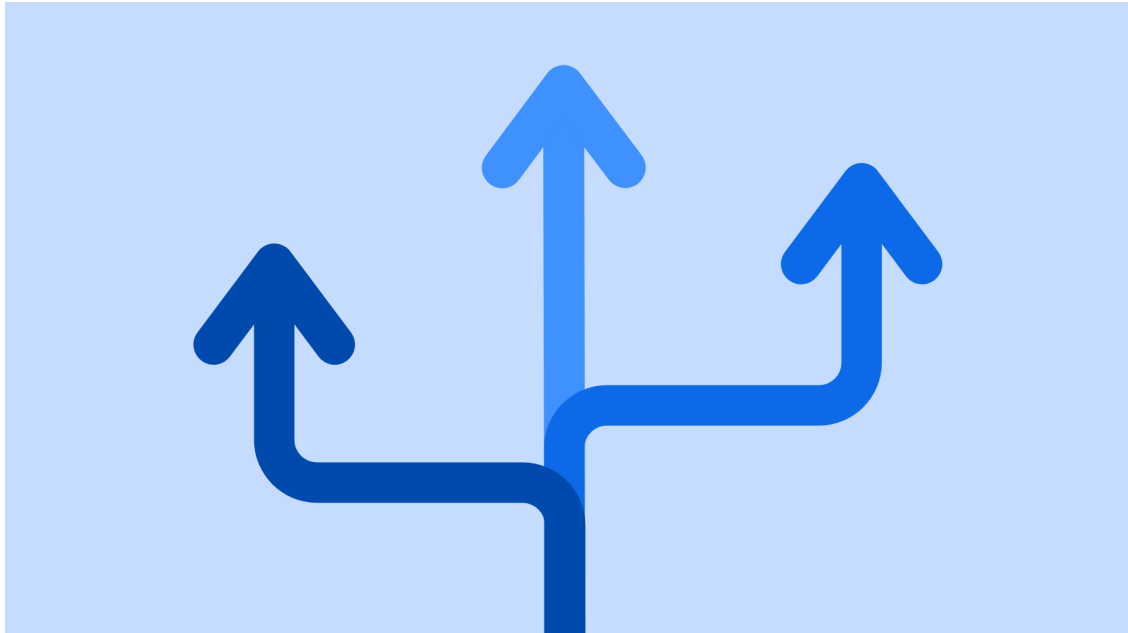




CHALMERS
UNIVERSITY OF TECHNOLOGY



Navigating Joint Venture Turbulence

Understanding the Effects on Employee Workload, Job Satisfaction and Motivation

Master's thesis in Product Development

DANIELA DRVENICA

DEPARTMENT OF INDUSTRIAL AND MATERIALS SCIENCE

CHALMERS UNIVERSITY OF TECHNOLOGY
Gothenburg, Sweden 2023
www.chalmers.se

MASTER'S THESIS 2023

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Master's Thesis 2023
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Cover: Visual representation of three arrows who each represent workload, job satisfaction and motivation.

Typeset in L^AT_EX
Printed by Chalmers Reproservice
Gothenburg, Sweden 2023

Abstract

This thesis examines the impact of a joint venture (JV) on employees' workload, job satisfaction, and motivation in the case of Alpha. The automotive company Alpha Cars was sold to companies Delta and Beta in 2021, creating a JV called Gamma to reposition Alpha Cars in the market. Alpha Cars was previously an Original Equipment Manufacturer (OEM) consisting of Alpha, the engineering entity, and Omega, the production entity. Omega joined the JV and Alpha took on a role as supporters to the JV and will be, once the competence and processes are stable within the JV, terminated. The research was conducted while being part of the project management team at Alpha, giving the opportunity to interact with multiple departments and gain a holistic understanding of the challenges faced within the organization.

The JV Gamma resulted in major cultural and project role changes for Alpha. To gather empirical data, a case study methodology was chosen, which included a literature review, seven weeks of observation, and 12 semi-structured interviews with Alpha employees. The study revealed a lack of clear communication between the JV and Alpha, emotional challenges during the transition, and a timing impact on the project. The study found a distinct shift in employee engagement, but it was higher than expected regarding the interviewees current level of workload, job satisfaction, and motivation. To improve employee perceptions and relationships between the JV and Alpha, the study suggests clear and effective communication, a focus on common goals, the creation of ties between team members, the utilization of the skills and experience of both organizations, the improvement of internal processes, and effective change management during downsizing.

Keywords: Joint Venture, Employee, Job Satisfaction, Motivation, Workload.

Preface

This thesis is the final step towards obtaining my Master's degree at Chalmers University of Technology. During the autumn of 2022, I spent 20 weeks completing my Master Thesis in Product Development, which was worth 30 credits. The real names of the organizations and companies mentioned in this thesis have been changed out of respect for confidentiality.

Firstly I would like to thank my examiner and supervisor, Johan Malmqvist (the Head of Division of Product Development and Department of Industrial and Materials Science), for guiding me throughout this thesis. I would also like to extend my gratitude to my supervisor from the company Alpha for their valuable insights and support.

I would like to thank the participants who agreed to be interviewed for this thesis. Their invaluable input helped to enrich this work, and I am grateful for their time and effort. Finally, I would like to express my appreciation for the 20 weeks spent with Alpha, which provided me with a unique learning opportunity and helped me to grow both professionally and personally.

Daniela Drvenica, Gothenburg, February 2023

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List of Acronyms

Below is the list of acronyms that have been used throughout this thesis listed in alphabetical order:

Alpha	The company in focus of this thesis, the acquired entity
Alpha Cars	The brand consisting of Alpha and Omega
Beta	One of the two owners of Gamma
CET	Cognitive Evaluation Theory
Delta	One of the two owners of Gamma
Gamma	The Joint Venture
IJV	International Joint Venture
JV	Joint Venture
Kappa	Main supplier
Omega	Production facility
SDT	Self-Determination Theory
Sigma	Mother company of Alpha and Beta

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1

Introduction

This chapter contains information introducing the background and the origin of the project, the aim and objectives, as well as the scope of the project.

1.1 Background

Joint Ventures (JV) are more common in modern businesses as firms look to extend their operations, access new markets, and attract new clients (Corporate Finance Institute [CFI], 2022a). Company Alpha has acted together with Omega as an Original Equipment Manufacturer (OEM) for more than two decades, producing cars and selling them worldwide. An OEM is a business that produces and supplies items or product components to a buyer company, which further sells these products under its own brand name (CFI, 2022b). The OEM between Alpha and Omega is known as "Alpha Cars," which was acquired in 2021 by Delta and Beta, who purchased its shares and established a JV named Gamma. Alpha was the engineering entity and Omega the production entity. Omega became part of the JV while Alpha took on a role as a "supporter" and service provider, meaning that Alpha's main role today is to provide, for a limited time, service to the JV and will be, as soon as competence and processes are stable within the JV, terminated.

As Alpha acts as a supporter, this entity is simultaneously being affected by the JV in ways of their day-to-day work, cultural changes and project role changes. From the start of the JV, Alpha have noticed a shift in their employees mood and attitude, as this change is new to everyone. Since it is unknown ground for Alpha, balancing their new role as supporting entity and at the same time planning their own downsizing until complete termination, Alpha wanted to investigate if there has been any changes to employee engagement due to the impact of the JV, and if that in turn has had any impact on the projects and in their quality of support to the JV.

Markos and Sridevi (2010) state that as with any type of business, one of the key factors to improve performance is to focus on employee engagement. Employee engagement is referred to by the authors as the degree to which employees are dedicated to their work and the company they work for, and are prepared to go above and beyond their job responsibilities to ensure the success of the organization, but state that there is no single definition of employee engagement. It is a complex

concept involving both emotional and logical aspects of work and the entire work experience. Work environment, leadership, communication, and chances for growth and development all influence employee engagement.

The authors continue with that the literature covered in their study have found a strong correlation between employee engagement and organizational performance outcomes. Looking at the difference in engaged versus disengaged employees, Markos and Sridevi describe "Companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company, productivity, profitability, growth and customer satisfaction. On the other hand, companies with disengaged employees suffer from waste of effort and bleed talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, less productivity, and reduced operating margins and net profit margins" (Markos and Sridevi, 2010). With the results from the authors study showing employee engagement is important for all businesses, it is also applicable in JV's.

As employee engagement is a broad expression with no single definition, this study chose to narrow the focus specifically on employee's workload, job satisfaction and motivation. The purpose of this thesis is to examine the effects of JV's on employees workload, job satisfaction and motivation using a case study approach, to help Alpha investigate if there have been any changes due to the JV. The focus of this case study will only centre around Alpha out of all of the stakeholders involved, to comprehend how the JV has impacted changes in employee workload, job satisfaction, and motivation at their organisation.

A literature review and a case study of Alpha are both included in the research design for this thesis. The case study will look into the experiences of employees at Alpha during the JV process, while the literature analysis will give a thorough overview of the current research on the effects of JV's on employees. The results of this study will help to better understand how JV's affect employees and will guide choices for how to improve this.

1.2 The main stakeholders in the JV

This section presents an overview of the JV in question, including the key participants. It presents a visual depiction of the JV constellation, as well as project Jupiter's timeline and the evolution of the involved stakeholders in the project, using two figures. This chapter's objective is to provide a comprehensive knowledge of the JV structure and the stakeholders mentioned throughout the thesis.

The purpose of the JV was to combine the strengths of Delta, Beta and Alpha Cars to create synergy and take a new step in the automotive industry, repositioning Alpha Cars, and combining the separate organisations knowledge and competences. Figure 1.1 provides a graphical representation of the JV's key stakeholders and its structure. A total of four index's are shown from A to B.1-B.3, where A represents stakeholder Sigma and B is divided into three sub-index's which together create the

combination of the current JV structure in 2022. The solid lines represents "action" and the dashed lines represents "ownership".

