

How to Manage and Motivate Staff During a Strategic Change Project in a Chinese Manufacturing Operation

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ABSTRACT -- This study applies a logical and comprehensive classification of design, with several hypotheses for empirical test based on a total of 464 samples within two firms via both qualitative and quantitative studies. It focuses on key motivational factors (KMFs) in the operational environment (OE) of strategic change project (SCP) (1997) in the MFP (a Chinese manufacturer), which compares its operational environment before and after a SCP. Furthermore, the design will across examine how the Chinese motivation shows a striking contrast with the UK. It provides evidence of how they significantly influence the performance. While learning from western countries, Chinese need to understand that motivation is linked with social connection which should be within the rational-legal system. Otherwise, the English motivation may need to be applied to deal with social connections for the marketing based employment relations positively.

Keywords: Manufacturing operational environment, Management, Motivation, Strategic change project

I. THE CONTEXT

It is a case study of a strategic change project (1997) of Zhengzhou MiFeng Paper - Making Ltd. (MFP) in China. Background of the strategic change project (1997) of MFP [1]. MFP was one of small China's state-owned enterprise (SOEs) and is one of the monopolists of cigarette-paper-making company (CPM). There are a number of external trends and issues to affect MFP operation includes the Chinese government raising the standards of environment protection of The People Republic of China (EP), and the CPM being unable to meet the market demands. Chinese Tobacco industry is monopolized with a significant growth, and has progressed with technical innovation and restructuring. In 1997, MFP market was plunged to decline. It resulted in high production and high stock level. Until May 1997, MFP employees had not received salaries for five months, which resulted in the low morale and employees of the MFP desired to change. Mr. XU (30 years old) replaced Mr. LU (61years old) to act as a Chief executive officer (CEO) and launched a reconstructing management system from state-owned to privatization ownership in Aug 1998, rebuilding modern 1880mm paper-making production line to restructure its third workshop,

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building leadership and making redundant employees from 980 to 420.

MSUK's Background: The MSUK is an engineering service firm in the UK. It specializes in the maintenance, repair & overhaul of landing gears, associated hydraulic units for military and aircraft. It not only is a European landing gear center of excellence for single aisle aircraft, etc. furthermore, also provides customize service package, such as preventative maintained programme. Employees: 200.

II. LITERATURE REVIEW

A. DEFINITION OF MOTIVATION IN PROJECT MANAGEMENT

There are numerous definitions of motivation. The concept involves numerous characteristics, perceptions of the employee and their situation [2]. This thesis tries to find how people in the OE of SCP are motivated. Meredith & Mantel [3] agree that motivation is when people naturally show interest in project work that is challengeable and variety inherent, and who would be motivated by the direction of the project. For example, employees may take extra effort to implement task on time and under budget through by motivation [4][5] take this further by adding that people stretch and exploit their competence & strengths, and direction to fit a changing environment in order to increase productivity and control performance [6][2][7] to achieve goals of SCP. It meets people's expectations and satisfaction [2][7] in the cultural and political context of the SCP. It is subtle and permitted through skillful use of stories, images, and consolidation to share values and facilitate the success of SCP [8].

B. VIEWS OF MOTIVATION THEORIES

Many academics classified motivation theories into two types: content theory and process theory [2][6] [7] [8][9] [10][11][12][13]. This depends on the content of the motivational structure or the process of motivation [9]. However, key features of OE in SCP may require a specific sort of motivation theory, no matter which type motivation theory is. The following discussion will integrate content theory and process theory to find how key factors of motivation best fit in an OE of SCP. It will help managers to find which ways in an OE of SCP can create motivational climates, provide a platform and offer more opportunities to generate more work motivations. Increase employees' satisfaction at work and improve their performances. It should address the issues of motivation in an OE of SCP [2][8]. C. In the operation environment, the definition proposed by Vonderembse & White [14] that motivation is

a powerful force. It drives people to do things physically and intellectually far beyond their perceived capabilities following the right direction. E. However, as with many important concepts in an OE of SCP, there is no single, universal definition of motivation that is accepted [15]. The definition should include methodology and method to practise in the field of how to manage and motivate staff in an OE of SCP.

Content motivation theories The content theory identifies what particular factors produce motivation [9] that influence people to satisfy their work, and is concerned with how to motivate people. It briefly introduces the following motivation theories: 1) Hierarchy of needs theory. 2) Herzberg's Motivation-Hygiene theory. 3) Job Characteristics theory. 4) Reinforcement theory. 5) Learned needs theory.

