction and which cause job dissatisfaction. Hence, we will base our study on this theory to establish a mechanism which can be used in the Chinese public departments.

### **3.3.3 Hackman and Oldham's Job-Characteristic Model**

Hackman and Oldham's Job-Characteristic model focus on which kind of job characteristics can increase the job satisfaction. They developed an instrument called the job diagnostic survey, which was used to assess what they refer to as the overall motivating potential score for a particular job. They tested the model in 1976 by using a large sample of employees (600) from seven business organizations, who all completed the job diagnostic survey. The study broadly confirmed the predictions made by the model (Ellis and Dick 2003).

### **3.3.3.1 Five Core Job Dimensions and Three Specific Core Factors of**

#### **Jobs**

According to job characteristic model, any job can be described in terms of five core job dimensions: (Ellis and Dick 2003, P. 72)

- (1) Skill variety: the degree to which the job requires a variety of different activities;
- (2) Task identity: the degree to which the job requires completion of a whole, identifiable piece of work;
- (3) Task significance: the degree to which the job has impact upon the work of others;
- (4) Autonomy: the degree of freedom within the job, independence and individual discretion;
- (5) Feedback: the degree to which the job-holder receives clear and direct information about the effectiveness of his performance.

As Hackman and Oldham stated (1980), employees will experience internal motivation from a job when the job generates three critical psychological states. First, the employee must feel personal responsibility for the outcomes of the job (such as its levels of quantity and quality). Second, the employee must feel that his efforts beneficial to some factor or to someone. The third critical state is an employee should be aware of how effective he is in converting his effort into performance: He should have knowledge of the results of his efforts. In short, jobs should be designed to generate experiences for the employee of meaningfulness, responsibility, and knowledge of the results of one's efforts (Pinder 1997).

For Hackman and Oldham, three specific core factors of jobs are particularly important for making work feel meaningful, skill variety, task identity and task significance. They suggested that experienced meaningfulness is important for a job to arouse intrinsic motivation and that it, in turn, requires that the work be integrated, important, and demanding of the use of multiple skills and abilities. Autonomy is the factor for an employee to experience the psychological feelings of responsibility. The third critical psychological factor in Hackman and Oldham's model is referred to as knowledge of results. They see two basic types of feedback as the essential determinants of the degree

to which an employee understands how well he is doing on the job. The first type of feedback comes from the job itself. The second type comes from other people, such as one's superior, who informs the worker how well he is doing on the job (Pinder 1997).

### **3.3.3.2 The Evaluation of the Model**

Parker and Wall (1998) argue that although the empirical studies support the Job-Characteristic model, nevertheless it had its limitation because it did not consider anything other than motivation as the mechanism underpinning the relationship between job content and outcomes. Also the Job-Characteristic model assumes that if a job has motivating potential then job satisfaction will occur in turn leading to improvements in performance. But Kelly (1992) pointed out that while job characteristics do have a relationship with job satisfaction, they are not necessarily related to job performance (Ellis and Dick 2003).

Although these debates existed, the model was perhaps the most popular model on job design (Pinder 1997). Employers can use the model to motivate workers by “enriching” the values of each of the five job characteristics (Smither 1997).

### **3.3.3.3 The Application of the Model in Our Research Work**

If compared to Herzberg's theory with the Job-Characteristic model it becomes obvious that there are a lot of consistency between the two approaches with regards to the role of responsibility and knowledge of results in the design of motivation work. Herzberg's model of job design would agree with Hackman and Oldham's requirement for feelings of responsibility, and that Herzburg's achievement and advancement for achievement factors are consistent with Hackman and Oldham's suggestion concerning knowledge of results (Pinder 1997).

Since our model will be based on Herzberg's theory, it is reasonable to use the Job-Characteristic model in our research work at the same time. Further more, because it was the most popular job design model, so when we consider how to improve the job satisfaction in Chinese public department, we can take account of these factors and to

redesign the work, this will make the model more perfect.

### **3.3.4 Adams' Equity Theory**

Adams' Equity theory is a cognitive theory holding that motivation is based on the perceptions of the individuals involved. It was originally used to explain how individuals responded to money as a motivator, because in the factory workers first would like to compare how much money they had received. But since its introduction, the theory has been modified, expanded, and applied throughout social psychology and other areas. The basic philosophy behind equity theory is that inequities cause tension and that individuals who experience either favorable or unfavorable inequities will be motivated to reduce that tension (Smither 1997).

#### **3.3.4.1 The Main Ideas of Equity Theory**

According to Adams (1965), in assessing the fairness of working conditions, employees will estimate an input/output ratio. This means they evaluate what they are putting into a job, compared with others, and what they are getting out of the job, compared with others (Ellis and Dick 2003). The level of effort a person expends reflects the person's perceptions of fairness. That is, a worker's performance is directly related to the perceived payoff, particularly as compared to the payoffs of other workers. If employees believe the payoffs are substantial, they work hard, otherwise they will avoid work (Smither 1997).

Just as Carrell and Ditttrich (1978) pointed out, Equity theory rests on three main assumptions. First, people develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. Second, people tend to compare what they perceive to be the exchange they have with their employers with what they perceive to be the nature of the exchange other individuals have with their employers. Finally, when people believe that their own treatment is not equitable relative to the exchange they perceive, they will be motivated to do something about it (Pinder 1997).

According to Greenberg (1987), during the past 20 years Equity theory has been

developed to encompass the concepts of distributive and procedural justice. “Distributive justice is concerned with whether people feel the rewards they get or might get in the future are fair; and procedural justice is concerned with whether the ways the organization decides who is getting which rewards are fair.” (Ellis and Dick 2003, P.66).

#### **3.3.4.2 The Evaluation of Equity Theory**

Although Huseman et al. (1987) point out that people’s judgements on the fairness of pay depend on the extent to which they are “equity sensitive”. In other words, different people are different in equity sensitive, one is more likely to perceive inequity than the other. This would make it difficult to apply the equity theory. The efficacy of Equity theory has been tested mainly on the way people make judgements about pay and rewards. The theory and its more recent developments are very useful for understanding why people can become dissatisfied at work, and is very helpful for drawing attention to the context within which motivation occurs ( Ellis and Dick 2003).

#### **3.3.4.3 The Application of the Theory in Our Research Work**

Since the Equity theory focuses on whether employees are being treated fairly in the workplace, it is very useful when considering how to improve job satisfaction in the Chinese public departments. When we considered promotion system, the salary system and the evaluation system, we also will use the Equity theory to analyze whether Chinese public servants are being treated fairly or not, how to make these systems be used fairly and let the employees satisfied with these systems.

#### **3.3.5 Goal-Setting Theory**

The Goal-Setting theory was originally developed by Locke (1968). It is a cognitive theory. Goals are what the individual is consciously trying to attain, particularly as related to future objectives. In work settings, goals may take the form of a level of job performance, a quota, a work norm, a deadline, or even a budgetary spending limit (Locke et al 1981, cited by Pinder 1997).

### **3.3.5.1 Four Tenets of Goal-Setting Theory**

According to Pinder (1997), there are four tenets in the Goal-Setting theory.

The fundamental tenet of the Goal-Setting theory is that goals and intentions are responsible for human behavior. A goal is something that a person tries to attain, achieve, or accomplish.

The second tenet derives from the first. If goals determine human effort, it follows that higher or more difficult goals will result in higher levels of performance than those resulting from easy goals.

The third tenet of the theory states that specific goals result in higher levels of effort than vague goals and higher levels of performance resulted from specific goals.

The final tenet of the theory is that incentive will have no effect on behavior unless they lead to the setting and/or acceptance of specific, hard goals.

These basic tenets of Goal-Setting theory are profound and lead logically to a number of important corollaries for application in work settings. The most important implication of the basic tenets of the theory concerns the most appropriate level of goal difficulty for maximum performance. The early empirical evidence in support of the goal-difficulty hypothesis was impressive (Pinder 1997). Locke, Latham, and their colleagues have conducted dozens of experiments in both laboratory (Locke et al 1970, cited by Pinder 1997) and field settings (Latham and Yukl 1975, cited by Pinder 1997) to show that difficult goals result in higher levels of performance than do easy goals (Locke et al., 1981; Locke and Latham, 1990a, cited by Pinder 1997).

### **3.3.5.2 The Evaluation of the Theory**

Although the Goal-Setting theory has been debated (Pinder 1997), it has had the greatest influence on work-based practice. In 1992, an Institute of Personal and Development survey of over 1000 British organizations, revealed that more than three-quarters of the

sample used goal-setting to some extent in attempting to manage work performance (Ellis and Dick 2003).