Looking at Figure 1.1 top-down, Sigma is included as "Stakeholder" to show the relationship with Beta and Alpha (ownership over both companies, and one action line "Personnel" representing ongoing downsizing at Alpha, moving personnel back to Sigma). Continuing to B.1, Delta and Beta are "Owners" of the JV, represented with the dashed lines. The action line from Delta to the JV represent their engagement as main leadership in the JV (Beta acts as a strategic partner in the JV). In B.2 the JV is represented by Omega and Gamma, where Omega has fully migrated to the JV. Lastly B.3 shows Alpha as the "Supporting Entity" with the action line "Support" to the JV. The dashed circle reflects its downsizing and moving towards termination.

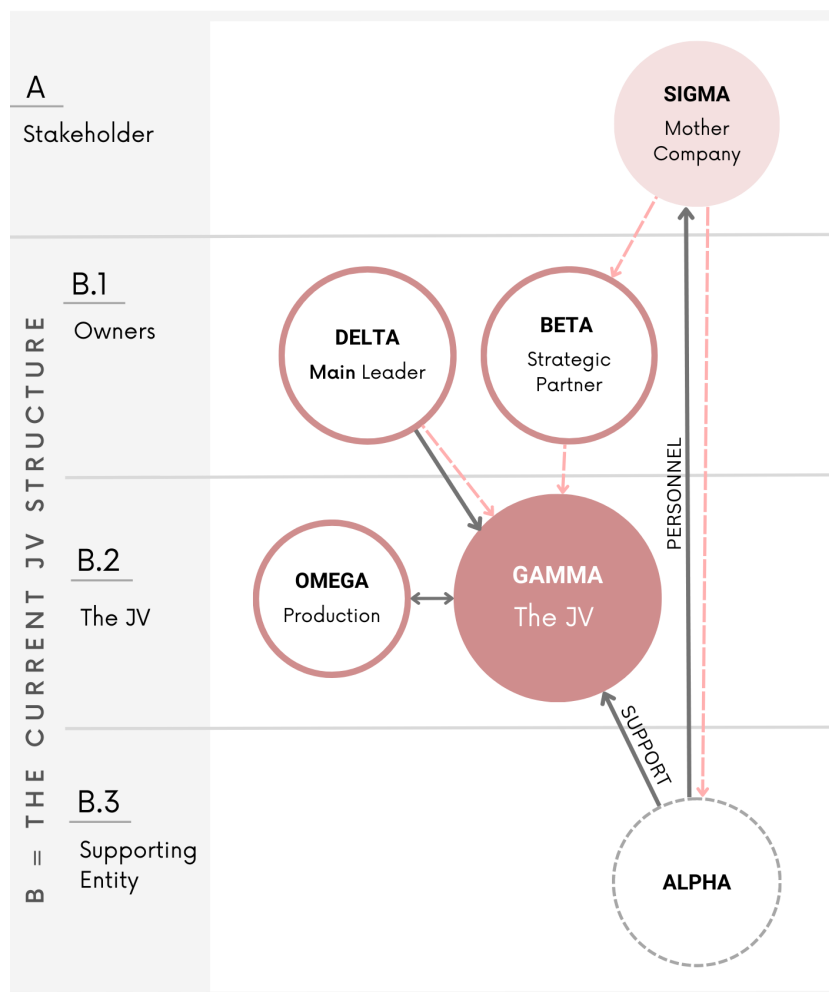


Figure 1.1: The main stakeholders and the relationships between them. Overall structure from 2022.

One of the projects that Alpha is supporting is called Project Jupiter. Alpha Cars started Project Jupiter in 2020 which the JV took over once the transition happened to Gamma. In Figure 1.2, a timeline depicts the evolution of Project Jupiter and the shifting landscape of stakeholders. The first project structure (side A) is depicted

1. Introduction

by a box with dots that includes Alpha, Omega, and the primary supplier, Kappa. The same colours for Alpha and Omega represent their OEM relationship. The timeline shows a break in the middle with the title "JV Takeover" where the shift occurred, which was around one year after Alpha Cars started Project Jupiter. The second half of the figure (side B) depicts Gamma entering the project, with Omega migrated over to the JV. The mother company Sigma and the JV owners (Delta and Beta) are indicated beyond the dashed line in the figure. In relation to the larger project timeline, which spans from its start (2020) to the present (2023), the timeline shows a circle to indicate the thesis project's starting point.

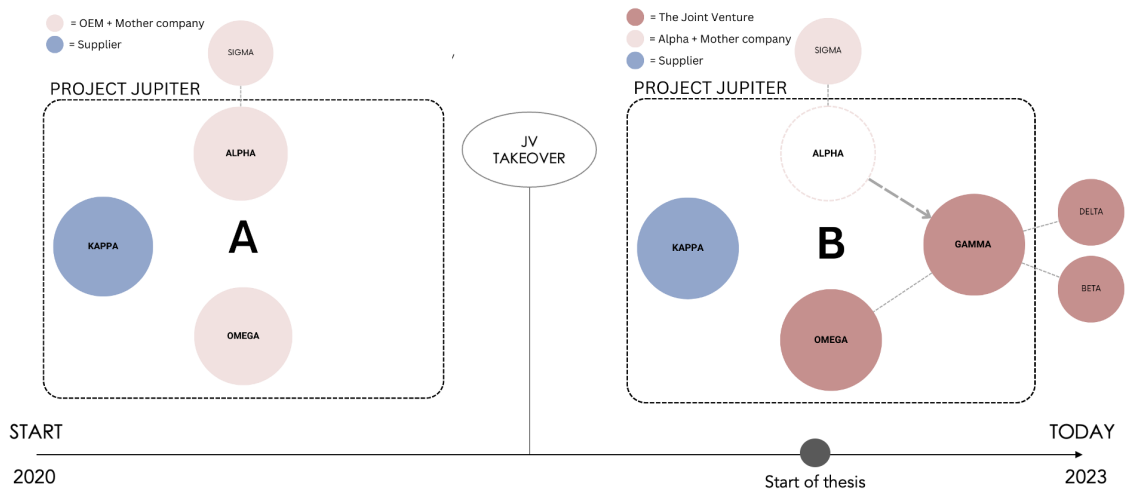


Figure 1.2: Project Jupiter's timeline, how the main stakeholders changed in the project.

The thesis work began in September of 2022, during that time the JV had been official for almost one year, meaning Alpha had worked with this new structure for a significant amount of time.

1.3 Aim

The aim of the thesis is to understand the changes in workload, job satisfaction, and motivation of employees at the supporting entity, resulting from a JV.

1.4 Research Questions

The objectives of this study are threefold:

- How do team members perceive the effect of a JV on their workload, job satisfaction and motivation?
- How do these perceptions impact a project?

- What actions can be taken to improve these perceptions?

Together, these research questions aim to provide a holistic understanding of the impact of a JV on employees, specifically those at a supporting entity, and to inform decision-making related to employee support during the transition process.

1.5 Scope

The complexity of the JV of Gamma means there are several parties involved with their own viewpoint on the matter. Therefore the scope of this thesis is focused on the supporting entity Alpha and its employees, and does not extend to the other parties involved in the JV. The research was conducted while being part of the project management team, giving the opportunity to interact with multiple departments and gain a holistic understanding of the challenges faced within the organization.

The concentration is particularly on the employees workload, job satisfaction and motivation, meaning focus is placed on the individuals of Alpha as well as one of the JV projects, overlooking the JV approach toward the Alpha employees, to get a decent scope on the research. Higher levels of management in Alpha were not taken into account in this research.

1.6 Structure of the Thesis

This thesis consists of six chapters; Introduction, Frame of Reference, Methods, Results, Discussion and lastly Conclusion. Together these chapters combine the theoretical and empirical findings, the analysis of the results found and ending with a discussion and conclusion.

The Introduction, Frame of Reference and Methods chapters will give the base for this thesis to the reader, to understand the background of the thesis, the JV structure, aim and research questions, existing theory, and chosen research and methodology approach.

Following with the Results chapter, the study's findings are presented and concluded in four sections. Furthermore, the results, chosen methodology and limitations of the study are discussed in the Discussion chapter. Lastly, in the chapter Conclusion, the research questions are answered and a section of further work to be done is suggested.

2

Frame of reference

In the following section, the frame of reference will be presented. First, a JV's characteristics and liabilities will be presented followed by theory on motivation, job satisfaction and workload. Lastly, change management will be explained in the context of JV's.

2.1 The Motives and Characteristics of Joint Ventures

In addition to a JV, there are various ways to establish a corporate relationship, such as a coalition, strategic alliance, or merger. The driving force behind entering into any of these relationships comes from similar motives, such as providing businesses with opportunities to efficiently enter new markets, divide risk, achieve economies of scale that might not be feasible individually, gain useful knowledge and technology, combat growing competition, navigate around government barriers, and innovate new products (Park and Ungson 1997; Inkpen and Li 1999; O'Farrell and Wood 1999; Robson et al. 2002). Joint ventures, according to Marangozov (2005) and Leung et al. (2005), are becoming more important to multinational corporations' overall strategies. These cooperative partnerships have grown to be crucial to these businesses' success.

The potential profits are what spur people to start JV's, but the need for considerable financial, time, and trust investments makes the likelihood of failure another big worry. The failure rate for JV's and mergers/acquisitions is estimated at 50 and 70 percent, according to Park and Ungson (1997). According to more recent studies, this failure rate remains similar, ranging from 40 to 70 percent (Chao et. al. 2014; Abbas et. al. 2019; Ovrom 2021).