Process motivation theories In contrast, the process motivation theory focuses on the process of developing motives with dynamic approaches and people interest, which concerns with why people interest or choose one action over another can be motive [8][9]. It briefly introduces following motivation theories: 1) Equity theory. 2) Expectancy theory. 3) Goal-setting theory.

C. KEY FEATURES INFLUENCING MOTIVATION IN OPERATION ENVIRONMENT AT STRATEGIC CHANGE PROJECT

Revolution of Strategic change project According to Johnson, Scholes & Whittington [5], strategic change can be divided into four types: adaptation, evolution, reconstruction and revolution. This study focuses only on the revolution type of strategic change as it matches the topic of the thesis. The firm needs to deal with high uncertainty when it makes radical changes [16]. When the organisation failed to respond to environment change, it went into a risky situation. At this point, its morale is very low. Most people have no motivation or de-motivation. It requires that revolutionary change which is the 'big bang' fundamental change. It needs rapid and major strategic paradigm change through change of organisational configuration, and organisational behaviour should change. It aims to change organisational circumstances as a take-over threatens the continued survival of a firm.

Organisational configuration The revolutionary strategic change will redesign structure through redesigning job, responsibilities and line of reporting in organisations, etc. It redesigns processes that motivate people to work for a turnaround. In addition, it also redefines relationship both within and outside the organisation. It faces the challenges of fitting in with the speed of change and uncertainty in the business environment, which aligns people's motivation to create knowledge and share knowledge with commitment [17]. However, the employees' performance is influenced by their motivation for rapid change [5].

Short-term requirement According to Johnson, Scholes & Whittington [5], the revolutionary change needs to overcome resistance to show visible short-term wins. It should firstly 'win heart and mind' as a 'trigger' to motivate people, who willingly work in a new situation rather than regarding them just as recipient of change. Equity is a key in this period. Hollyforde & Whiddett [18] support this view

that short-term and long-term goals employed must be seen to be fair. People are likely to compare the old situation and the new referent group. The inequity must be avoided.

The managers should be priorities putting the goals into place. It may mean downsizing or withdrawing to release resources for others [5]. However, the short-term goals could be achieved successfully and quickly if people get involved. Clearly defining job, responsibility and new work conditions should help to maintain and enhance job characteristics that lead to intrinsic motivation, which influences people's forward vision of change to avoid a demotivating impact of 'trapping' people in a situation where they will feel that they cannot change [18].

Long-term requirement After short-term win, people will look at future of initiatives and where, they would stand. Long-term goals follow conventional objectives of operations-quality, speed, dependability, flexibility and cost, which require managers to invest more time and efforts in the long-term. Therefore, non-material motivation can lead staff to set the goals for long-term performance [16].

The long-term goals should be clear and communicable, challengeable and achievable with people's involvement as offering a reasonable quality of working life [19][20]. It means long-term goals should coincide with the person's career goals based on changing culture, two-way communication, feedback and reward in time. It requires understanding culture and behaviour change; indeed, the organisation should reinforce them as a whole.

Motives for an operational environment in a strategic change project Johnson, Scholes & Whittington [5] point out that the survival of an organisation should be based on its ability to deal with risk. This risk factor should motivate a business to find a new position that changes business environment. The organisation will use capacity motives to stretch and exploit its resources and competence, which enable it to meet stakeholders' expectations. These three elements need to align and be based on the people's motivation.

Hollyforde & Whiddett [18] produce views that the organisation takes interest in motivation, and this interest enables it to increase its opportunities for success. This interest on the organisation's part develops respect towards people that would generate more intrinsic motivation than extrinsic motivation. It creates motivational climates to encourage people that work is done [16]. Motivating environment has a larger effect on performance than dispositional factors do. However, the OE of SCP should apply the reinforcement theory to take a better work setting. It also needs to apply the Hygiene theory to make a comfortable physical workplace environment, such as proper level of temperature and humidity, illumination (and avoidance of glare), colour, noise (both level and duration), and pay more attention to potential safety and health problems, etc. [21].