### **3.3.5.3 The Application of Goal-Setting Theory in Our Research Work**

Some researchers argue that although the Goal-Setting theory is valid for business enterprises it is not at all well suited for public organizations. But goal setting is often used in both business companies and public organizations (Holmberg: personal communication). The Goal-Setting theory could be used to analyze whether the Chinese public departments use this kind of method exactly. In our model, we will give some suggestions according to goal-setting theory.

### **3.3.6 Summary**

In this part, we reviewed four main motivation theories which including the Two-Factor theory, the Job-Characteristic model, the Equity theory and the Goal-Setting theory. All these theories are very practical in western society. We will use the Two-Factor theory as a foundation for our motivation mechanism, but we will also try to absorb some strong points from the other theories to establish a motivation mechanism which can be adapted to the Chinese public departments.

## **3.4 Creating a Motivation Mechanism for Chinese Public Department**

### **3.4.1 Introduction**

We finished the previous section by stating several motivation theories. The factors that motivate people really are very important, because without people who are prepared to perform the work to a certain level and standard, organizations would not survive (Ellis and Dick 2003). All employees in different organizations need motivation. But these theories are mostly originated from commercial organizations, and the chief intention for a commercial organization is provide financial returns to their owners, while the objectives for public sector organizations are based on a broader set of outcomes such as the provision of a social service (Ellis and Dick 2003). So, when we want to use these

theories in the Chinese public departments, not only should we take account of the cultural difference, but also consider the difference between the commercial sector and the public department. Therefore, in this part we will create a motivation mechanism for the Chinese public departments based on the characteristics of the Chinese public departments and Herzberg's Two-Factor theory. We will also add strong points from other theories. This mechanism and its purpose are the primary issues discussed in this final section of the theoretical framework. The mechanism will be tested in the next chapter.

### **3.4.2 The Main Purpose of Our Motivation Mechanism**

The main purpose of the motivation mechanism is related with our research questions. What we focus on in this dissertation is to what extent western motivation theories could be used in the Chinese public departments and whether it is possible to create a motivation mechanism for the Chinese public departments based on the motivation theory. Hence, the primary purpose of the motivation mechanism is not only to test whether the theory could be used in Chinese public department, but also to provide a motivation mechanism for the Chinese public departments in order to improve the working efficiency.

### **3.4.3 Creating a Motivation Mechanism for Chinese Public**

#### **Department**

When we considered how to create a motivation mechanism for the Chinese public departments, we assumed that we could combine the motivation theories with the Chinese public departments. The principle of this assumed mechanism is to adapt the general theory such as Herzberg's theory to the Chinese public departments, make the management systems in Chinese public department more consistent with the motivation theories, and make the most of the mechanism works. Based on Herzberg's theory, we divided the assumed mechanism into hygiene factors and motivators.

#### **3.4.3.1 Hygiene Factors**

*Salary system:* According to Herzberg, salary is not a motivator for employees, but they

do want to be paid fairly. A salary usually is the basic income for both public sector and private sector employees. But since in the public department, because the product is countless and different departments have different tasks, how to make public employees feel that their salary is fair and decrease their dissatisfaction caused by the salary system. This is the main issue for the salary system.

*Security system:* Public employees have a well functioning good security system compared with the private sector. It includes job security, and medical care, retirement pension. According to Hofstede's theory, one dimension of culture is uncertainty avoidance, which measured the extent to which different culture socialized their members into accepting ambiguous situations and tolerating uncertainty. Members of high uncertainty avoidance cultures have a strong need for security. China is listed in the high uncertainty avoidance countries (Hill 2003). Therefore, we assume that the security system is also a very important hygiene factor.

*Working environment:* With this we mean something like the working conditions and personal relationships mentioned by Herzberg. Because China is listed as a higher power distance country, although that has changed a lot nowadays, it also remains a problem how to let public employees feel they are equal with their leaders. If they can have a good relationship with their leaders and their colleagues, it will help them develop a sense of camaraderie and teamwork. Also, the environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing.

### **3.4.3.2 Motivators**

*Evaluation and feedback system:* According to Herzberg, employees need to be recognized of what they are doing. The evaluation and feedback system is one of the main means let them know how the organization appraise them. Because profit is not an objective for the public department, it is really more difficult to evaluate public servants than the private sector. The evaluation should be based on goals set before, and the responsibility of an individual should be defined exactly. Only when the evaluation system can evaluate the performance of employees objectively, can an evaluation system

be a motivator, and be the basis for the promotion and bonus. Also, according to the job characteristic model, employees would like to receive clear, regular and direct information about the effectiveness of his performance.

*Promotion and appointment system:* The bureaucratic system in Chinese public department are often very hierarchical, the different grade or official rank affects the social status both in the department and in the society. You also get a different salary, so employees aspire to be promoted. The position resource is limited, however. If the promotion system can be used appropriately, it could be a motivator. Otherwise it will be a frustration to some employees. Appointment system means that employees are appointed in the appropriate position, which can use their talents and which are not set up for failure. Set clear, achievable goals and standards for each position, and make sure employees know what those goals and standards are. Also, let the employee feel himself could be responsible for his own job. However, do not overload individuals with challenges that are too difficult or impossible, as that can be paralyzing.

*Rotation and rejuvenation system:* Because some works are routine works in public department, it is very important to let employees feel their jobs are meaningful. Just as Herzberg mentioned, only when the employees recognized their job are very important, will the work itself be a motivator. A rotation system lets employees rotate from different position, which can let them meet new challenges and have new feelings about their job. This system is also consistent with skill variety in the job characteristic model, which suggests that employees need to learn different skills. A rejuvenation system includes a recruitment system, resign system and retirement system. This would lead to “new blood” flowing into the public department and let civil servants feel higher competition.

*Training and developing system:* This system is consistent with Herzberg’s achievement factor. Employees want to have a chance to develop themselves. If the organization can provide all kinds of chances for regular training, and let them feel have more chance to develop themselves, it can be a motivator factor.

*Reward and punishment system:* This system should be based on the objective evaluation system. According to the equity theory, people want to get reward in accordance with what they put into their job, especially compared with others. If a high-performance employee can get a higher bonus or be promoted, and the low-performance employee will get a punishment such as a lower bonus or risk being discharged from the public department, it can be a motivator.

### **3.4.4 Summary**

In this part, a motivation mechanism for the Chinese public departments was created, which was based on the motivation theories and the characteristic of Chinese public departments. It included three hygiene factors, salary system, security system and working condition, and five motivators, evaluation and feedback system, promotion and appointment system, rotation and rejuvenation system, training and developing system, reward and punishment system. We will test these factors one by one in the next chapter.

# Chapter 4

## Empirical Research

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*Empirical materials from our research work are introduced in details. Firstly, the characteristics of the Chinese civil servant system are presented. Then the empirical data from our study are described.*

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### 4.1 Introduction

The empirical materials are presented, which include two parts. Firstly, the perceived conditions about the characteristics of the Civil Servant System in Ningbo are introduced, involving the characteristics of the Ningbo Personnel Department based on our personal experience. We also add some characteristics of the civil servant system we got from interviews. Secondly, the data collected by questionnaire are listed by the form of table and the respondents from the interviews are described. We quote some words of the interviewees directly.

### 4.2 The Characteristics of the Civil Servant System in Ningbo, China

After we established a motivation mechanism for the civil servant system in Ningbo, China, and finished the research design, we needed to collect empirical materials about the characteristics of the civil servant system in Ningbo city. In this sector, we described the characteristics of a Personnel Department based on our personal experience.

#### 4.2.1 Salary System

The wage scale is based on post, rank and length of service. It consists of basic salary, post salary, rank salary and length of service salary. And it is a kind of fixed salary system rather than a negotiated one. All the civil servants have the same salary except the service

length salary if they are in the same post and rank. The government usually increases the salary once one or two years, and the amount of the incremental is according to the existing salary.

During these years, the revenue of civil servants in Ningbo city has been increasing quickly based on the quick development of the economy. Generally speaking, the revenue of civil servant is higher than that of private sector employee. But compared with other government departments, the revenue of civil servant in the personnel department is lower. Because different departments have different financial situations, related to different trait of job. The better the financial situation of the department is, the more bonuses are given to the employees.

#### **4.2.2 Security System**

The security system for the civil servants includes three parts. The first one is the lifetime job. Generally speaking they have no risk to be fired if they do not commit any blunders. The second one is the sound insurance compared with private sectors, including medical care, housing and retirement insurance. The third one is the security of protecting their rights according to a special law about protection of civil servants. If their rights are deprived, they can appeal to fight it. But nowadays some measures have been taken to reform security system, such as that housing policy has been cancelled and only some subsidies are given. Also, if some one does not perform well, he may be fired. Hence the lifetime job security is not as good as before.