The four main characteristics of a JV can be defined differently depending on the JV, but they are:

- Legal independence of the parties, except for the collaboration work
- A joint effort to accomplish a mutually beneficial goal
- Joint ownership of assets, liabilities, and the project

- A temporary arrangement with a defined endpoint (either short-term or long-term), the JV termination

In general, the mutual participation and sharing of both parties in terms of the potential and risks is what determines whether a JV will be successful (Prakash 2020).

There is no requirement that each party's contribution to the JV be equal. Both partners are entirely responsible for any obligations that might develop during the JV, regardless of the contributions made by each party. Many companies decide to create a distinct legal organization for their JV in an effort to lessen or eliminate the shared liability. As the entity is responsible for any liabilities that may develop during the collaboration, this protects the individual participants from joint liability. The creation of a distinct corporation for a JV is not necessary, it is important to remember, and each circumstance will determine the appropriate course of action (Prakash 2020; Kogut 1988).

As a JV is used to expand or diversify from the company's current operations, the way a firm's JV is related to its owners affects the pattern of diversification. Its owners can be related to in three different ways: horizontally, vertically, and via diversification. This thesis focuses on diversification ventures, which are organizations that are distinct from the venture owners and for which the owners are unable to use or distribute the venture's products or services (Harrigan 1986).

Harrigan (1986) distinguished between related and unrelated diversification in JVs. The fundamental skills of the venture owners, such as their marketing, R&D, production, or management skills, are used in related diversification. On the other side, unrelated diversification is utilized to enter new and uncharted businesses where entry barriers are too high for a single firm to join alone, as well as to obtain access to knowledge, technology, or other resources that the venture owners seek. The connection in the instance of Gamma is one of related diversification.

These motives and characteristics of a JV are general and applicable to any type of industry. Some famous JV's creating and selling a product are Sony Ericsson, producing cellphones from 2001 until 2012 (Sony Ericsson, n.d.), and Boeing and Saab's collaboration to develop the T-X trainer aircraft for the United States Air Force (Saab, 2021).

2.1.1 International Joint Ventures

An international joint venture (IJV) is a kind of JV in which two or more business partners from different nations collaborate to accomplish shared objectives. Similar to the concept given above by Kogut (1988), Park and Ungson (1997), and Inkpen and Li (1999), an IJV involves participants exchanging resources, sharing risks, and dividing profits from a JV. It differs from a standard JV in that one of the partners is normally situated within the JV's jurisdiction, the contributions of the partners may vary and depend on each partner's strengths and the venture's nature, and it is also a frequent method of entering a worldwide market (Stewart and Maughn 2011).

Legal agreements are required to establish and maintain an IJV, according to Stewart and Maughn (2011), but positive and continuous partner engagement and communication are just as crucial. An IJV's success also requires the capacity to change course when necessary. Even though an IJV has numerous advantages, it is a "inherently unstable organizational model" (Inkpen and Beamish, 1997; Porter, 1990) due to these global aspects of economic interactions.

Gamma is an example of an IJV in this thesis (and has the characteristics of related diversification). However, the word "JV" rather than "IJV" will be used throughout the text for clarity.

2.1.2 Liabilities of a Joint Venture

There are certain liabilities that come with JVs, and usually varies depending on the nature of the JV. In the case of Gamma, the main liabilities are liability of newness, liability of smallness, liability of foreignness and trust in JVs, summarized in Figure 2.1. Furthermore, each liability is explained in detail.

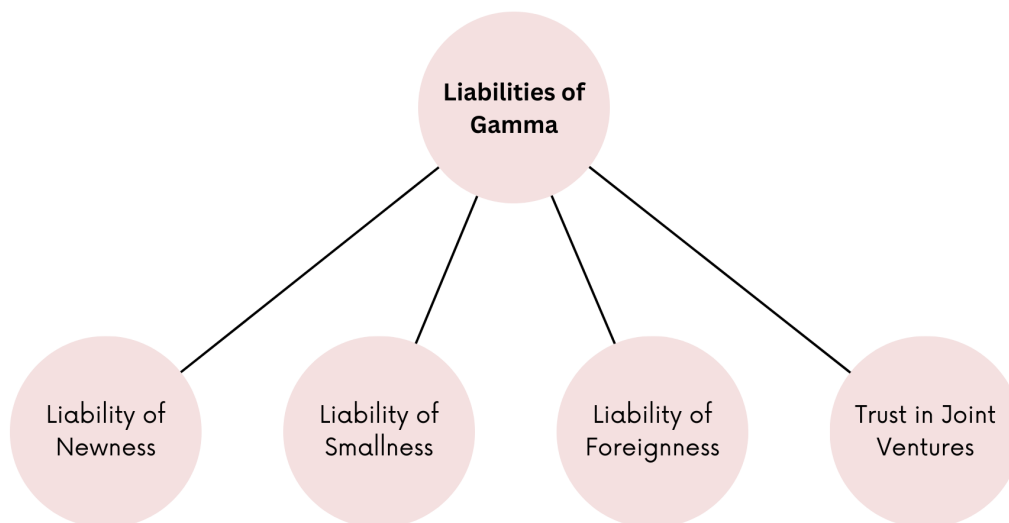


Figure 2.1: The main liabilities of JV's

Liability of Newness

Stinchcombe (1965) asserts that emerging companies face particular difficulties in the field of strategy. He referred to this as the "liability of newness," which implies that startups have a higher failure rate than more mature businesses. Four factors make up the liability of newness: the need for actors to learn new roles, the development of new roles and practices, increased vulnerability because of reliance on relationships with strangers, and the challenge of establishing credibility with new clients in comparison to well-established businesses. Numerous investigations have supported this theory (Delacroix and Carroll, 1983; Freeman, Carroll, and Hannan,

1983; Hannan and Freeman, 1989; Singh, Tucker, and House, 1986).

The theory states that failure rates are highest early in an organization's lifecycle and gradually decline as the organization gets older (Stinchcombe, 1965). This broadens the understanding of both the creation of new business concepts and the reasons why they could fail. According to Stinchcombe, the high failure rate in the early phases is caused by a lack of learning experience, difficulty with defining new roles and their relationships, and difficulties with designing rewards and sanctions for the best performance (Stinchcombe, 1965). However, an organization's odds of surviving improve as it learns and develops successful routines (Nelson and Winter, 1982; Hodgson and Knudsen, 2004).

Stinchcombe (1965) asserts that because young organizations depend so heavily on relationships with strangers, they are at a disadvantage to more established ones. Building trust is essential, according to Stinchcombe, for creating enduring relationships with other organizations or stakeholders and for improving organizational capabilities. As employee trust increases, conflicts can be reduced and organizational capabilities can be enhanced. Stinchcombe also emphasizes the influence of outside variables, such as social and economic structures, on the likelihood of survival for new groups. He thinks that these macro-structures significantly contribute to the growth of start-ups.

Soto-Simeone, Sirèn and Antretter (2020) stated that "With respect to human resources ..., studies conducted in countries such as Spain and Germany found survival to be positively influenced by general human capital and specific human capital. However, motivation-enhancing human resource practices may mediate the effect of human and financial resources on firm survival; and regardless of the founder's human capital, the workforce skills have been considered particularly relevant and a prerequisite of long-term survival." The authors imply that some factors of venture survival is the human capital and the workforce skills. This is tied to Stinchcombe (1965) and his topic on liability of newness.

Liability of Smallness

Aldrich and Auster created the idea of the "liability of smallness" in 1986. This liability is primarily brought on by a lack of financial resources, challenges in hiring a skilled workforce, challenges in making high interest rate payments, and challenges in managing expenditures associated with regulatory compliance. Empirical studies in the 1980s provided support for the liability of smallness, which is now widely accepted as a likely explanation for the liability of newness. Various industries, including vineyards (Delacroix and Swaminathan, 1991), daycare facilities (Baum and Oliver, 1991), hotels (Baum and Mezas, 1992), and health management organizations have data showing declining failure rates with growing size (Wholey et al., 1992). A large pool of financial resources increases the chances of a new business in surviving the crucial start-up period and adapting to unexpected environmental changes. Additionally, large organizations have advantages in raising more capital, may face better tax conditions, and may be better equipped to recruit qualified employees.

Liability of Foreignness

In 1976, Stephen Hymer was the first to raise the notion that foreignness may hinder corporate operations. He claimed that businesses operating nationally do not face certain fees that businesses setting up operations abroad do. These expenses may result from a number of factors, including increased coordination costs, a lack of expertise with the local market and culture, a lack of political influence or information networks, or the failure to attract nationalistic customers. The "liability of foreignness" is the general perception that a foreign firm would be at a competitive disadvantage when compared to a local enterprise in a foreign country. Among academics researching the multinational corporation, this presumption is generally accepted. Three categories have been used to group this idea: discrimination hazards, relationship hazards, and unfamiliarity hazards.

Unfamiliarity hazards result from the foreign company's ignorance of the host nation's market and culture, which causes inaccurate judgments, a lack of data, and a lack of understanding of regional customs, beliefs, and business practices (Caves, 1971; Eden and Miller, 2004; Petersen and Pedersen, 2002).

Relationship hazards arise as a result of rising organizational costs for both internal and external transactions and rising needs for managing personnel abroad as a result of growing geographic and cultural distances (Caves, 1971; Eden and Miller, 2004). A lack of involvement in local networks and a lack of confidence in firm-to-firm contacts within the buyer-supplier-competitor network also contribute to these risks (Eden and Miller, 2004; Ring and van de Ven, 1992).

The negative treatment of the overseas subsidiary by local stakeholders or the home government creates discrimination hazards. These expenses might be brought on by political risks or purchase behaviour in the host nation (Balabanis et al., 2001). (Henisz and Williamson, 1999).