Motivating and managing staff in an OE of SCP should apply the 'Job characteristics' theory. It ensures that the HRM become HCM and put 'pay, working conditions, policy etc.' into line, and focus on job enrichment and enlargement [21] to be continued roles modeled with self-efficacy [7]. Extrinsic motivation as a 'movement' requires the inducements that do not allow intrinsic motivation to control. The organisation should use it carefully to reinforce intrinsic motivation in order to achieve better processes and

constantly enforced system to support people's work rather than control it. To ensure the key motivation theories come into place, the organisation should pay more attention to understanding human behaviours. The individual perception is a key to facilitate implementation of the Equity theory. The employees believe that the system is fair and such trust helps them to create core competences, which enable them to fulfill the SCP in schedule (ibid).

D. KEY FACTORS INFLUENCING MOTIVATION IN AN OPERATIONAL ENVIRONMENT OF A STRATEGIC CHANGE PROJECT BETWEEN TWO DIFFERENT TWO COUNTRIES

Relationship The Chinese managers and staff may seek a relationship as a motivational connection [22]. Wu [13] reports the relationship is a key to the success of both Chinese life and business [23]. The Chinese decision-making is firstly concerned with the relationship. The author experienced one instance. His colleague is a deputy general manager. One member of staff later interrupted a meeting that he held. He was very angry and shouted at the number of staff: 'who referred you to enter the firm?' There was no consequence for the member of staff and he replied that he was one of the mayor's relative. The westerner thinking is in linear patterns' cause and effects. The different elements rules their personal relations and firm's web than in Confucian societies [24]. They view relationship as primarily calculative in nature [22]. They also strictly obey regulations or team agreements without concern for relationship. Relationship between western people is relatively informal. Conversely, it rarely influences its process of operation that is defined [23].

Performance-related pay Some Chinese people know that their colleague's salary is higher than theirs is. Most of them do not reflect on their own weaknesses are and where they need to improve. They firstly complain: 'why is his/her salary higher than mine?' they might compare their strengths with other's weaknesses or, may compare their contribution with other's mistakes. Bozionelos & Wang [25] state that Chinese employees were simply natural towards equity-based performance-related pay, which differs from their counterparts in more individualistic countries.

Culture Wozniak [26] points out that culture is of paramount importance to effective management practice, but different cultures will generate different motivations. The Chinese culture has a particularly forward collectivistic nature and its Confucian orientation [25]. Gamble [20] states that western management is a 'people-centered' culture. Western people are inclining to think logically, and understand in a rational way [23] [26]. Their culture treats staff as individuals to match their interest in low power distance [22], and taking feedback is common to see how performance sometimes involves credit [23]. Motivation is reflected by cultural difference [17]. When the organisational external environment is changed, the westerner may view this as a challenge to motivate them and direct action is the target. The Chinese may accept this change as a force to accommodate. They may wait for the leader or organisation to make a decision [22].

Management style and leadership: Chinese managers have strong centralized authority that allows them to make decisions or deal with subordinates from the top-down with only a little participative management [13]. Its behaviour is

the same as 'the oldest person is a best one' of Chinese culture. Even though a leader is very young, workers who may be older than him/her may also show respect by calling them the "old family name" for a leader. Older staff might help him/her to take tea and other little services as a sign of respect, which confirms a leader style, pose to non-sharing power. Schuler, Jackson & Lou [28] state the western leaders are more willing to share power. The western managers have the ability to build participation's systems that strongly share commitment with staff, so they also learn from it [23]. The power always shifts following environment change to influence people's motivation [28][29]. The Chinese managers require both technical and conceptual skills from education and seniority [23]; they were 'fire fighters' to make decisions often concern risk of loss without planning primarily. The western managers tend to evaluate opportunity as possible benefits [22].

Communication: Communication allows people to express emotion that transcend cultural boundaries [26]. Wu [13] states that Chinese people are eager to learn new things. The leaders and staff have a very clear divide with minimal interaction. Their communication just takes place through leisure activities [20]. The subordinates should show respect by addressing their 'leaders' using formal language, for instance using both surname and job title. Chinese communication style is easier and quicker with less information that may change things without commitment [23]. Savery, Mazzarol & Dawkins [23] point out that in order to enhance motivation, western staff regularly counsel with an in-house consultation system as 'Grass Roots' and look at how to improve performance as flexible work with feedback in time based on the trust in each other. The western leaders are easygoing and very respectful of staff. They treat staffs as equals that motivates staff to be more willing to work hard. They like workers to call them by their first name. They are occasionally absent from work. Western firms' culture is an open culture that provides sufficient information for staff [20].