#### **4.2.3 Working Environment**

The working atmosphere is harmonious. The civil servants have some chances to communicate with the bosses or with each other, so the relationships between the bosses and employees or between civil servants are perfect, and it helps to develop a sense of camaraderie and teamwork. Furthermore the democratic atmosphere began to prevail. Civil servants can discuss or debate with bosses about how to do the jobs, but others also worry about the bosses will treat him unfairly if they put forward critical ideas.

As for hard environment such as facilities in the office, so far they have a lot of update

facilities, such as computer, copy machine and so on. But the office is crowded. Usually two or three civil servants have to share an office. Thereby the private space is limited.

Also because the personnel department is in charge of the civil servants in all the departments in the district, usually they have to coordinate with other departments when the other departments want to recruit civil servants, or the government decides to add the salary and so on. The personnel department provides good service to other departments, especially should explain policies exactly to them, and make sure they do not misuse the policies. Most of the public departments can operate policies strictly, but several of them may misuse the policies to pursuit their own benefits. Anyway the personnel department should keep secret from other departments about personnel issues before the final decisions.

#### **4.2.4 Evaluation and Feedback System**

The evaluation system includes several stages: Firstly, at the beginning of every year, every employee should have his goals about his job according to his post duties. Secondly, during the middle of the year, the civil servants should summarize their work. Thirdly, at the end of the year, the civil servants should summarize their job and report to the leaders and their colleagues. Then the leaders and the colleagues will give him grade of the evaluation respectively. At last, the meeting of all the leaders will make the decision based on the result of the evaluation given by the direct leader and the colleagues. The result includes three grades, excellent, general and unqualified. Only 5% get excellent, most of them get general. Because it is on the qualitative basis, the grades do not be divided clearly. The end-year bonus is related to the result of the evaluation. The higher the grade is, the more the bonus is given. The excellent grade also can result in promotion.

Every one can receive the result of the evaluation every year, but sometimes it is not in details. Usually the leader will talk to someone when he gets higher grade or lower grade in the evaluation. In daily work, the leaders sometimes praise or criticize the employee if he has not done a good job or bad job, but not regularly. Whether the daily-work

feedback is given to the employees is just up to the leader.

Evaluation is based on everyone's goals, duties and responsibilities. Also the goals should be consistent with the department's goal. But sometimes the goals can't be finished by one person, they are group's duties. In such situation, it is difficult and ambiguous to evaluate the work of each employee

#### **4.2.5 Promotion and Appointment System**

The promotion of civil servants usually is in a sequential order. However, due to the rarity and restriction of the position resources in reality, it leads to the contravention of supply and demand. Rank and post is the compound of abilities, qualification and achievements. Thereby when vacant positions exist in a department and some employees have chances to be promoted. The leaders usually take account of the working performance, ability, personality of some candidates, and the colleagues' opinions are also important. The candidates should be published to public before they are promoted. But sometimes the main leader's idea is decisive about who should be promoted. Nowadays age and education background of the candidates are very important, usually the younger and high educated employees are promoted.

As for appointment system, since different civil servant has different abilities and personalities, and different position has different requests, two-way selection system is set up in many departments. This means after setting goals and responsibilities for each position, the employees and the middle managers have right to select position and employees which they like respectively. Based on this system, most of employees can get appropriate position, and most middle managers can find appropriate employees. But several of them usually can't. Because all the employees like to choose important positions, and all the middle managers like high-quality employees, but the important positions are and top employees are limited, while every position need to be occupied and almost every employee need to be employed.

#### **4.2.6 Rotation and Rejuvenation System**

In order to motivate employees, rotation system was established. Thus the employees are always rotated to different positions after several years, usually every five years. This will let the employees feel fresh and challengeable and have more ardors to study and work. Another purpose of rotation system is to avoid corruption. If someone works in an important position for a long time, he may have more chances to corrupt. Thereby they have to be changed their positions after five years or so. But sometimes they do not like to change their position, because to be in an important position means to have higher status in the department and in the society.

The rejuvenation system is to keep the civil servants have regular fresh blood. It includes recruitment system, resignation and demission system, retirement system. Thus the “in and not out” phenomena have been abolished. Any one who wants to be a civil servant should take part in the recruitment examination, usually fifteen or more candidates compete for one position. As to those who unwilling to work at the service post, they are permitted to resign and find other jobs. As to those who are ignorant of their work, they will be thrown out through demission or resignation. A male reaches 60 and a female reaches 55 should retire from the position.

#### **4.2.7 Training and Developing System**

Nowadays because of the fierce competition in the labor market, employees want to have chance to take part in the regular training to develop themselves. A training system has been established for all the civil servants in the district. The content of training includes update scientific and economic knowledge, law awareness, variable job skills, managing abilities and so on. The ways of training include job rotation, part or full time study, research work and so on.

#### **4.2.8 Reward and Punishment System**

Reward and punishment system is based on the evaluation. The reward system is the combination of spiritual and material awards. Civil servants who have higher grade in the

evaluation get more bonuses and have more chance to be promoted. Also they get honorary award. On the other hand, those who abuse their power, are impotent to act, do bad job performance, low working efficiency, indolence and avoidance in their work, bungle their work, and with other behaviors disobeying relevant rules will be punished. All of these have positive influence on the management of the civil servants, by supervising and urging them to modify their behavior in accordance with the government values and behaviors.

### **4.3 Presentation of the Answers on Questions about Perceived Conditions**

In this part some additional characteristics of civil servant system in Ningbo City are presented. The main body of this part is the introduction of perceived conditions according to the answers on questions by civil servants with different levels in different departments.

#### **4.3.1 Some Additional Characteristics of the Civil Servant System in Ningbo**

Furthermore, we interviewed 20 civil servants in different departments by asking “do you feel the characteristics described above are similar with your department? If there are any differences, please describe them in details” (Appendix 2, question 1). Most of them agree with the former description, some of them added several points from different perspective. We summarized their answers as the additional characteristics of the civil servant system in Ningbo.

Firstly, the democratic atmosphere in different departments is totally different according to their introduction. Around half of the interviewees considered that it was quite nice in their department. They had the chance to express their ideas which were different from their leaders. But other 6 interviewees thought the condition was just the opposition. They did not think they had chance to express their ideas. Another 5 thought traditionally civil servants usually did not want to express their ideas directly and just liked to fulfill

the task according to their leaders, although they had chances to express their ideas sometimes.

Secondly, the relationship with other departments is based on the function of the department. Since 20 interviewees came from different departments, their ideas were different. We can make such a conclusion from their introduction that if the department owns very important political resources, such as financial resource, right to appoint, usually is very easy to have good relationship with other departments. While other departments, like handicapped association league, do not own important political resource, usually are gotten little attention by others .When they have to consult something with other departments, sometimes they will encounter a lot of difficulties. Because their requirement usually can not be fulfilled easily, some relevant departments may make the things difficult.

Thirdly, most of them argued that rotation system was not regularly implemented. Several interviewees had the opinion that a lot of older employees usually had no chance to rotate their position while the younger had more chances. And some thought it was not a system, just according to leader’s personal decision.

### **4.3.2 Presentation of Perceived Conditions about 8 Factors**

#### **4.3.2.1 Salary System**

One of the hygiene factors we mentioned in the supposed motivation mechanism is the salary system. To test the hypothesis we asked “are you satisfied with your salary” (Appendix 1, question 1). By asking this question we hoped to get the answer whether a salary system is a hygiene factor and whether it functions well nowadays. The answers from 150 civil servants were valid, and the result of the questionnaire was presented in table 1.

**Table 1 Satisfaction/dissatisfaction with salary.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	23	108	5	14
Rate	15.3%	72%	3.3%	9.4%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Furthermore, we interviewed several civil servants about “what is the level of revenue in your department compared with the civil servants in other departments or compared with private-sector employees? Do you feel the salary system is fair or unfair” (Appendix 2, question 2). According to the question, the answers from them focus on the level of revenue and the fairness or unfairness of the salary system. Most of them had low dissatisfaction with the level of revenue, since the revenue increased very quickly compared with that several years ago and was higher than that of private-sector employees. As for the fairness or unfairness, most of them considered that there were unfair phenomena. One of them who worked in a cultural department told us:

“Employees in an electric power department may get two folds revenue than me. But this is not according to the responsibilities, only because of the different fiscal resources the departments own.”

Some of them argued that the same rank civil servants got the same salary in the same department, but their responsibilities were totally different. This was unfair. On the other hand, some interviewees argued since different departments had different tasks and responsibilities, the revenue should be different. One of them said:

“The workload in different departments and in different positions in the same department is varied. Someone just does light work and another one does heavy jobs, but usually the salary is the same. It’s unfair.”