Trust in Joint Ventures

Trust minimizes transaction costs by reducing the need for contract specifications and monitoring, as well as the use of material incentives to ensure collaboration (Nooteboom, 1996). According to Buckley and Casson (1988), the coordination obtained via mutual tolerance, which is only feasible in a context of reciprocal behavior and mutual confidence, is the essence of voluntary inter-firm cooperation. Trust fosters an environment where managers may find methods to settle disputes, increase profitability, and handle other difficulties (Dwyer et al., 1987, citing Sullivan and Peterson, 1982).

The difficulty of shared ownership in JV's is also the defining characteristic of this business structure (Killing, 1982; Beamish and Banks, 1987; Hennart, 1988; Geringer and Hebert, 1989). Transaction expenses go up when decisions about the joint subsidiary's operations and strategy are made jointly. Ex ante and ex post costs are two categories that apply to these expenditures. Ex ante costs include the costs related to developing, negotiating, and safeguarding an agreement, and they can

be calculated using actual expenditures like management time and default insurance costs. Ex post costs, on the other hand, are more complicated and include adaptation costs when transactions deviate from the agreement, bargaining costs to remedy misalignments, governance structure costs to settle disputes, and the price of creating solid commitments. It is challenging to estimate and there is some uncertainty surrounding these ex post charges. They can only be understood as the transaction costs that the people making the decisions see, since they are based on how the executives involved in the agreement feel about them.

Trust is essential for lowering transaction costs. Trust lowers ex ante and ex post costs by lowering the subjective risk of engaging into an arrangement. When parties trust one another, negotiating costs are decreased and the subjective probability of an ex post transaction failing decreases. Trust can reduce the complexity of transaction costs and substitute "gentleman's agreements" for formal legal contracts. (Buckley and Chapman, 1997).

2.2 Motivation in the Workplace

This chapter will cover theories and studies on motivation, how motivation is either lowered or heightened and ways to increase motivation.

2.2.1 Intrinsic and Extrinsic Motivation

Motivation can have an internal or external source. Intrinsic motivation comes from within the person, whilst extrinsic motivation is caused by factors outside the person. According to studies, every incentive affects behavior in a different way (Di Domenico and Ryan, 2017). Extrinsic motivation is the need to engage or participate in something because one expects to be rewarded or avoids a bad outcome, like being punished (Tranquillo and Stecker, 2016). When someone is motivated by intrinsic factors instead of outside rewards or incentives, they are led to perform or behave in a way that they find personally satisfying or gratifying. When someone is intrinsically driven, the action itself is its own reward since it gives them satisfaction (Wogul et al., 2012).

Self-Determination Explanation (SDT) examines how various motivational styles affect psychological growth, well-being, and performance. It is a thorough theory of human motivation and personality. Edward L. Deci and Richard M. Ryan created SDT in the late 1970s and early 1980s, and it has since been extensively studied and used in a variety of industries, including education, sport, health, and businesses. The distinction between extrinsic and intrinsic motivation was initially described by this theory (Deci and Ryan, 1985).

Ryan and Deci (2000) claim that "people have not only different amounts, but also different kinds of motivation. That is, they vary not only in level of motivation (i.e., how much motivation), but also in the orientation of that motivation (i.e., what type of motivation)", meaning motivation is considerably more nuanced and can be discovered in a variety of ways. The direction of motivation relates to the basic values and goals that influence behavior; it is concerned with the motivations behind one's actions. Depending on whether one's activities are motivated by internal or external forces, studies have shown that there can be a sizable difference in the experience's quality and performance.

Enhancing versus Diminishing Intrinsic Motivation

The social and environmental elements that either support or undermine intrinsic motivation are the main areas of study in SDT. According to the theory, intrinsic motivation is a drive people naturally have that is triggered (as opposed to being made) when they are in environments that support it. Deci and Ryan established the Cognitive Evaluation Theory (CET) as a subtheory of the Self-Determination Theory (SDT) in 1985. This idea argues that a range of circumstances can increase intrinsic motivation, as seen in Figure 2.2. Adequate difficulties, or tasks within an individual's skill level, can improve motivation by creating a sense of success. Additionally, a sense of effectiveness or the belief that one's actions are having

a significant influence, might improve one's intrinsic drive. Encouraging feedback that emphasizes progress over setbacks can also play a role in enhancing motivation.

Freedom from demeaning evaluations, such as criticism or humiliation, can boost a person's self-confidence, which can result in a rise in intrinsic motivation. Perceived skillfulness, or the belief that one possesses the required talents to execute a task, can also increase intrinsic drive. Providing options and chances for self-direction, or the ability to make choices and decisions regarding the work at hand, can also boost intrinsic motivation. Engaging in inherently fascinating and pleasurable activities can also improve intrinsic motivation. Having parents, teachers, or other authoritative figures who encourage autonomy, or the freedom to make individual judgments, can also play a role in boosting intrinsic drive.

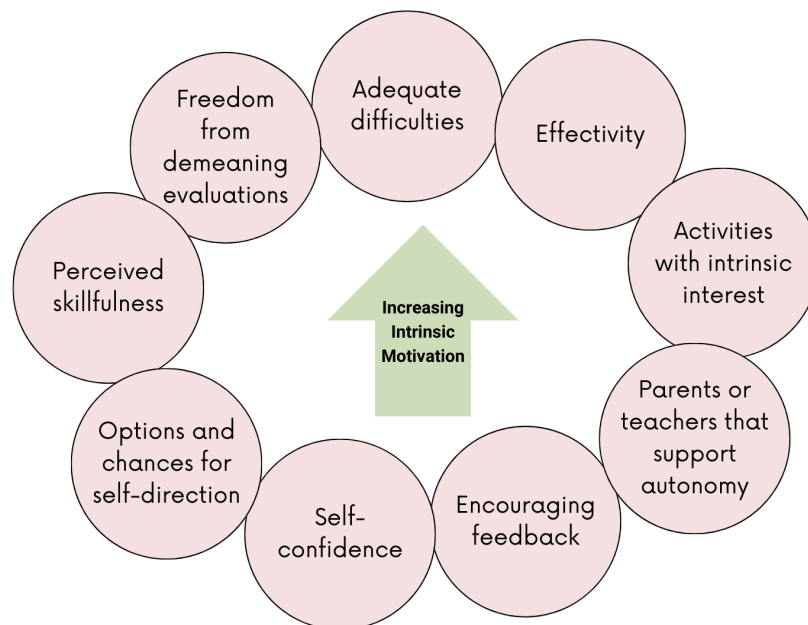


Figure 2.2: CET suggestions to enhance intrinsic motivation

Additionally, Deci and Ryan (1985) identified many factors that can diminish an individual's intrinsic motivation. However, it is important to emphasize that the CET principles only apply to tasks that the individual finds intrinsically interesting, and hence only apply when the individual sincerely desires to engage in the job in question. Activities with no intrinsic appeal do not fall within the CET principles. In these situations, even the presence of the identified variables, seen in Figure 2.3, may not necessarily lead to a drop in intrinsic motivation.

Negative performance reviews are one of the factors that can contribute to low self-esteem and a lack of confidence in one's talents. This might reduce an individual's extrinsic motivation, as they may feel disheartened and unmotivated to continue the work.

In addition to reducing intrinsic motivation, extrinsic incentives, such as rewards and penalties, can diminish extrinsic motivation. This is due to the fact that extrinsic

incentives can cause individuals to focus on the external reward rather than the work itself. This may result in a decrease in intrinsic motivation, since individuals may feel that the work is no longer personally satisfying.

Additionally, deadlines, threats, and instructions might reduce intrinsic motivation. This is due to the fact that these factors might create tension and pressure, causing individuals to feel that the task is no longer joyful or satisfying. Similar effects may also result from the tension brought on by competition, as people may feel as though they are working against others rather than enjoying the effort for its own purpose.

Overbearing parents, teachers, or other authoritative figures can also diminish inner motivation. This is due to the fact that they might remove an individual's autonomy and control, resulting in a decrease in intrinsic motivation because individuals may feel they are not in charge of the activity. Lastly, activities lacking of intrinsic interest might result in a decrease in intrinsic motivation, since individuals may find the work unpleasant or unsatisfying.

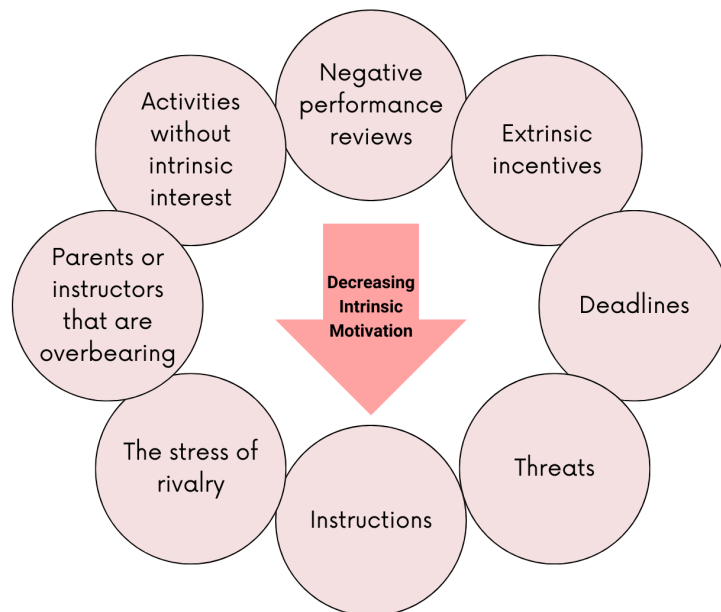


Figure 2.3: CET suggestions to diminish intrinsic motivation

Enhancing versus Diminishing Extrinsic Motivation

Deci and Ryan (1985) proposed the concept of CET as a sub-theory of SDT to explain the factors that can affect intrinsic motivation. As stated above, intrinsic drive may only arise from activities that truly interest the individual. Extrinsic motivation, on the other hand, can vary in its level of autonomy, with certain forms being more self-determined than others. According to SDT, encouraging the integration of rules and values might increase extrinsic motivation.