Promotion & Power Promotion is of paramount importance in HCM and is influenced by Chinese history, which has an unmistakable influence of some of the traditional Chinese cultural values such as Hui Bao (reciprocation) that means people helped you, which is expected to return; Ren Qing (Favour), Mian Zi (face) and Guan Xi (relationship). They want to be bosses instead of working for others, or become leaders to gain powers (ibid). Chinese managers generally have autocratic power that may mean they are more likely to abuse power. They demand a high level of performance from staff in the negative way [20][23]. In China, rank means more power [30]. Wu (Ed) [13] states that rank among businesspersons and government officers are very important. Staff dealings and responses should be consistent with their individual rank. In contrast, western firms use ranks for comparative measure of assessment and documented effective measures, which is placed in a hierarchy from best to worst [2]. Their promotions do not concern any relationship, but depend on the attainment of an industry accreditation, and the position is recognised by experience and education achievement in a particular industry based on their ability and is potentially rapid with equity. The leaders encourage the staff to voice grievances to help them to continue improving management

[20][23]. In brief, the different countries prefer different ways of motivation [26].

E. KEY ISSUES OF MOTIVATION IN AN OPERATIONAL ENVIRONMENT OF A STRATEGIC CHANGE PROJECT

According to Hannagan [7], understanding of human motivation is a key element of effective work performance. To turn around the business, organisation should develop the motivation theories to drive and support the SCP. Based on this, the following risks should be considered:

Appropriate theory & suiting circumstance:

All motivation theories have limitations that are mentioned in Table 1 and table 2. Despite the considerations mentioned above, there is no single effective way to motivate people (ibid); the outcomes of performance may interact with motivational components present in an OE of SCP [31]. Therefore, the managers in OP of SCP should seek a way to combine appropriate motivation theories that best suits the circumstances. Even the managers find it usefully; they cannot motivate everyone to enjoy work. Consequently, the ideal way is that the managers seek a way to motivate the overwhelming majority of people or minimize demotivation in the work, which supports and facilitates the success of SCP.

Commitment vs. Control: For motivating and managing staff in OE of revolution SCP the motivation is related to performance appraisal and control positively and closely, which can have a significant effect on control. It would be necessary to gain a balance between commitment and control. Some science management techniques are a part of commitment. Ergonomics influence both staff's commitments and psychology. HCM and promotion should treat staff as capital [16]. which depends on how outcomes are produced; they do not just reduce cost. They have both positive and negative aspects, which is why they only have part of self-control. Motivational approaches influence staff via different things that depend on their situations, which share commitment with people. Minority people may not quickly respond to environment change to become more motivated, which may need controlling according to the law. The organisational objective and strategy, culture and leadership strongly influence personal motivation [5] that is based on sharing commitments with staff [17]. There are a minority of staff may have basic needs who do not engage in motivation. Leadership not only significantly shares commitment with staff, it also empowers staff to transfer at least part of the control of their job [19]. Finally, Lok & Crawford [17] stress that commitment is identification of the motivation and job satisfaction. It directly motivates employees to stay with or leave the organisation. However, the organisations cannot control interest job and inter-personal relations. Nevertheless, the organisations can create a climate to influence people's interest and inter-personal relations. Nevertheless, both factors generate commitment as a whole.

Speed change requirement & slow change requirement:

To motivate and manage staff in an OE of SCP needs to strike a balance between the speeding changes from requirement of external environment and slowly change from organisational culture. Johnson, *et al.*, [5] state that increased levels of uncertain business environment require speed of change. Nevertheless, Arnold, *et al.*, [15] support the views of Clarke (1994) on 'The Essence of Change' that

stresses that culture requires change to be slow. In brief, the managers motivate staff to strike a balance between them, which enables the organisation to generate commitment and competitive advantages [17].

Occupational health and safety: The factors of ergonomic environment emphasizes that the occupational health and safety are a premise base in an OE of SCP, because people manipulate the machines day-to-day, which should obey the laws of design and control work conditions, and understanding these factors are necessary for OE. The definition in this thesis attempts to show people's motivations in the OE of SCP. The content theory identifies which particular factors produce motivation [9] that influence people to satisfy their work, which concerns how to motivate people upon 1) Hierarchy of needs theory, 2) Herzberg's Motivation-Hygiene theory, 3) Job Characteristics theory, 4) Reinforcement theory, 5) Learned needs theory. In contrast, the process motivation theory focuses on the process of developing motives with dynamic approaches and people interest, which concerns with why people choose one action over another to become motivated [2][8] upon 1) Equity theory, 2) Expectancy theory, 3) Goal-setting theory.