But all of them agreed that it was very difficult to establish a salary system based on the personal responsibilities, since the responsibilities of a civil servant in a public department were ambiguous and could not be divided as clear as that in a private sector.

#### **4.3.2.2 Security System**

We assumed a security system is another hygiene factor in our motivation mechanism. To test it, we asked “are you satisfied with your security system, such as job security, life insurance and safety” (Appendix 1, question 2). We got 150 valid questionnaires, and presented the result in table 2.

**Table 2 Satisfaction/dissatisfaction with security.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	23	99	9	19
Rate	15.3%	66%	6%	12.7%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

In order to get more information, we interviewed several civil servants about “how about the security system for civil servants” (Appendix 2, question 3). Most of them thought it quite well. But several of them complained some things. One of them told us that the job was not as “iron bowl” as before, if you did not work well, you might be fired, so some of them felt higher pressure. Also, someone talked something about a security system reform. One interviewee who is below 30 years old, told us:

“Housing condition is really tough for me. I only can get 80 thousand RMB from the government when I want to buy an apartment, while the price of an apartment, about 100 square meters, is more than 6 hundred thousand RMB.”

### **4.3.2.3 Working Environment**

Working environment is a hygiene factor in our supposed motivation mechanism, too. It includes hard working environment, like working facilities, and soft working environment such as the relationship between colleagues. To test it, we put forward the question about “are you satisfied with your working facilities, such as private space, update machines” (Appendix 1, question 3). The result of presented was in table 3.

**Table 3 Satisfaction/dissatisfaction with work facilities.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	29	81	17	23
Rate	19.4%	54%	11.3%	15.3%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Another question was “are you satisfied with the relationship between the colleagues” (Appendix 1, question 3). The result was presented in table 4.

**Table 4 Satisfaction/dissatisfaction with colleagues.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	29	92	14	15
Rate	19.6%	61.3%	9.3%	10%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Lastly we asked “are you satisfied with the relationship with your bosses” (Appendix 1,

question 5). The result was presented in table 5.

**Table 5 Satisfaction/dissatisfaction with the boss.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	33	79	7	31
Rate	22%	52.7%	4.7%	20.6%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

In order to have a deep insight in this issue, we interviewed several civil servants by asking “Could you feel secure if you directly put forward your own ideas about how to do jobs, or you have different ideas from the bosses on the job” (Appendix 2, question 4). Based on the answers from interviewees, older employees especially more than 50 years do not like to express their ideas directly, while younger employees are democratic-oriented and usually put forward their ideas directly. Both of them mentioned if the leader was broad-minded, they could have a sense of security when they put forward their ideas directly, otherwise they would be afraid to do so. But when we asked “If a friend is going to work at your department what advice you would give him about the things he should do and things he should not do”(Appendix 2, question 14). Most of them focus on the same point, they said the same words:

“Just do your own job and do not talk too much.”

Also we asked “how about the working atmosphere in your department? Do you feel happy or depressive when you are working? How about the relationship between your department and other departments? ” (Appendix 2, question 5). Most of the participants thought the working facilities had been improved a lot recently. But some civil servants with lower rank complained the limited private space according to the question in the questionnaire. One participant told us:

“There are three people in my little office, I usually feel constrained.”

As for the working atmosphere, different participants in different departments had different ideas. Some thought they were happy and had good relationship with their colleagues, while others agreed they felt depressive when they were working. When we asked why they feel unhappy in their work, the main reason they gave out was the fierce competition in the department and the colleagues had little communication with each other. As for the relationship with other departments, the condition was similar with the second point in additional characteristics we mentioned in 4.3.1.

#### 4.3.2.4 Evaluation and Feedback System

An evaluation and feedback system is a motivator in our supposed motivation mechanism. To test this, we asked “are you satisfied with the result of evaluation every year” (Appendix 1, question 6). The result was presented in table 6.

**Table 6 Satisfaction/dissatisfaction with performance evaluation.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	19	16	37	78
Rate	12.6%	10.7%	24.7%	52%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Another question was “are you satisfied with feedback you got from your boss” (Appendix 1, question 7). The result was presented in table 7.

**Table 7 Satisfaction/dissatisfaction with performance feedback.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	13	15	35	87
Rate	8.7%	10%	23.3%	58%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

To get more information, we interviewed some civil servants from different departments. The first question we asked was “do you think the existing evaluation system is practical and realistic? Do you get feedback regularly” (Appendix 2, question 6). Some of the participants argued that it was really difficult to design a practical evaluation system, although the existing evaluation system was not so perfect, but it functioned well, while others didn’t agree with them. From their point of view, the existing evaluation system had several problems. For example, one of them said:

“Only qualitative method was used, not quantitative method. Usually the leader can decide the result of evaluation; and the grade is not enough to clearly divide the civil servants according to their performance, most of us get the second grade every year, so we have no passion for the result.”

Also, some participants told us, they only got the result of evaluation, but did not receive regular, timely feedback.

Another question was “since the evaluation system is based on the goals set before, do you know your goals and responsibilities exactly? Do you have enough self-determination within your own business?” (Appendix 2, question 7). Some of the participants thought different jobs had different situations, and usually several people were responsible for one job. Thus dividing the job exactly as that in private sectors was really difficult. Just as one of them mentioned:

“Job goals in public departments usually are very abstract, and the result is difficult to measure. Also, responsibilities for everyone are not as concrete as that in private sectors. All of these make it very difficult to evaluate every civil servant exactly.”

As for whether they have enough self-determination within their own business, most of them argued they could decide some routine jobs by themselves. When it came to some important jobs, they had to report to their leaders and usually decided by the leaders.

#### 4.3.2.5 Promotion and Appointment System

To test whether it is a hygiene factor or a motivator, and how it functions nowadays, we asked “are you satisfied with your position, such as is it suitable to your personality, ability or skill” (Appendix 1, question 8). The result was presented in table 8.

**Table 8 Satisfaction/dissatisfaction with the position.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	16	19	46	69
Rate	10.6%	12.7%	30.7%	46%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Another question was “are you satisfied with your rank” (Appendix 1, question 9). The result was presented in table 9.

**Table 9 Satisfaction/dissatisfaction with the rank.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	9	18	31	92
Rate	6%	12%	20.7%	61.3%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Furthermore, we interviewed several civil servants by asking “what kinds of factors

should be considered when the employees are to be promoted in your department” (Appendix 2, question 8). One of the interviewees, a leader of the department, told us:

“The promotion system has been improved a lot in recent years. For example, it is more publicly and scientifically than the previous one. Some important factors have been taken into account when someone is to be promoted, such as his ability, education level, the evaluation by colleagues and his age.”

But some lower level civil servants, especially more than 40 years old, had different ideas. One of them complained:

“I have no chance to be promoted. And since the higher position is limited in my department, I’m still in a lower post. Although the promotion system has been improved a lot, sometimes it is only the leader who can decide whom will be promoted.”

When we asked “what would you like to change about the working systems in your department if you were given the opportunity” (Appendix 2, question 13), most of them mentioned the promotion system. They thought there should be more official ranks or different positions such as specialist positions for the civil servants to be promoted.

Another question we asked was “does the working position bring your all abilities and creativities into play? Why?” (Appendix 2, question 9). According to their answers, nowadays, if you want to be a civil servant, you have to take part in an examination, and the department which wants to recruit a civil servant usually carries out the preconditions at first, such as discipline, age and gender. Thus usually the new recruited civil servants can get the positions what they want. But some civil servants, who were transformed from traditional cadre system, have to be disposed rationally. All of them want important positions, while important positions are limited. Then some of them felt they could not bring their all abilities and creativities into play.

#### **4.3.2.6 Rotation and Rejuvenation System**

According to Job-Characteristic model, skill variety is one of the core job dimensions. It means the degree to which the job requires a variety of different activities. If an employee works in a same position all the way, he will be fed up with the job, he needs new challenges. So we assumed rotation and rejuvenation system as a motivator in public

departments. To test it, we asked “are you satisfied with the chance to rotate from one position to another” (Appendix 1, question 10). The result presented in table 10.

**Table 10 Satisfaction/dissatisfaction with the job rotation system.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	15	18	49	68
Rate	10%	12%	32.7%	45.3%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Another question was “are you satisfied with the rejuvenation system in your department, such as the recruitment system, the resign system” (Appendix 1, question 11). The result presented in table 11.

**Table 11 Satisfaction/dissatisfaction with the rejuvenation system.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	8	14	11	117
Rate	5.4%	9.3%	7.3%	78%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Also, we interviewed several civil servants by asking “have you been rotated from different positions or different departments? What’s your opinion about the rejuvenation system nowadays” (Appendix 2, question 10). Some of them mentioned they had been working on a same position for more than 10 years. One said:

“Rotation is not a system nowadays at all. It is carried out sometimes and not regularly. I have been working on the same position more than 10 years and just do the same routine job day after day. It is really very boring.”