Extrinsic motivation, in accordance with Deci and Ryan (1985), can be divided into four categories based on the degree of autonomy: external regulation, which is motivated by external rewards or punishments, introjected regulation, which is mo-

tivated by internalized pressure, guilt, or shame, identity-based regulation, which is motivated by a sense of belonging to a specific group or identification with a certain value or belief system, and integrated regulation, which is resulting from the integration of external motivations with personal values and goals. These classifications are listed in increasing order of autonomy, with integrated regulation being the most autonomous.

Several elements, according to Ryan and Deci (2000), can boost extrinsic motivation. These include when the activity aligns with personal goals or career aspirations, when the individual identifies with the personal importance of the activity, when the person accepts the rules of the activity as their own, when they experience a sense of personal commitment and autonomy, and when the regulation for the behavior is internalized and integrated into their sense of self.

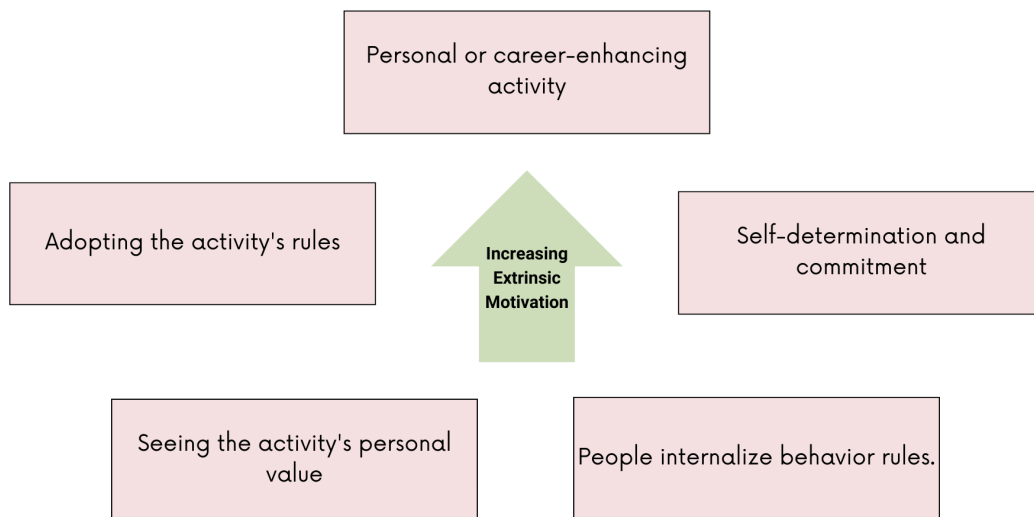


Figure 2.4: CET suggestions to enhance extrinsic motivation

The factors identified by Ryan and Deci (2000) as decreasing extrinsic motivation include a lack of perceived value in the activity, a lack of competence to perform the task, a lack of belief in the outcome of the activity, performing the behavior in response to external demands or rewards, feelings of pressure or guilt, internal regulation that is still controlling, performing the behavior to enhance or maintain self-esteem, and a lack of personal causation. These elements could weaken the person's intrinsic motivation and participation in the activity, which may reduce extrinsic motivation.

When the activity is not valued, the individual may feel unmotivated and disengaged. Lack of competence can cause dissatisfaction and a sense of inadequacy, both of which have a detrimental effect on motivation. The motivation to engage in an activity may be lower if the person does not think the action will result in the desired result. Extrinsic motivation can be undermined by external demands or

rewards, transforming the behavior into an obligation. The person may feel pressured to engage in the behavior when the regulation is internal but nevertheless very controlling, which lowers motivation. It may feel pressured to engage in the behavior in order to boost or preserve self-esteem, and this may reduce motivation. Lastly, a person may feel as though their activity is being forced upon them rather than being a choice they are making, which might lower motivation. This is known as a lack of personal causation or meaning.

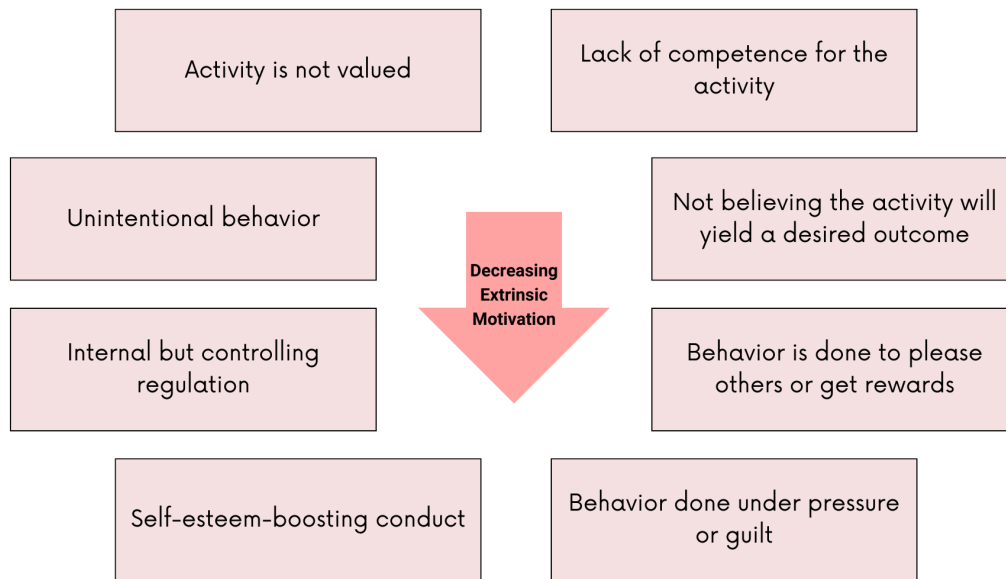


Figure 2.5: CET suggestions to diminish extrinsic motivation

2.2.2 Maslow's Hierarchy of Needs

Abraham H. Maslow's Hierarchy of Needs theory is a well-known idea in the field of motivation. According to the original theory, people have five basic wants that must be satisfied in a specific order, as shown in Figure 2.1. In this pyramid-like arrangement of wants, lower-level wants are needed for higher-level ones. Physiological demands are at the bottom of the hierarchy and must be met before one can attend to the following tier of safety needs. The final stages of the hierarchy are love and belonging, respect, and self-actualization (Maslow, 1954).

Deficit needs and growth needs are the two categories into which the model separates the needs. The top level is known as growth or being needs (B-needs), whereas the first four tiers are known as deficiency needs (D-needs). Deficit wants are caused by deprivation and are considered to motivate people when they go unfulfilled. The desire to satisfy these demands grows stronger the longer they are unmet. For instance, a person will become increasingly hungry the longer they go without meals.

Maslow (1943) initially argued that people must first meet lower level deficiency requirements before moving on to higher level growth wants. He later stressed, though, that meeting a need is not an "all-or-none" occurrence, and he acknowledged

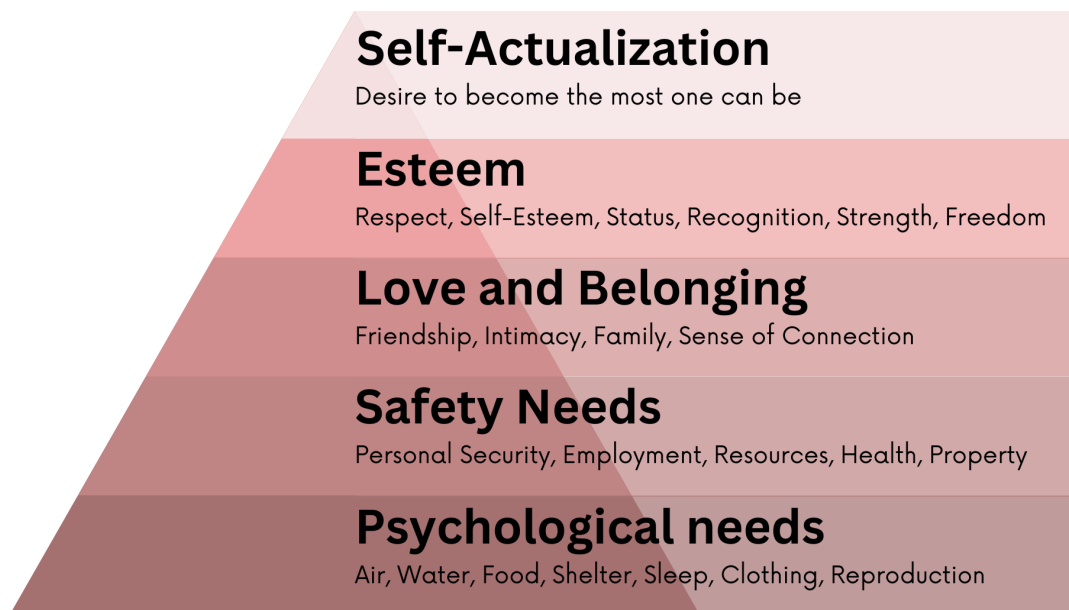


Figure 2.6: Maslow's hierarchy of needs

that his prior explanation might have given the idea that a need must be completely met before a new need arises (1987, p. 69).

After a deficit need has been "more or less" met, it will eventually go away, and people will start to focus on meeting the next set of requirements more often. However, once they are met, growth demands are still present and may even intensify. Growth demands are not a result of a deficiency but rather of a desire to advance personally. One may reach the ultimate level, known as self-actualization, once these growth demands have been essentially met.

Everybody has the capacity and the drive to climb the ladder to self-actualization. However, if lower level needs go unmet, progress can be halted. People's positions in the hierarchy may change as a result of life events like divorce or job loss. As a result, not everyone advances in the hierarchy in a single direction but instead may switch back and forth between several demands.