To identify the KMFs, the managers should be put into organisational context. Revolutionary SCP needs rapid and major strategic paradigm change as changes in organisational configuration change to meet the short-term requirement that motivate staff achieve the long-term requirement. If the organisation has an interest in motivation, its values respect people that would generate more intrinsic motivation than extrinsic motivation. According to Hannagan [7], three key areas: organisation, job and personal factors influence people's motivations, which should be primarily understood by the managers based on key performance indicators: influencing factors, person factors and situational factors.

Revolution change creates new organisational context.

The managers should combine matching the job for a person and matching a person for the job [32] into the OE of SCP context. In short, it argues that there are different KMFs in an OE of SCP between different political systems of countries, such as relationship, performance-related pay, culture, management style and leadership, communication, promotion and power, and each factor has to be discussed in scenario. In short, the relationship between western people is relatively informal. Conversely, it rarely influences its process of operation that is to be defined [23]. Different cultures will generate different motivations; the power always shifts following environment change to influence people's motivation [28][29]. In brief, Motivation approaches influence staff via different thing depends on their situation, which share commitment with people. It should be noted that this study does not consider the KMFs will affect different SCP. The different types of SCP will produce different outcomes.

F. KEY CHINESE MOTIVATIONAL FACTORS IN AN OPERATIONAL ENVIRONMENT OF A STRATEGIC CHANGE PROJECT

This study focuses on the nine Chinese KMFs, such as the direction of SCP, 'Xia Gang', performance-related pay, HR promotion, inter-personal relation, interest of work, leadership, configuration of Chinese manufacturer and

culture. It discusses that Chinese firms value staff to strengthen their commitment, which demonstrates the motivation and commitment of employees are higher in co-owned firm than SOEs [33]. The drawback in Chinese SOEs is that it de-motivates staff to fulfil targets [25][34]. As a result, the Chinese employees react negatively towards performance-related pay. The Chinese SOEs' employees lack the job interest that de-motivates them to work [35]. In short, the ideal way is to redesign jobs that primarily associate with staff's own interests. The managers should concern the SOEs individual interests are under group interests [25]. Chinese leadership has strong authority and low individualism, which affects employees' motivation and attitude [35]. SOEs structures and Chinese culture determine how immediate superiors play a significant role in influencing their subordinates' motivations, which refer to the Chinese history about instrument relationship and power culture. The reforming Chinese SOEs have inhibited the incentives and motivation associated with free market policy. Chiaburu & Tekleab [31] find that the Chinese culture is critical to employees' motivation. Indeed, the Chinese SOEs lacked the diversification of cultures. Increasing the employee development with motivation is a trend in Chinese firm's OE since China joining the WTO [35]. Nevertheless, there are several key issues of motivation in the Chinese manufacturing OE of SCP: 1) Unfair of 'Xia Gang' involving a potential grave risk, 2) Motivation only relies on the social connection without evaluation and law/regulation; 3) Motivation is depended on imbalance between materialistic value system and the non-materialistic value system. 5) Often traumatic political and cultural problems with un-democratization.

G. KEY ISSUES OF MOTIVATION IN A CHINESE MANUFACTURING OPERATION OF A STRATEGIC CHANGE PROJECT

The SCR and ethical issues are keen to Chinese motivation in the Chinese OE of SCP. They can destroy the right management configuration to force the firms in the wrong direction. They would de-motivate staff to impact the OE. It is a danger that motivation only relies on the social connection without evaluation and law/regulation. It is likely to cause health and safety issues in a Chinese OE of SCP. Many accidents about health and safety were reported in the media frequently, in 2005, 127,000 people died in accidents in the workplace [36]. It includes more than six thousands [37] people died only in the coal industry. The over consideration of social connection, which will be negative to break the commitment. It would de-motivate people to work who may be resigning from the firm or producing low productivity. The firm would lose the highly talented people to get away with competitive advantages. Gamble [20][38] find that the key issues of often traumatic political and cultural problem with un-democratization have a strong impact on the operation that may de-motivate employees. The firms should learn to increase the experience of coping with a state political system. They need to build relationships positively with local government to gain support, which enables them to set up 'harmonious environment in miniature' for development. It would

facilitate to make a motivated climate to improve motivation.