Also it is very difficult to rotate civil servants from one department to another, one of them said:

“Since different departments have different revenues, it is very difficult to rotate a civil servant in a department with higher revenue to a lower one.”

As for the recruitment system, it is based on the examination and has fierce competition, which makes the public departments can recruit high quality civil servants. But the resign system is not carried out perfectly. Only when some one breaks the law or regulation seriously, he would be discharged. Otherwise, it is very difficult.

### 4.3.2.7 Training and Developing System

This system means that the organization should provide more chances to civil servants to develop themselves. To test whether it is a hygiene factor and how it functions, we asked “are you satisfied with the training and developing system” (Appendix 1, question 12). The result presented in table 12.

**Table 12 Satisfaction/dissatisfaction with training and development.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	21	9	23	97
Rate	14%	6%	15.3%	64.7%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

To get more information, we interviewed “what’s your opinion about the training system and developing system” (Appendix 2, question 11). Most of the employees mentioned they had chance to learn new knowledge regularly, such as information technology, foreign language, economy and so on, which helped them to renew knowledge. Furthermore, the department provided financial aid if they could pass the examination and got a higher degree. But they also mentioned some problems existed in the training and developing system. One of the interviewees criticized:

“The present training system seems formalistic. Everyone gets the same training courses, which do not combine with the reality. Someone is fed up with this kind of training system.”

He also suggested:

“The department in charge of training system should provide more courses. It should like menu in restaurant, and let civil servants select what course they like to take part in. This will make civil servants more active in the training course.”

### 4.3.2.8 Reward and Punishment System

Reward and punishment system is a kind of recognition. Also it should be carried out fairly according to the equity theory. To test whether it is a motivator in the public departments and how it functions, we asked “are you satisfied with the reward system, such as bonus” (Appendix 1, question 13). The result presented in table 13.

**Table 13 Satisfaction/dissatisfaction with the reward system.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
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Number	15	14	17	104
Rate	10%	9.4%	11.3%	69.3%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

Another question was “are you satisfied with the punishment system” (Appendix 1, question 14).

**Table 14 Satisfaction/dissatisfaction with the punishment system.**

	dissatisfaction	low dissatisfaction	low satisfaction	satisfaction
Number	21	17	41	71
Rate	14%	11.4%	27.3%	47.3%

*note : this is a multiples choice question , among the 150 valid questionnaire.*

We interviewed several civil servants by asking “are the rewards (bonus, promotion etc.) and punishment (demotion etc.) consistent with the result of the evaluation? Do you feel they are fairly used” (Appendix 2, question 12). Some of them argued, generally speaking, the rewards and punishment were consistent with the result of the evaluation. But the evaluation system was not so practical, so the result usually was not objective, which would result in frustration to someone. Sometimes they thought they could get reward but as reality they did not. Another phenomenon they complained was that the punishment system was not carried out strictly. When we asked “if you notice that some personnel policies have no effects, could you tell us the reasons? Is it the problem of the contents of the policies or the implementation” (Appendix 2, question 16). Some of them considered the punishment system as a formalistic system. One complaint:

“The leaders do not want to offend the civil servants, because they have to be evaluated by the civil servants in their department when they have chance to be promoted. Not only do the leaders seldom to punish the civil servants of a sort, but also seldom criticize them. Also, the criteria of what kind of civil servants should be punished are not exactly. It is abstract, which made it difficult to be implemented.”

# Chapter 5

## The Analysis of Empirical Research Work

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*The empirical material is analyzed. The result of questionnaire and interview is analyzed according to the relative theories. Some conclusions are presented.*

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### 5.1 Introduction

The analysis of empirical research work is to combine perceived conditions with motivation theories. The results we wanted to get include three parts. Firstly, whether the factors we mentioned in our supposed motivation mechanism are really hygiene factors or motivators in the public departments in Ningbo. Secondly, how these factors function nowadays. Finally, if any problems exist, give some explanations.

When we analyzed the questionnaire, we calculated the percentage and interpret the answers in order to tell readers two implications about these numbers. The first implication is whether the factor is a hygiene one or a motivator. According to our understanding about the Two-Factor theory, there are four dimensions about job attitudes:

#### **Dissatisfaction – Low dissatisfaction ----- Low satisfaction – Satisfaction**

According to Herzberg's theory, if the participants consider that a factor only can minimize job dissatisfaction but can not cause job satisfaction, it is a hygiene factor. If the participants consider that a factor can cause or increase job satisfaction, it is a motivator.

The second implication is whether the system satisfied the civil servant and improved the working efficiency in the public departments in Ningbo, China. Here efficiency is judged in terms of fit or misfit between different systems (Holmberg 2005), which can be

expressed like this:

$$\frac{\text{Satisfaction}}{\text{Low dissatisfaction}} > \frac{\text{Low satisfaction}}{\text{Dissatisfaction}} = \text{Efficiency in terms of fit/misfit (between motivation and structural features)}$$

Generally speaking, if the rate of low dissatisfaction and satisfaction is higher than that of dissatisfaction and low satisfaction, the system satisfied the civil servants and improved the working efficiency, vice versa, if the rate of dissatisfaction and low satisfaction is higher than that of low dissatisfaction and satisfaction, the system is implemented worse. But if the rate of low satisfaction and dissatisfaction is more than 20% or 30%, we thought that this system had a lot of problems, and we would try to find out the reasons according to the results of the interviews.

## 5.2 The Hygiene Factors

### 5.2.1 Salary System

The salary system is a hygiene factor in Herzberg's theory. Also, according to Equity theory, employees like to compare the payoff with others by assessing fairness or unfairness. In our survey, from the table 1 we can see that 108 participants had low dissatisfaction with the salary system, which accounted for 72%, and 23 participants had dissatisfaction with the security system, which accounted for 15.3%. This indicated that if the salary system was dealt well, it could minimize job dissatisfaction. Since Herzberg argued that hygiene factors only could minimize job dissatisfaction, the salary system should be a hygiene factor in public departments.

Furthermore, we could get a conclusion from the survey that 72% of the participants had low dissatisfaction with the salary system, and 9.4% of the participants were satisfied with the salary system. So generally speaking, the salary system in Ningbo is handled well and fit the civil servant system these years. But some problems still exist, since 18.6% of the participants were dissatisfaction or only had low satisfaction with this system. As for why they had dissatisfaction with the salary system, we can see from the answers through the interviews. They thought there were some unfair phenomena in the salary system. Firstly, different departments might have different revenue for the same

rank civil servants, only because of the different fiscal resources different departments owned. Secondly, the same rank civil servants got the same salary in the same department, but their responsibilities were extremely different. Finally, different departments had different tasks and responsibilities, but the revenue was not based on the job characteristics. According to the equity theory, people want to be paid fairly by comparing with others, therefore these unfair phenomena should be revised in order to minimize job dissatisfaction and improve job performance.

### **5.2.2 Security System**

Since China is listed in the higher uncertainty avoidance countries (Hill 2003), the people have strong tendency to be in security. Thus another hygiene factor we suggested in our motivation mechanism was the security system. From the table 2 we can see, that 99 participants had low dissatisfaction with the security system, which accounted for 66%, and 23 participants had dissatisfaction with the security system, which accounted for 15.3%. This showed that the security system could prevent job dissatisfaction if it could be dealt well otherwise it would lead to dissatisfaction. Therefore, according to Herzberg's theory, the security system should be a hygiene factors in the Chinese public departments.

As for whether the security system has been dealt well in these years, 66% of the participants considered low dissatisfaction with it and 12.9% satisfied with it. But 21.3% of the participants had dissatisfaction and only had low satisfaction with the security system, which indicated although it had been dealt well in general but had a lot of problems. One reason why so many civil servants had dissatisfaction with security system was that they were used to traditional cadre system and afraid of fierce competition, they felt that their job were not as stable as before. This kind of complaints reflected that some problems did not exist in the system itself, but originated from people's old idea. Another problem was along with the reform of the welfare system, some employees felt higher burden and this would result in dissatisfaction. Since 1999, China adopted the reform of housing distribution into housing funds. But the government only covers small parts of the housing expense for an ordinary civil servant. Under such

circumstances, the burden of ordinary civil servants becomes obviously heavy.