The first level of Maslow's five-tier model is **Psychological needs**; which include things like air, food, water, shelter, clothes, warmth, reproduction, and sleep, are essential for survival. To function at its best, the body has these demands that must be met.

Second, the term **Safety Needs** describes the need for an environment that is secure, stable, and free from fear and danger. Protection from injury and dangerous situations are included in this, as well as access to law and order, which are basic safety measures. People are better able to concentrate on their higher-level needs when they feel safe in both their physical and emotional environments.

Following the satisfaction of physiological and safety needs, the next level of human

needs is social; **Love and Belonging**. This urge motivates behavior through the search for connections and a sense of community. These connections can be made through friendships, love affairs, familial ties, a feeling of inclusion in a group or community, as well as the sharing of affection and love.

Esteem, which includes both one's own sense of worth and the need for respect from others, is the fourth level of wants in Maslow's hierarchy of needs. Dignity, success, mastery, and independence are all aspects of self-esteem. Contrarily, the demand for respect or repute from others is crucial for children and teenagers and comes before the growth of true self-esteem.

Realizing one's greatest potential and achieving **Self-Actualization** — this involves seeking out peak experiences and personal growth — are the highest levels of human needs. According to Maslow, it is the desire to become everything that one is capable of being (1987).

Maslow stated that his hierarchy of needs is not rigidly organized, that depending on outside factors or personal variances, the order of needs may change. For example, some people may value their sense of self-worth over their desire for love and belonging, while others may prioritize their creative pursuits even over their most basic necessities. Maslow also understood that most of a person's actions are driven by multiple needs, not just one. He says that most behavior is affected by more than one of the basic requirements at the same time (Maslow, 1987).

2.3 Job Satisfaction

Job satisfaction can be interpreted in literature in a variety of ways. However, it is commonly understood that comparing actual achievements to intended results leads onto an emotional reaction to one's career. According to Cranny, Smith, and Stone (1992), job satisfaction is an affective (emotional) reaction to a job. On the other side, according to Daft (2003), having a positive attitude toward one's job contributes to job satisfaction. A person who is satisfied with their employment feels content, thinks their skills are being used effectively, believes their contribution is making a difference, and feels as though their requirements for personal growth are being met. Mullins characterized job satisfaction as more of an internal state or attitude (2005). It might be connected to an individual's sense of accomplishment, which could be qualitative or quantitative. The complexity and diversity of the concept of job satisfaction were highlighted by Mullins.

The evaluation of a wide range of work-related factors by the individual is a key component of job satisfaction. These factors include compensation and benefits, organizational policies, leadership behavior, management style, and relationships with coworkers. Personality qualities like extroversion can have a big impact on how satisfied a person is with their employment. A study by Boudreau et al. (2001) that looked at the job-search activity of 1900 top corporate executives in the United States and found that extraverted people often had higher levels of work satisfaction proved this.

2.3.1 Equity Theory

Adams (1963) was the first to establish the idea of equity theory in working relationships, and Daft (2003) later developed it. According to the theory, there is a mutual exchange of benefits and contributions in the workplace. Benefits include pay, recognition, and promotions, while contributions include education, experience, effort, and skill.

According to equity theory, individuals judge the fairness of their input/output balance by comparing it to their perception of the input/output balance of others, whether it be another individual, a group, an organization, or their own experiences from a different time period. When the comparison results in a perceived condition of equity, the individual experiences job satisfaction, but when it results in a felt state of inequity, the individual experiences dissatisfaction. According to Daft (2003), equity exists when the ratio of one individual's outcomes to inputs is the same as the ratio of another individual's outcomes to inputs. Employees may act to relieve their discomfort and tension as a result of this (Mullins, 2005). Possible actions include manipulating inputs, outputs, self-perception, comparison perception, comparison itself, or leaving the situation.

Martin (2005) explains that although equity theory is simple, it does not account for every situation. Even if employees see unfairness, they may still put up with it to some degree if the reasons for the unfairness are reasonable. Martin (2005) also stresses three consequences for human resource managers: employees will make subjective comparisons, jobs must be appropriately matched in terms of compensation, and managers must be honest about the reason for awards to avoid misleading perceptions of equality. Equity theory emphasizes the significance of performance management and incentive systems that employees view as fair. To reduce the negative effects of perceived disparities, managers may need to rethink compensation structures while avoiding excessively praising performance, which does not ensure increased productivity or performance.

2.3.2 Effects of Job Satisfaction on Organizational Performance

Recent study has focused on the link between job satisfaction and organizational performance, with various degrees of success. Job satisfaction and organizational performance have been found to be positively correlated in certain research, but not in others (Bakotic, 2016). Job satisfaction has been regarded as a crucial component in sustaining productivity and its impact on corporate performance despite the fact that this association is not clear (Meneghel et al., 2016; Varshney and Varshney, 2017).

Employees are a special and significant asset for firms to beat their rivals, according to Ogbonnaya and Valizade (2018). Gu et al. (2018) claim that job satisfaction can motivate changes in work execution, which have a positive impact on business performance. According to Halkos and Bousinakis (2010), stress and satisfaction have

a significant impact on productivity, with more stress resulting in lower production and more contentment resulting in higher productivity. To improve operational performance, Katou (2017) emphasizes the significance of procedures that raise job satisfaction. Melián-González et al. (2015) found that contented workers demonstrate non-compulsory actions that boost organizational performance, engage in cooperative behaviors, and feel more motivated to contribute to the organization's goals (Ogbonnaya and Valizade, 2018).

In 40 Croatian businesses of various sizes, Bakotic (2016) examined the connection between organizational effectiveness and employee satisfaction. Economic-financial metrics such as return on equity, earnings before taxes per employee, and revenue per employee were used to evaluate these organizations' performance. The findings revealed small but statistically significant positive relationships between several financial measures of organizational success and job satisfaction. The results imply that, rather than the other way around, job satisfaction affects organizational performance.

The effect of job satisfaction on organizational performance was also examined by Melián-González et al. (2015), but from a financial standpoint. All performance metrics were found to be positively impacted by general job satisfaction, but the effects of different aspects of job satisfaction varied considerably. The use of both financial and non-financial performance metrics can enhance organizational performance, according to research by Baird and Su (2018) that examined the connection between the use of multi-dimensional performance indicators and organizational performance. These studies' findings provide evidence in favor of the idea that job satisfaction enhances organizational effectiveness.

2.4 Workload

There has been a great deal of discussion and research on the connection between workload and performance. One well-known idea argues that the complexity of the tasks being completed affects the relationship between workload and performance. This argument was put forth by O'Donnell and Eggemeier in 1979 (Weedmark, 2019). According to this notion, performance declines as tasks get harder even while the burden stays the same.

2.4.1 Increased workload's effect on job performance

In-depth research has been done in the literature on how workload affects worker performance. According to a theory put forth by O'Donnell and Eggemeier in 1979, the link between workload and performance can alter depending on how challenging the activities are. Even if the workload doesn't change, performance may suffer as jobs get harder. On the other hand, Hart and Wickens (1990) stated that performance is significantly influenced by the individual workload management techniques used by employees. Employees frequently rearrange less crucial jobs to maintain an ideal workload by managing their time and effort.

It is well known that a heavy workload and unreasonable demands at work can lead to job stress and burnout. High workload is a key stressor that has been linked to detrimental psychological effects, such as burnout and cynicism, according to research (McDonald and Korabik, 1991; Himle, Jayaratne, and Thyness, 1991). Burnout was identified by Schaufeli, Leiter, Maslach, and Jackson in 1996 as a condition characterized by emotional weariness, cynicism, and diminished professional competence (Greenglass et. al., 2003). The loss of energy and a sense of being overextended and depleted are characteristics of emotional tiredness. Cynicism is defined as a distance from one's work and the development of unfavorable views toward employment in general. Reduced professional efficacy is a loss of confidence in one's abilities and accomplishments in the workplace.

Additionally, studies have demonstrated that workplace stressors, such as a heavy workload, can cause worker cynicism, which is characterized by hostile, doubtful, and contemptuous attitudes toward work circumstances (Greenglass and Julkunen, 1989). Anger may result from employees feeling as though their psychological contract with their employer has been breached as a result of increased workload without enough assistance and resources (Schaufeli and Enzmann, 1998). According to Spielberger, state anger, which is described as an emotional state characterized by feelings that can range from mild irritation to intense fury, changes over time in response to perceived wrongdoing, assault, or unfair treatment by others, as well as frustration brought on by obstacles to goal-directed behavior (Greenglass et. al., 2003).

2.5 Change Management

The idea of "change management" refers to the constant process of updating an organization's mission, structure, and capabilities to satisfy changing demands from both internal and external clients (Moran and Brightman, 2001). In an environment that is fiercely competitive and undergoing fast change, successful management of change is essential to an organization's survival and success according to Graetz (By, 2005). Despite the widely acknowledged significance of change management, Balogun and Hope Hailey studies reveal that many change projects fail, which points to the absence of a thorough and efficient framework for managing organizational change (By, 2005).

Oakland and Tanner (2007) wrote about successful change management where they found the critical success factors for a project:

1. Project champion - able to organize diverse groups of employees assigned to the project, recall and integrate different ideas, and communicate effectively with the managing director and senior leadership team.
2. Management commitment to change, as seen by senior executives' full-time involvement in the project and their outward involvement.
3. Project management with specific deliverables and goals.

4. Natural work team process – empowered cross-functional, multi-disciplinary teams bring a broad perspective and deep knowledge, encourage innovation and breakthrough thinking, and make sure recommendations are objective and integrated.
5. Using consultants is crucial to facilitating the complete process because they have industry knowledge. Consultants offer team-based training in particular skills as well as a mechanism for recording conclusions and suggestions.