III. RESEARCH METHODOLOGY AND METHODS

Field research in the present study used case studies to examine KMFs in particular contexts. To find the benchmark and key trends of motivational management, it applies appropriate motivation theories to investigate KMFs in both MFP (1997 & Current) and MSUK via appropriate methodology and methods.

A. Research philosophy

This study applied both desk research and field research. Desk research focuses on the literature review to find what motivations are. It also identifies and examines what the KMFs in an OE of SCP are, and what the key Chinese motivational factors are and therefore gives grounding for the field research. Field research uses case studies to examine these KMFs in a particular context, because the requirements of MFP.

B. Research strategy

The design of the questionnaire included the scales utilized in the present study. The questionnaire considers the Chinese culture and 'losing face' to find the answers this study is looking for. It is possible that there are mistranslations in the design and data collection. The sensitive motivational behaviours may call different words in the different particular cultures, such UK has no 'Xia Gang' managerial activity. 'Losing face' is Chinese particular culture. The study compared how KMFs differ before and after an OE of SCP. It compared the MFP results with results from the MSUK survey. It intends to find the differences in KMFs in the China and the UK. The present study used 6 strategies to design each question with logic [39].

C. Hypothesis & measurement

The survey's questions are designed to measure KMFs. The question-roll used open questions. The questionnaire measured both importance and satisfaction of each KMF in MFP (1997 & Current) and MSUK. The managers of both MFP and MSUK only tested the question-rolls. The staff only answered the questionnaires. They used different style of structures. It uses three types of questionnaires and two types of question-rolls, which focuses on different samples in MFP and MSUK. In the questionnaire, its first section proposed nine hypotheses to study nine areas, such as: job, social status, job enrichment & enlargement, organisational objective & strategy, power as promotion, leadership, inter-personal relations, culture and obstacles of motivational factors. Its question No.6 used specific questions about obstacles of motivation, which will examine the results of the other eight areas. Thus, this investigation finds the benchmark and key trends of motivational management; the comparison of different organisational KMFs will help the MFP to seek the best way to accomplish its motivational strategy

IV. FINDINGS AND DISCUSSION

The results of Qu.2 (Social status) in questionnaire have confirmed limitations of the Maslow's hierarchy theory. It cannot be used in the workplace directly. People's needs may be diversified in the same time. Through the managers' feeling of social status in both MFP and MSUK, they thought they are in hierarchies that are commonly higher than staff (MSUK managers are most in 'self-actualisation and Transcendence' levels). It was confirmed 'individual differences in the strength of various needs' [7]. A result that MFP's employees mostly have satisfied in high hierarchies than their basic lowest hierarchies, which is against Maslow's view 'people are unlikely to meet higher-order needs largely than they do lower-order ones [18]. As a result, the individual needs may depend on their culture, educational level, situational factors and so on.

The Chinese firms should apply more SCR and ethics into motivational management through the SCR and ethics activity based on the Chinese collective culture. The employees training are essential to improve and guide the motivational management into the right place with nature of the role in the suitable configuration. It would be based on staff's interests.. Each Chinese KMF has positive aspects and negative aspects. The managers motivate staff in a Chinese OE of SCP that should positively apply the social connection with suitable culture within the rational-legal system. It motivates staff to insert the logic and legal into social activities without the negative culture, which would take 'New Generation' for Chinese motivation in an OE of SCP. Is it good that the motivational factors are based upon the materialistic or non-materialistic system? Motivating and managing staff in an OE of SCP should pursue a balance between them. The ideal way is to combine the western motivation theories with Chinese culture to lead to the Chinese motivational management change [38], which means managers take appropriate materialistic motivation with maximum non-materialistic motivation to integrate with Chinese culture.

Li, Zhao & Liu [16] state that motivation does not consider objective and measurable criteria which are very crucial. Actually, through this survey, the material motivation and non-material motivation cannot be separated in real business management through analyzing obstacle in both MFP and MSUK; they influence each other to generate and enhance motivation together. People's motivation is crucial and realise upon the measurable criteria, because it is impossible to set a standard of motivation so that it would be variable. Motivational management needs visible HCM policy more (such as performance-related pay) with appropriate programme management. These are essential to apply the equity motivation theory. If these factors work well, the motivational climate would be built. All these activities are necessary to follow the organisational objective, and then people can be motivated. It needs to be discussed that Li, Zhao & Liu [ibid] conclude that performance-related pay and reward is positively related to outcome control, and that motivation is positively related to process control. Despite the consideration mentioned above, these KMFs should be treated in one system with business management. They interplay with each other. It cannot say

which one is the control processes, and which one is the control outcome. For example, In spite of MFP HRM's policy not being visible and fair enough (See figure 1), The MFP's employees still accept the penalties and do things better, which is due to the Chinese culture of 'losing face'. Indeed, motivating and managing staff should desire a balance between the motivation and control to set up the suitable organisation environment, which enables a gain in competitive advantages. The firm would be turnaround.