### **5.2.3 Working Environment**

According to Herzberg, the working environment has a tremendous effect on employees' level of pride for themselves and for the work they are doing. Furthermore, the Job-Characteristic model emphasized autonomy as one of five core job dimensions. It referred to the degree of freedom within the job, independence and individual discretion. From table 3 to table 5, the results of the questionnaires showed that more than 70% of the participants considered these factors could minimize job dissatisfaction or led to job dissatisfaction. Thus the working environment also should be a hygiene factor in the motivation mechanism for public departments.

According to participants' perceived conditions, around 70% of the participants had low dissatisfaction or satisfaction with the working facilities. This indicated that this issue had been dealt well. But there were still some problems, around 30% of the participants had dissatisfaction or had low satisfaction with the working facilities. Based on the interview, the reason why they had dissatisfaction with the working facilities was that the lower rank civil servants had limited private space in the workplace. As for the relationship between colleagues, also around 30% of the participants had dissatisfaction or had low satisfaction with it. One problem was the lack of democratic atmosphere in some public departments, and some employees were afraid they would be treated unfairly if they put forward some ideas which were different from their leaders. This kind of phenomenon was not in accordance with Job-Characteristic model. Another reason they mentioned was the fierce competition between colleagues and the lack of communication between them. Furthermore, 26.7% of the participants had dissatisfaction or had low satisfaction with the relationship with other departments, since they came from the departments owned little political resources, which would result in difficulty to consult something with other departments and let them feel frustration.

## **5.3 Motivators**

### **5.3.1 Evaluation and Feedback System**

According to Herzberg, individuals at all levels of the organizations want to be recognized for their achievements on the job. Also, just as Job-Characteristic model points out, employees want to receive clear and direct information about the effectiveness of his performance. The evaluation and feedback system is one of the main means to let the employees know how the organization recognizes them. According to the result of questionnaire, 52% of the participants had satisfaction with the result of evaluation while 24.7% of participants had low satisfaction with the results of evaluation. And 58% of the participants had satisfaction with feedback system while 23.3% had low satisfaction with feedback system. According to Herzberg, the factors which can lead to job satisfaction in the workplace are motivators. Therefore the result strengthened our hypothesis that the evaluation and feedback system should be a motivator in the public departments.

From the result of questionnaire, 24.7% of the participants had low satisfaction with the evaluation system and 12.6% had dissatisfaction with the evaluation system. Also 23.3% of the participants had low satisfaction with the feedback system and 8.7% had dissatisfaction with the feedback system. These figures indicated that the evaluation and feedback system did not be dealt well nowadays. The reasons just as some interviewee mentioned, the evaluation system was not so scientifically and the result was not so objectively, the civil servants was not satisfied with the result of evaluation, and the promotion and bonus system was carried out unfairly. Some of them also argued that they could not receive feedback regularly. Usually they only got the result at the end of the year. Thereby nowadays, the evaluation and feedback system is not functioned well in public departments in Ningbo, some aspects have to be improved in order to make it more fit to the whole civil servant system.

### **5.3.2 Promotion and Appointment System**

According to Herzberg, most individuals sincerely want to do a good job. To help them, the organization should place them in positions to put their talents into play. Herzberg's

theory also argues that the organization should reward loyalty and performance with advancement. Thus the promotion and appointment system should be a motivator in the public departments. From the results of the questionnaires, 46% of the participants had satisfaction with their position while 30.7% had low satisfaction with their positions. And 61.3% of the participants had satisfaction with their rank while 20.7% had low satisfaction with their ranks. Since most of the participants considered the promotion and appointment system as a factor which causes job satisfaction or can affect job satisfaction, the figures strengthened our hypothesis.

Also some problems exist in this system in Ningbo, since 30.7% of the participants had low satisfaction with their position and 20.7% of the participants had low satisfaction with their rank. Based on the respondents of interviewees, the problems are as following. Firstly, the promotion system was carried out unfairly. Sometimes the leader could decide who could be promoted. Secondly, the amount of positions was limited according to personnel policies. Furthermore, some civil servants were not suited to their positions. These kinds of situations would cause low satisfaction with job and affect job performance.

### **5.3.3 Rotation and Rejuvenation System**

A rotation system lets employees rotate from one position to another, which let them meet new challenges and have new feelings about their job. According to Job-Characteristic model, skill variety will make the work meaningful. So we assumed this system as a motivator in public departments. From the results of the questionnaire, 45.3% of the participants had satisfaction with the rotation system while 32.7% had low satisfaction with the chance of rotation. And 78% of the participants had satisfaction with rejuvenation system while 7.3% had low satisfaction with the rejuvenation system. Since most of participants looked this system as a factor influenced the job satisfaction, the rotation and rejuvenation system should be a motivator in the public departments.

As for the present situation of this system, only 45.3% of the participants had satisfaction with the rotation system. This indicated that the civil servants were not satisfied with the rotation system, and the reason was that many participants did not think this was a system.

It only was carried out by some departments sometimes, and it was very difficult to rotate civil servants. Some civil servants had no chance to be rotated at all. The satisfaction rate of the rejuvenation system was higher, which accounted for 78%. They were satisfied with the recruitment system, but had different ideas about the resign system. Just as some interviewees argued, the resign system looked like formalism.

### **5.3.4 Training and Developing System**

We put out this factor based on Herzberg's achievement factor in his theory. This means employees want to have chances to develop themselves. From the results of the questionnaire, 64.7% of the participants had satisfaction with training and developing system while 15.3% of the participants had low satisfaction with this system. Since most of participants looked this system as a factor which influenced the job satisfaction, the training and developing system should be a motivator in the public departments.

As for the satisfaction rate at present situation, 64.7% of the participants had satisfaction with this system. Also 6% of the participants had low dissatisfaction with it. Because all the civil servants had chance to take part in training course and renewed their knowledge, the satisfaction rate was relatively higher. But around 30% of the participants had low satisfaction or dissatisfaction with the system, the reason we got from the interviews was that the present training system was not so practical, and some civil servants had no passion on this kind of training system. They thought this kind of training system had no affects in reality.

### **5.3.5 Reward and Punishment System**

This system is based on the equity theory, which argues that people want to get reward in accordance with what they put into their job, especially compared with others. From the results of the questionnaire, 69.3% of the participants had satisfaction with the reward system while 11.3% had low satisfaction with the reward system. And 47.3% of the participants had satisfaction with this system while 27.3% had low satisfaction with it. Since most of the participants looked this system as a factor which influenced the job satisfaction, the reward and punishment system should be a motivator in the public

departments.

As for the present situation of this system, 69.3% of the participants were satisfied with the reward system. In the contrast, the corresponding rate of the punishment system was lower, only 47.3% of the participants were satisfied with it but 27.3% of the participants had low satisfaction with the punishment system, also there were 14% of the participants were dissatisfied with the punishment system. The reason was that the reward system could be consonant with the result of evaluation. If there were any problems, they usually existed in the evaluation system. But the punishment system was not carried out well, it was very difficult to discharge a civil servant who was not qualified for the position, the “in and not out” phenomenon still was a serious problem in Chinese public departments.

## **5.4 Summary**

We have created a motivation mechanism for the Chinese public departments. The purpose of our model is to improve the working efficiency of the Chinese public departments. A questionnaire was used and the questions were created so that they would test the supposed motivation mechanism. The interviews were also used in order to get more information about how and why.

The results of the empirical research supported our supposed motivation mechanism. Both hygiene factors and motivators we supposed were important factors in the public departments. If we want to improve the working efficiency, we have to deal these factors properly.

As for the present situation of these systems, the best one is the rejuvenation system, 87.3% of the participants had satisfaction or low dissatisfaction with this system. Salary system is also good. The corresponding rate was 81.4%. While the rotation system had the lowest satisfaction and low dissatisfaction rate, only accounted for 57.3% of the participants. The corresponding rate for the promotion system and punishment system was the same, only 58.7%. The lower the satisfaction and low dissatisfaction rate was, the more improvement has to be made.

# Chapter 6

## The Normative Motivation Mechanism

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*The suggested normative motivation mechanism was presented. This is a modification of our supposed motivation mechanism and is more practical.*

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### 6.1 Introduction

The suggested normative motivation mechanism is a modified one from the former supposed motivation mechanism. We revised it according to the results of the empirical research, and gave out several suggestions about how to deal with these factors in order to increase the motivation systems in Chinese public departments.

### 6.2 Hygiene Factors

#### 6.2.1 Salary System

As a hygiene factor in the public departments, we have to deal with it properly in order to minimize job dissatisfaction. Since most of the employees thought there were unfair phenomena in the salary system. How to make public employees feel that their salary is fair and decrease their dissatisfaction is the main issue for the salary system. The current salary system must be reformed. Firstly, a system to connect salary level and job performance should be established. Salary level should be related to civil servants' working efficiency with the consideration of fairness. The equal pay to everybody will not satisfy people, especially the civil servants who have better performance at work. They want to have the fair revenue based on their performances. Secondly, the different

revenue between different departments which is only because of the different fiscal situation should be minimized. Finally, the salary shall be increased regularly in order to support the reform of security system.