The research Oakland and Tanner (2007) conducted showed that common enablers to change, practices that helped change, were; data-led analysis (hard facts), cross-functional teams with high performers and the right skills, disciplined project management, clear accountability and goals, stakeholder management, process thinking, communication, staff involvement and senior management commitment. Furthermore, the results showed the practices hindering change were; changes in the organisation, e.g. re-design, lack of communication, general issues based on resistance to change and project management issues i.e. silo-thinking, delays etc, and too little top management involvement.

Oakland and Tanner (2007) further introduce a "Organisational Change Framework" based on the insights from their research, which identifies two main structures of change management; readiness for change and implementing change. Typically organisations who implement change management have found that the first component, readiness, is not at all developed or understood. This usually leads to a rush to get things done, with huge focus on training programs and projects. The Organizational Change Framework is a full model that helps organizations make changes that work well. The framework has six important parts: an analysis of the organization's current state, a determination of the need for change, the creation of a plan for change, the implementation of the change, the monitoring of the change, and an evaluation of the change. The model stresses how important it is for all stakeholders to be involved in the change process and for the change to be in line with the organization's values, vision, and mission. It also shows how important good communication and leadership are during the process of change. The framework is made to be flexible and easy to change so that organizations can adapt it to their own needs and situations.

2.6 Research Gaps

Despite the increasing popularity of JV's as a means of business collaboration, there is a significant research gap regarding how JV's affect employees' workload, job satisfaction, and motivation. While study has been conducted on the influence of mergers and acquisitions on employee engagement and well-being, little is known about the special issues that occur in the setting of JV's.

In particular, there is a lack of research on the effects of JV's on employees in cases when one entity may be terminated as a result of the JV's birth. This is an important field of research since the dissolution or termination of an entity can

have major effects on the affected personnel, including changes in workload and decreased job satisfaction. In order to address these gaps in the literature, future research should examine how JV's affect employee workload, job satisfaction, and motivation, particularly in the context of more complex JV's. This lack of literature on more complex JV's, and specifically IJV's, is highlighted by Nippa and Reuer (2019) where they list five main directions which need attention:

- Equal partnership perspective, where the authors state "Future research should take on the view of two partners that potentially decide and act as equals rather than further following the implicit view that the foreign firm alone is in the driver's seat."
- Multi-country perspective, taking into account there is more complexity behind an organization and its subsidiaries, and that the databases only show one type of data which might not always represent the reality.
- Multipartite perspective, taking into account all topics of IJV and to not downplay multi-partner IJV's
- Portfolio management perspective, highlighting the importance of not overlooking multinational organizations and its portfolio management, and the issue of collaborating and embedding the structure in new networks
- An advanced network perspective, in which the authors argue the difficulty of competing with the advancements in Industry 4.0, and state that "The challenge of collaborating not only with established supply chains but also with competitors within the industry, as well as formerly unrelated firms across multiple industry boundaries, potentially induces substantial changes with regard to motives, organizational structures and processes, governance and performance management of strategic alliances between firms."

3

Research Approach

In this chapter, the research methodology, including the research strategy, the steps taken, the techniques used to collect data, the methods used to analyze data, and the ethics of the research, will be looked at in detail.

3.1 Research Strategy

The research strategy for the thesis aims to understand the impact of changes in workload, job satisfaction, and motivation of employees at the supporting entity, which will be terminated once their support is deemed fulfilled, resulting from a JV. To achieve this goal, a case study approach was chosen (Crowe et. al., 2011). The case study provides an in-depth analysis of the changes experienced by employees at the company Alpha, where the research was conducted over the entire duration of the thesis. The sample of the case study is seen in Appendix A.1, where the participants organisational belonging were with Alpha, due to the researcher's special interest in these characteristics, homogeneous sampling units are chosen based on their similar characteristics, such as jobs, job experiences and job culture (Etikan et. al., 2016).

According to Creswell (2014), case studies are a research approach which provides an in-depth analysis of a chosen case, such as an event or process, most commonly used in evaluation processes. Case studies involve collecting detailed information over a certain time period, using data collection methods such as interviews or surveys (Creswell, 2014). The case study approach for this study was therefore deemed appropriate due to its ability to provide rich and detailed data through the collection of qualitative data from a variety of sources, including interviews with employees, observation, and document analysis. The data collected was analyzed using a thematic analysis approach (Braun and Clarke, 2022) to identify patterns and themes related to the changes in workload, job satisfaction, and motivation of employees.

In order to ensure the validity and reliability of the data collected, a purposive sample of employees was selected, and a structured interview guide was used to ensure that all relevant questions were asked. The data collected was then cross-checked with other sources to validate the findings.

To enhance the credibility of the findings, the research was conducted using an ab-

ductive and inductive reasoning approach, which allowed for a flexible and iterative analysis process. This approach allowed for a constant comparison between the data collected and the existing literature on the topic, leading to the development of new insights and understanding of the changes experienced by employees at the company Alpha.

The case study approach allowed for an in-depth analysis of the changes experienced by employees at the company Alpha. The research was conducted using a structured and systematic approach, with a focus on ensuring the validity and reliability of the data collected, and the credibility of the findings. The research strategy was designed to provide a comprehensive understanding of the impact of changes in workload, job satisfaction, and motivation of employees at the supporting entity, as a result from a JV.

3.2 Research Process

The research process for the thesis involved several phases, each with its own set of tasks and objectives. The chronological order of the phases and the main tasks involved are seen in Figure 3.1, and further described in detail below:

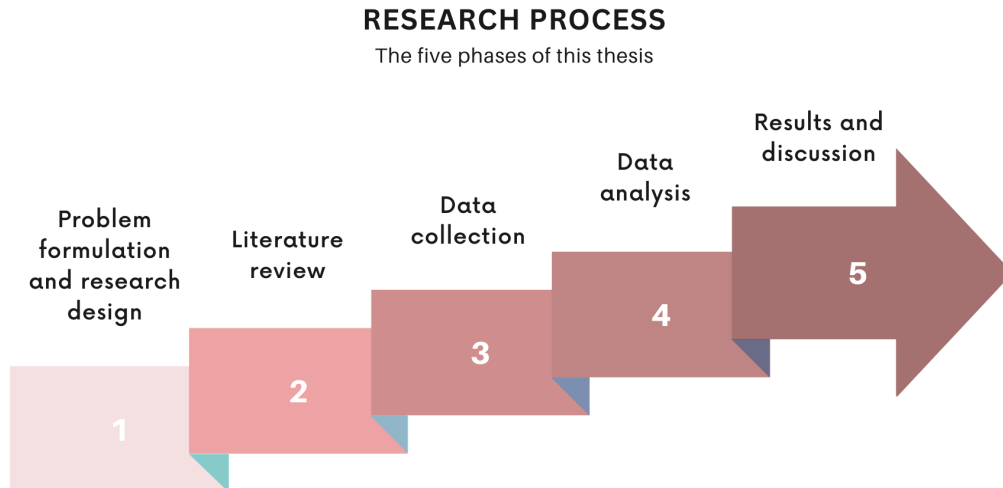


Figure 3.1: This thesis' five phases of the research process

1. Problem formulation and research design: This phase involved defining the research question and developing a clear understanding of the problem being studied. The aim was to identify the changes in workload, job satisfaction, and motivation of employees at the supporting entity, which will see a termination of their entity once their support has been fruitful, resulting from a JV. The research design, including the choice of a case study approach, was developed in this phase.

2. Literature review: This phase involved a thorough review of the existing literature on the topic to identify the current state of knowledge and to identify gaps in the literature that the research could address. The literature review also helped to inform the research questions and design.

3. Data collection: This phase involved collecting data from various sources, including interviews with employees, observation, and document analysis. A purposive sample of employees was selected, and a structured interview guide was used to ensure that all relevant questions were asked. The data collected was then transcribed and analyzed.

4. Data analysis: This phase involved analyzing the data collected using a thematic analysis approach to identify patterns and themes related to the changes in workload, job satisfaction, and motivation of employees. The data was cross-checked with other sources to validate the findings.

5. Results and discussion: This phase involved presenting the results of the research and discussing the findings in the context of the existing literature. The results were used to answer the research questions and to provide insights into the impact of changes in workload, job satisfaction, and motivation of employees at the supporting entity resulting from a JV.

The research process involved several phases, each with its own set of tasks and objectives. The phases were conducted in a chronological order, with each phase building on the previous one, to ensure a structured and systematic approach to the research. The research process was designed to provide a comprehensive understanding of the impact of changes in workload, job satisfaction, and motivation of employees at the supporting entity resulting from a JV.

3.3 Empirical Data Collection

The main aim of the data collection in the research was to explore the current level of workload, job satisfaction, and motivation of employees at the supporting entity resulting from a JV. The data collection was designed to provide insights into the impact of these changes on the employees and to understand how they experienced the changes.

3.3.1 Literature research

The literature research was an important component of the data collection for the thesis, as it aimed to provide a comprehensive understanding of the current state of knowledge on the topic. The literature review was conducted using a systematic approach, with a focus on identifying the existing research on the impact of changes in workload, job satisfaction, and motivation of employees resulting from a JV.

The literature review was conducted using a range of academic databases, such as Chalmers Library and Google Scholar, and a variety of keywords related to the topic

were used to identify relevant articles and studies. The articles and studies were then screened based on their relevance to the research question and their potential to contribute to the understanding of the topic. The literature review was conducted using an inductive approach, allowing for the identification of patterns and themes in the existing research. The findings from the literature review were then synthesized and analyzed.

In addition to providing a comprehensive understanding of the current state of knowledge on the topic, the literature review also helped to contextualize the findings from the data collection and to provide a theoretical framework for the research. The findings from the literature review were used to support the results and discussion of the research, and to identify areas for further research.