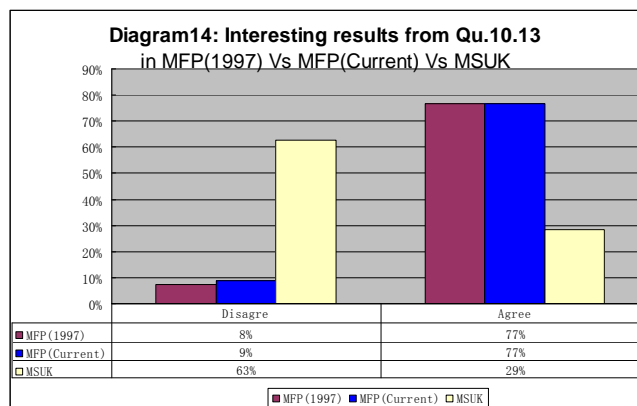


Fig 1: Results from Qu 10.13

V. OUTCOMES

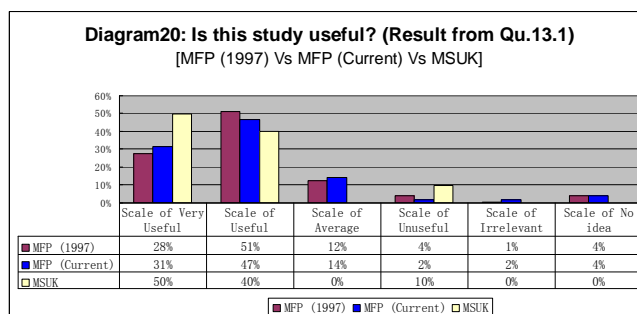


Fig 2: Results from Qu 13.1

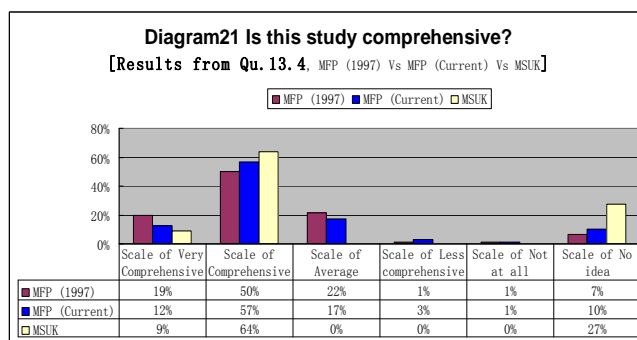


Fig 3: Results from Qu 13.4

As results from Qu.13.1 (See figure 2) and Qu.13.4 (See figure 3) in both firms' surveys, there are 79%, 78% and 90% participants believe that this study is useful for improvement of business management from MFP (1997), MFP (Current) and MSUK separately. There are 69%, 71% and 73% participants assess that this study comprehensive for the motivating and managing staff in an OE of SCP.

These results show that the project successfully achieved the objectives. It contributed for both academic and business practices. It suggests that MFP should take a SCP again, to set up the visible HRM promotion system. It should put the performance-related pay into the right place with high quality evaluation at the right time. The performance-related pay should be visible as much as possible. Through these reform activities, MFP would offer more opportunities for those employees get fairness to improve its business management. The Chinese firms should apply more SCR and ethics to embrace motivational management based on the Chinese collective culture with a best programme or regulation. The managers motivate staff in a Chinese OE of SCP that the ideal way is to integrate the western motivation theories with positive Chinese culture to lead the Chinese motivational management change [38].

For western firms, it should learn to apply the social connection with motivation management positively. It would refresh strongly to generate more and more motivation within a warm community. However, no matter whether it is western or Chinese business management, the managers should take appropriate materialistic motivation with maximum non-materialistic motivation to gain a balance between the commitment and control, which would gain core competence. In conclusion, the organisations need to offer more opportunities for employees to update their social status. Thus, staff will embark motivational platform through adequate communication and feedback in time, which would enable them to influence with each other to build a coherent group. The organisation should find a balance between motivation and control to achieve their objectives. As a result from the survey, the study is useful and comprehensive to achieve the objectives for the motivating and managing staff in an OE of SCP. It made the contributions for both academic and business practices.