## **6.2.2 Security System**

Although the security system had a higher rate of low dissatisfaction among these factors, it also needs to be dealt with better to minimize job dissatisfaction. The civil servants' traditional idea about security need to be changed, and make them endure the affection of reform. As for the higher financial burden of civil servants because of the welfare system reform, the current welfare system should be reformed in an appropriate way. Lastly the special law about the protection of civil servants should be implemented exactly. Otherwise if a civil servant is attacked when he is executing public issues, he will have no right to protect himself.

## **6.2.3 Working Environment**

According to former analysis, there are many problems in this topic. It really has a long way to change the situation that the low-rank civil servants have no sense of security to put forward the different ideas from their leaders. More and more democratic-oriented leaders should be promoted and their lead model should be changed from commanding to advising and proposing. Also the organization should allow employees a reasonable amount of time for socialization in order to help them develop a sense of teamwork, such as the lunchroom can be designed as a focal point for employee interaction. The working facilities should be improved, especially enough private space should be provided for employees. As for the relationship between departments, the government should distribute the political resource reasonably.

## **6.3 Motivators**

### **6.3.1 Evaluation and Feedback System**

Because only when the evaluation and feedback system be dealt with properly, can it be a motivator, otherwise it will be a frustration. To let the evaluation and feedback system

function well, something have to be done in order to improve the working efficiency. Firstly, the evaluation system should be based on the goals set before and personal responsibility, thus the goals and responsibilities should be defined clearly if it is possible. According to the goal-setting theory, only when goals were set specifically and appropriately, can it be a motivator. Thus the goals should be set in accordance with the department goal and set by those who must make them happen. Secondly, qualitative and quantitative method should be combined when the performance of civil servants is evaluated, in order make the result more objectively. Finally, a regular feedback system should be established, employees should receive regular and detailed feedback from their leaders.

### **6.3.2 Promotion and Appointment System**

The promotion system had relatively lower satisfaction rate in our survey. In order to make the promotion system more appropriate, it has to be improved. Due to the rarity and restriction of the government resources in reality, the supply of the ranks and posts are sparse which leads to the contravention of supply and demand. The rank should have more grades in order to give civil servants more chance to be promoted. Rank and post setup should be altered to become a system based on achievement and abilities. Therefore, the reform in rank and post setup is an urgent one, and multi-forms could be used to get promotion. Post can be divided into leader post and technician post. Because in the public department it also needs different kinds of specialists such as building planning and construction designing, environment monitoring and supervising, technical help, food and medicine inspection, customs and plant-animal quarantine, judges, etc. Their salary can be decided upon administrative post and rank and also academic rank and post. Thus, the career of civil servant will be able to take different paths and the management will become flexible. Their creativities and subjectivities will be brought into full play in an orderly and rational way.

As for how to let the civil servant have an appropriate position, two-way selection should be put into function. A lot of departments have established this system, but not put into reality. If it functions well, most of civil servants can find an appropriate position and

most departments can find appropriate employees. Furthermore, every position should set up goals and responsibilities exactly based on the Goal-Setting theory.

### **6.3.3 Rotation and Rejuvenation System**

The satisfaction rate of rotation system was 45.3%, and it was the lowest level of these factors in our survey. While the satisfaction rate of rejuvenation system was 78%, and it was the highest level of satisfaction rate among these factors. To make the rotation and rejuvenation system more perfectly, rotation should be a regular system, and the regulation should be established exactly, such as how long a civil servant occupied in the same position should be rotated. As for the different department, it is interesting to let everybody get the chance to act as a temporary first level supervisor for a fixed period of time as a kind of trainee system to give everybody a chance to try and to find out if they really want the kind of job that goes with promotion. The personnel department should be entitled the right to carry out this system. This will make every civil servant have chance to rotate one position to another, and let them meet new challenges.

### **6.3.4 Training and Developing System**

The present training and developing system should be modified. Just as one interviewee suggested, “The civil servants can not be pushed to gain the same course. They should have chances to select the courses which they like or need. The department in charge of this work should provide different courses to let them select. This would make them have more passion to attend the training course.” Thereby the training and developing system should be improved to let the civil servants feel that they have more good opportunities to develop themselves. The courses should be designed according to different need of civil servant’s. The courses provided for elderly employee are different to that for younger employee. Only when it functions well, it can be a motivator.

### **6.3.5 Reward and Punishment System**

The punishment system had relatively lower satisfaction and no dissatisfaction rate, only 58.7%. To make the reward and punishment system perfect, the reward and punishment

should consistent with the result of evaluation. Civil servants who had good performance should be given spiritual and material awards, while at the same time with spiritual awards as the predominant methods. Government should tries to meet individual needs within a reasonable range. However, due to the job features and limited government resources, there will be a limited satisfaction in their need as well, especially their material needs. Therefore, spiritual stimulation should be the dominant methods. The punishment system should be defined in details. Such as what kind of civil servants should resign and what kind of civil servants should be discharged, the criteria should be made exactly and easy to be put into practice. And which department has the obligation to deal with this issue should be stipulated clearly. On the other hand, “beautiful exit” should be designed, such as recommend some one to the enterprise, which would make the “in and out” phenomena to be changed and make the punishment system more perfect and practical, and would not stay in formal.

# Chapter 7

## Conclusion

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*The conclusions are presented. The dissertation is summarized briefly. The prominent findings of our dissertation are presented. Also suggestions for future research are introduced.*

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### 7.1 Summary of the Dissertation

The dissertation included three parts, the research strategy and approach, the theoretical framework, and the empirical research and analysis of the empirical materials.

Both inductive and deductive research approach was used in our dissertation. The qualitative method was adopted to answer questions about what these systems are, how they functions and why. We selected Ningbo's Personnel Department as a case to study the characteristics of the Chinese civil servant system. Also, through questionnaire and interview we extracted more information about the perceived conditions of the civil servant system in Ningbo.

The theoretical framework included the analysis of the relationship between motivation, job satisfaction and job performance. A discussion whether motivation theories could be used in a public department was presented. Also we introduced the Two-Factor theory, the Job-Characteristic model, the Equity theory and the Goal-Setting theory. At last, we created a motivation mechanism for Chinese public departments.

The empirical research was conducted in order to get first-hand materials. Based on these perceived conditions, we analyzed the created motivation mechanism according to motivation theories. The result of the analysis was that all these factors in our motivation mechanism were really important factors in Chinese public departments, but a lot of them had not been dealt well nowadays. Therefore, we put forward some practical suggestions according to the motivation theories and the interviewee's suggestions.

The conclusion of our dissertation is that motivation theories can be used in Chinese public departments, but should be modified according to the characteristics of the Chinese civil servant system. The factors we put forward in our suggested normative motivation mechanism should be dealt properly in order to improve working efficiency.

## **7.2 The Prominent Findings of Our Dissertation**

Theories of motivation offer organizations different ways of thinking about how to improve the efficiency and productivity of the workforce. In our dissertation, the most prominent findings were that the motivation theories could be used in the Chinese public departments and a motivation mechanism was established for the Chinese public departments. The motivation mechanism could be used at least in advanced areas in Chinese public departments.

Firstly, we illustrated that motivation theories could be used in the Chinese public departments but should be modified. To illustrate this, we cited former research work carried out by Raymond and his colleagues, and the result of their research work was that the motivation theory could be used in public departments. Also, we conducted an empirical research work to illustrate that to what extent the factors mentioned in the Two-Factor theory exist in the Chinese public departments. The result of the empirical research supported our hypothesis that the motivation theories could be used in the Chinese public departments. But since there are some differences between Chinese public departments and Western private sectors, the motivation theories should be modified in order to be more suitable to Chinese public departments.

Secondly, we analyzed present situation of the management systems in the Chinese public departments and found some problems. This illustrates that the Chinese public departments need a more perfect motivation mechanism to improve the working efficiency. Generally speaking, the management systems were carried out well, since most of the low dissatisfaction rate for hygiene factors and satisfaction rate for motivators were more than 50%. The best one is the rejuvenation system, 87.3% of the participants had satisfaction or low dissatisfaction with this system. Salary system is also quite good. The corresponding rate was 81.4%. But some participants thought that several systems were formalistic and some of the participants also complained that some systems did not be carried out perfectly. For example, the rotation system had the lowest satisfaction and low dissatisfaction rate, only accounted for 57.3% of the participants. The corresponding rate for the promotion system and punishment system was the same, only 58.7%. Furthermore, the participants pointed out some problems existed in other systems, too. So these systems need to be modified in order to minimize job dissatisfaction and increase the job satisfaction, therefore increase the job performance.

Finally, we put forward our suggested motivation mechanism for the Chinese public departments. Just as Herzberg pointed out: "An improved performance related to improved job attitudes and a decrease in performance related to a change of attitude in a vnegative direction"(Frederick et al 1992, P87). This is the main point of our dissertation and the main purpose of our research work. Based on Herzberg's theory and our empirical research, the motivation mechanism included hygiene factors and motivators. In Chinese public departments, hygiene factors include the salary system, the security system and working environment, while the evaluation and feedback system, the promotion and appointment system, the rotation and rejuvenation system, the training and developing system, the reward and punishment system are motivators. According to Herzberg, hygiene factors can prevent job dissatisfaction, which is just as important as encouragement of motivator satisfaction (Frederick et al. 1992). Therefore, the hygiene factors in Chinese public departments should be presented well to minimize job dissatisfaction. The motivators are the factors which would result in superior performance grand effort from employees (Ellis and Dick 2003). Thus these systems should be

designed more appropriate to fit the Chinese civil servant system, in order to result in high internal work motivation, high satisfaction with work and high quality work performance. Some practical suggestions we had put forward in the chapter 6.

### **7.3 Future Research**

We have created motivation mechanism for the Chinese public departments to improve the working efficiency. We conducted empirical research and illustrated that the factors in motivation mechanism should be dealt properly. However, since the Chinese civil servant system is a new personnel management system, it will be interesting to do further researches within the area. With our research as base further researches can be conducted in the following areas:

- Our survey is conducted only on an advanced area and this makes it impossible for us to generalize the results. It would be interesting to do a large survey especially in the western areas in China, to see whether the results would be the same. Further researches could prove the value of the model or reject certain parts of it.
- It could also be interesting to conduct researches on other theories, such as New Public Management theory. When we created our motivation mechanism, we were only based on the motivation theories. But the New Public Management is a new trend in the Western society. Thus it is meaningful for the Chinese public departments to borrow some new ideas from it.
- In our motivation mechanism, we only pointed out some practical suggestions as to how to improve working efficiency. However, these measures are very rough. It is useful to conduct a research and find out the measures one by one according to these factors we mentioned in our motivation mechanism.

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## Appendix 1

### Questionnaire

1. Are you satisfied with your salary?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
2. Are you satisfied with your security system, such as job security, medical care and retirement pension?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
3. Are you satisfied with your working facilities, such as private space, update machines?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
4. Are you satisfied with the relationship between the colleagues?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
5. Are you satisfied with the relationship with your boss?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
6. Are you satisfied with the result of evaluation every year?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
7. Are you satisfied with feedback you got from your boss?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
8. Are you satisfied with your position, such as is it suitable to your personality, ability or skill?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
9. Are you satisfied with your rank?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
10. Are you satisfied with the chance to rotate from one position to another?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
11. Are you satisfied with rejuvenation system, such as recruitment system, resign system?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
12. Are you satisfied with training and developing system?  
A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction
13. Are you satisfied with reward system, such as bonus?

A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction

14. Are you satisfied with punishment system?

A. dissatisfaction B. no dissatisfaction C. satisfaction D. no satisfaction

Individual information:

Your age: A. 20—30 B. 30—40 C. 40—50 D. more than 50

Your position: A. common employee B. middle manager C. top manager

Education level: A. less than bachelor B. bachelor C. master or higher

Working condition: A. city B. countryside

Gender: A. male B. female

## **Appendix 2**

### **Questions for interview**

1. Do you feel the characteristics described above are similar with your department? If there are any differences, please describe in detail.
2. What is the level of revenue in your department compared with the civil servant in other department or compared with private sector employees? Do you feel salary system is fair or unfair?
3. What is the security system for civil servants?
4. Could you feel security if you directly put forward your own ideas about how to do job, or you had different ideas with boss on the job?
5. How about the working atmosphere in your department? Do you feel happy or depressive when you are working? How about the relationship with other department?
6. Do you think the existing evaluation system is practical and realistic? Do you get feedback regularly?
7. Since the evaluation system based on goals set before, do you know your goals and responsibilities exactly? Do you have enough self-determination within your own business?
8. What kinds of factors should be considered when the employees to be promoted in your department?
9. Does the working position allow you bring your all ability and creativity into play? Why?
10. Had you been rotated from different position or different department? What's your opinion about rejuvenation system nowadays?
11. What's your opinion about the training system and developing system?
12. Are the rewards (bonus, promotion etc.) and punishment (demotion etc.) consistent with the result of the evaluation? Do you feel they are fairly used?
13. What would you like to change about the working systems in your department if you were given the opportunity?
14. If a friend is going to work at your department what advice would you give him about the things he should do and things he should not do.

15. What are the main personnel policies in your department and how about the effects?

16. If you notice that some personnel policies have no effects, could you tell us the reasons? Is it the problem of the contents of the policies or the implementation?

## Appendix 3

### 调查问卷一( questionnaire in Chinese)

1. 你对你的工资收入满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
2. 你对公务员的社会保障制度满意吗,如工作的稳定性,医疗保险,养老保险等?  
A 不满意 B 没有不满意 C 满意 D 没有满意
3. 你对你的工作设施满意吗,如私人空间,现代化的办公设施等?  
A 不满意 B 没有不满意 C 满意 D 没有满意
4. 你对你与同事之间的关系满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
5. 你对你与领导之间的关系满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
6. 你对每年的考评结果满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
7. 对你从领导那里得到的反馈满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
8. 对你现在的工作岗位满意吗,如岗位是否符合你的个性、能力等?  
A 不满意 B 没有不满意 C 满意 D 没有满意
9. 对你现在的职级满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
10. 你对你的轮岗机会满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
11. 你对公务员的更新制度满意吗,如进人制度、退休制度、辞职制度?  
A 不满意 B 没有不满意 C 满意 D 没有满意
12. 你对公务员的培训制度满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意
13. 你对公务员的奖励制度满意吗,如奖金发放、提拔任用等?  
A 不满意 B 没有不满意 C 满意 D 没有满意
14. 你对公务员的处罚制度满意吗?  
A 不满意 B 没有不满意 C 满意 D 没有满意

备注:

- 1、本问卷调查表根据赫茨伯格的双因素理论设计,他认为在一个组织中存在两方面的因素对员工对工作的满意度有影响,一种是保健因素,如工资、工作设施等,这些要素处理得当能降低不满意的程度,否则就是不满意;另一种是激励

因素，如评估反馈，做得好能使员工满意，否则是没有满意。

2、每个问题只选一个答案，否则无效。

3、答题不用签名，但请填写以下个人信息：

年龄：A 20—30 B 30—40 C 40—50 D 50 以上

职级：A 一般干部 B 中层干部 C 领导干部

学历：A 本科以下 B 本科 C 研究生及以上学历

工作地域：A 农村 B 城市

性别：A 男 B 女

## Appendix 4

### 调查问卷二( interview question in Chinese)

1. 我们上面介绍的公务员制度的特点与你的部门有什么不同吗？如果有不同，请你具体介绍一下。
2. 你的工资收入与其他的公共部门员工相比、与企业的员工相比处于什么水平？你觉得现在的工资制度公平吗？
3. 当你与你的领导对工作有不同的意见时，你会直接提出来吗？为什么？
4. 你觉得你的单位工作气氛怎么样？你平时感到很轻松还是很压抑？你的部门与其他相关部门的关系怎么样？
5. 你认为现行的考评制度能正确评估公务员的工作实绩吗？你能定期收到对你工作情况的反馈吗？
6. 你对你自己的工作目标和工作职责清楚吗？你在工作中有足够的自主权吗？
7. 你觉得要提拔任用一个公务员时，应该考虑哪些因素？
8. 你有没有在不同的岗位轮岗锻炼？你认为现在公务员的轮岗制度执行得怎么样？
9. 你的工作岗位能充分发挥你的聪明才智吗？
10. 你认为现行的培训制度对你进一步发展有用吗？为什么？
11. 你认为奖惩制度的实施与考评结果一致吗？他们是不是公平？
12. 如果我们要在公共部门建立操作性比较强的激励机制，你觉得应该考虑哪些因素？
13. 如果你的领导要你提出一个方案，对现行的有关管理制度进行改革，你觉得哪些制度需要改变？
14. 如果你的一个朋友要到你的部门来工作，请你给他一些建议，他应该怎么做？什么可以做，什么不可以做？
15. 你们部门有哪些主要的人事制度？执行效果如何？
16. 如果这些人事制度执行得不好，是什么原因？是政策本身的原因还是执行过程中的问题？