MSUK's employees and MFP's employees are in different hierarchies. The MSUK motivational management is more modern than MFP. The satisfaction of KMFs in MSUK is higher than satisfaction of KMFs in MFP. It demonstrated the MSUK business management is more modern than MFP, especially for motivational management. Overall KMFs of MFP have declined since SCP (1997). MFP (1997)'s obstacles are salary (performance-related pay, Qu.1.2 & Qu.6.1), HRM promotion (Qu.5 & Qu.6.2) and culture (Qu.9 & Qu.6.5) (See Diagram 18 & Diagram 13 and Table 5). The current MFP obstacles are more than one factor of structure and process (Qu.6.4) than 1997 MFP. However, the material motivation and non-material motivation cannot be separated in real work, it is impossible to set up the standard of motivation. As a result, motivational management needs a more visible HCM policy (such as performance-related pay) with an appropriate programme. Motivation may not positively relate to process control in particular cultures and circumstances. Thus, Motivational management should be treated in one system based on a balance between motivation and control. The suitable organisation environment would help firms to gain competitive advantages. Motivating and managing staff in an OE of SCP should be applied with appropriate motivation theories to regenerate people's motivations,

which modify the KMFs to influence people's behaviours, and engage development of employees' careers based on their interests.

MFP should take a SCP again, to set up the visible HRM promotion system. The ideal way is that MFP needs to integrate the western motivation theories with Chinese culture to lead to Chinese motivational management change [ibid]. MSUK's 'structure and procedures' is an obstacle. It suggests MSUK may need to apply the social connection with motivation management positively. In conclusion, the organisations need to offer more opportunities for employees to update their social status, which would enable them to influence each other to build a coherent team. The organisations should find a balance between motivation and control to achieve their objectives.

VI. RISK ASPECTS

It is a danger to develop business management alone upon the motivation management, because the motivation management is not a 'panacea'. It cannot solve all issues of business management. Nevertheless, it is a premise basic of business management. It should be recognised as a key part of any business system. To get better motivation management, communication is the key (Rice, CEO of MSUK). However, if communicating well and appropriately implemented (ibid), the firms should put motivation in place to carry out a strategic change. According to Rice, the managers should create a motivational environment to influence the individual's perception of the change to avoid de-motivation. However, it would have a demoralizing effect if people worried about the risk to themselves (ibid). There is can be no doubt is same useful for that an organisation was in risky situation, which should through two-way communication adequately, and re-display the available resources. A risky firm should be using limited resources to focus on one main motivational issue, to push one KMF forward in the direction of strategic change, no matter whether it is a little change or, one stop of implementation of motivation management, even though a little change wills provoke other KMFs. Further advantages of the KMFs will be gathered together to become a greater competitive advantages, which would facilitate the organisational turnaround.

VII. CONCLUSION

The present study demonstrated that Maslow's Hierarchy theory cannot be directly used in the workplace, people's needs might be diversified at the same time. It is possible that people are satisfied in high hierarchies more extent than their basic needs. The individual needs may depend on their culture, educational level, situational factors and so on. Even though the study is useful and comprehensive to achieve the objectives for the motivating and managing staff in an OE of SCP, and it contributed for both academic and business practices, but the motivational management is not a 'panacea'. Motivating and managing staff in an OE of SCP is a project. The managers should identify suitable KMFs and obstacles of motivation. It should generate high quality

motivations with low cost of motivational management and deliver on time with risk management within a motivational programme by applying an appropriate materialistic motivation with maximum non-materialistic motivation via feedbacks in time and adequate communications. Different cultures will generate or affect motivation. Motivation is not static. The managers should apply appropriate motivation theory to prepare for SCP and manage the change in OE. The ideal way is to integrate the western motivation theories with Chinese culture to lead to the Chinese motivational management change [38]. The managers should take appropriate materialistic motivation with maximum non-materialistic motivation to integrate with Chinese culture. The managers motivate staff in a Chinese OE of SCP, which should prior set up rational-legal-system to associate with positively social connection based a suitable modern culture to avoid political risk (Hygiene theory).

APPENDIX

Questionnaires, Tables & Diagrams are available upon to request

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