3.3.2 Observation

The observation component of the data collection for the thesis involved a 7-week field study, during which the researcher supported the project management team in creating and finishing a milestone in the project Jupiter. The observation aimed to provide an in-depth understanding of the changes experienced by employees in the context of the project and to gather data on the impact of these changes on workload, job satisfaction, and motivation.

The observation was conducted using a participatory approach, with the researcher actively participating in the project activities and observing the interactions and processes involved in creating and finishing the milestone. The observations were conducted on a regular basis throughout the 7-week period and were recorded in detailed field notes. The field notes were organized and coded in a manner that facilitated the analysis of the data collected through observation.

3.3.3 Interviews

The interview part of the data collection involved conducting semi-structured interviews with 12 participants involved in the project Jupiter. The sample of interviewees were chosen based on purposive sampling, as mentioned above in section 3.1, seeking to maximise the depth of the data as well as the abundance, to be able to best address the research questions (DiCicco-Bloom and Crabtree, 2006). The aim of the interviews was to obtain a deeper understanding of the interviewees opinions on the topics of workload, job satisfaction and motivation, by gathering the qualitative data from individuals directly involved in project Jupiter.

The interviews were conducted using a combination of online and in-person methods, based on the convenience of the interviewees. The interviews were approximately 40 minutes to 1 hour long and were structured using a semi-structured interview guide, which was designed to ensure that all relevant questions were asked and that a consistent approach was used across all interviews. The interview questions were structured in:

- Background questions

- Questions about the project before the JV
- Questions about workload
- Questions about job satisfaction
- Questions about motivation

For the last three categories in the interview question covering workload, job satisfaction and motivation, the interviewees were asked to fill out on a chart where they felt their current state was. A copy of the interview questions can be found in the Appendix A.2. The charts in which the participants could fill out their current level of workload, job satisfaction and motivation is found in Appendix A.3.

The interviews were an important part of the data collection for the thesis, as they provided a rich source of qualitative data on the changes experienced by employees in the context of the project Jupiter. The information obtained from the interviews was used to supplement and validate the findings from the observation and document analysis components of the data collection.

The interviews also allowed the researcher to gain insights into the experiences and perspectives of the participants and to understand the impact of the changes on their workload, job satisfaction, and motivation. The data collected from the interviews was an essential part of the case study approach, as it provided an in-depth understanding of the changes experienced by employees in the context of the project Jupiter.

3.4 Data Analysis and Synthesis

The data analysis and synthesis for the thesis involved a comprehensive review and interpretation of the data collected from various sources, including literature review, interviews, observation, and document analysis. The aim of the data analysis and synthesis was to identify patterns and themes related to the changes experienced by employees in the context of the supporting entity resulting from a joint venture and the impact of these changes on workload, job satisfaction, and motivation (Braun and Clarke, 2022).

The data analysis was conducted using a qualitative approach, with a focus on identifying patterns and themes in the data. The data collected through the various sources was organized and coded in a manner that facilitated the analysis. The data was analyzed using a thematic analysis approach, which involved identifying recurrent themes and patterns in the data and categorizing the data into themes (Braun and Clarke, 2022). This was done by using the software MAXQDA which helps with coding, finding patterns, and arranging the data into themes (MAXQDA, n.a.). The transcribed interviews were uploaded to the software, where the next step was to start finding codes by highlighting words or sentences that stood out or reoccurred, such as topics on leadership. The codes were then grouped into different themes, as well as given a separate color to easier distinguish the themes. Once

all of the codes were placed, the software allowed the user to open one interview and have all the themes and codes highlighted in the different colors and titles that the user chose, to easily analyze sections in the text and continue the iteration of sizing down the themes. In the beginning the author had around 20 themes, but with re-grouping and further analysis of the codes, four main themes were found. The data was cross-checked with the observation and the literature to validate the findings and to provide a more comprehensive understanding of the topic.

3.5 Ethics

Before each participant interaction, the purpose of the study was explained to ensure that the participants were aware of the nature and use of the information being collected. The participants were informed that their participation was voluntary and that they could choose not to answer any questions that they did not wish to. Additionally, the participants were asked for their permission to record the interview. None of the data was shared with anyone outside the thesis stakeholders, and all participants were assured that their responses would remain anonymous.

The research did not cause any physical or mental harm to the stakeholders of the research. The thesis team was not connected to the study participant, and therefore there was no conflict of interest.

At the end of the study only the findings and results were passed on to the supervisor for record-keeping and further data processing. This ensured that the data source was kept anonymous and that the privacy of the participants was protected.

4

Results

This chapter presents the findings of the study. The first theme identified is the lack of clear communication and understanding between the JV and Alpha, which is described through three subtopics. The second theme, the emotional challenges of the transition, is comprised of three factors: lack of engagement and inclusion in the JV, increased pressure and fluctuating workload, and a strong sense of responsibility and connection to the company. The impact of these emotional challenges on the project is also analyzed. Finally, the current levels of workload, job satisfaction, and motivation are presented.

4.1 Lack of clear communication and understanding between the Joint Venture and Alpha

The interviews and observations frequently underlined the JV and Alpha's inability to communicate clearly and their mutual lack of understanding. The lack of communication was frequently mentioned in the remarks on meeting structures, meeting objectives, the lack of knowledge in Project Jupiter's project management, and the communication between the JV and Alpha, see Figure 1.1 for the relationships between them.

4.1.1 Role confusion and unclear processes

Many respondents have expressed discontent with the JV's attitude to the project, as indicated by the findings of the interviews. The results identified flaws in the interviewees work such as a lack of consistency and defined processes.

According to one respondent, "They have no systems." Another said, "It's because it's really unstructured, in my point of view." And another added, "On the other side, the problems that arise or the unhappiness that arises is primarily due to the absence of processes and people." Another respondent stated "According to what we've heard, three or four men must authorize it. However, the location of the purchase order is unknown." These remarks indicate the primary source of project structure uncertainty. This also indicates an increase in workload as a result of not knowing, for example, who to contact to obtain the required answer.

The interviewees reported a lack of clarity in their roles and responsibilities within the project, with some stating that "there is no consistency, there are new employees entering the JV, people from Alpha moving over to the mother company" and that "it's totally based on people who still try to do everything, even though they don't have the time and don't have help from the next level in the structure and still try to cope with everything." According to the interviewees, there is a structure, although it is complicated and at times chaotic. The project is not evolving as they would expect for it to do. The JV is reducing expenses, which impacts all aspects of the project. This is one of the primary changes detected from the interviews.

Furthermore, the results revealed that the JV side does not yet have a solid team, as one interviewee stated, "And also the project participants have changed several times." Concurrently, other essential responsibilities in the projects have not been filled, resulting in a workload gap. Several interviewees observed that as Alpha is merely a service provider, there is no method or procedure for how to accomplish their tasks and what set of activities should be performed in the project. This lack of clear processes and procedures, according to numerous respondents, makes it difficult for them to comprehend how to fulfill their duties and ensure that the final product matches the desired quality requirements. This may result in frustration and discontent among Alpha staff.

One interviewee stated that Alpha is responsible for the engine, but because the JV is deciding on budget and cost, "it's not allowed to do this testing as we did before," meaning that the JV creates difficulties for the Alpha engineers to carry out their duties as usual. These types of decisions that have a significant impact on their work prevent them from achieving their usual level of performance, causing role uncertainty and frustration.

4.1.2 Misaligned expectations and dissatisfaction

In the results of the interviews, misaligned expectations and dissatisfaction among Alpha employees surfaced as a recurring topic. One of the primary reasons for this seems to be that the employees anticipated there would be a certain level of collaboration and knowledge transfer between the companies from the outset of the JV, as well as clear structure and communication. According to the interviews, this was not the case, resulting in dissatisfaction and misplaced expectations.

In addition, Alpha is somewhat of a service provider, and the JV is their only "client". Consequently, the JV has greater control over the project and its budget. Similar to the first reason, there are assertions that the JV was anticipated to include Alpha's ideas into project decision-making more frequently; nevertheless, this rarely occurred. One respondent emphasized the project's misplaced assumptions "More went to a different culture or concept of how to construct this automobile. Because other individuals, such as Gamma workers, contributed their views and ideas, this is the case."

Adding to the fact that there is a change in responsibilities in the project and that the JV has more control, the lack of control and decision-making power that

Alpha has in the project also contributes to dissatisfaction: "Not being responsible for something for which you have been responsible for the past five, ten, or nearly twenty years will undoubtedly affect your job satisfaction and motivation in general." This indicates that both the perception of having little control over the project and the difficulty in adjusting to this new transition as a result of following the JV's lead in the project are producing discontent. As one interviewee noted, the Alpha team is unfamiliar with the JV's method of project management, which is frequently unclear or puzzling, "... the main focus is there on the technical issues, but also in the personal capabilities of the people I think they have a way to communicate, which we are not used to. And then this is also influencing everything negative. So we are not used to this communication style, I would say."

The JV is continually evolving and recruiting new employees, which might cause confusion and uncertainty. This is in contrast to the clear processes and procedures that Alpha and Alpha Cars have been accustomed to for over 20 years, as stated by another interviewee: "If the organization is like a carousel, then there is no satisfaction because you don't know what to do." The results revealed differences between Alpha and the JV in terms of communication, processes, procedures, task instructions, work responsibilities, budget decisions, and overall project management. Communication and decision-making have been identified as a recurrent problem. When Alpha expected the JV to continue in a particular manner and was confronted with a "sometimes chaotic" attitude, as one interviewee said, a sense of disappointment would arise.

Misaligned expectations and discontent are also associated with the termination of Alpha. As one interviewee put it, the prospect of closing down and transferring to Sigma's parent business decreased the overall job satisfaction of many of the interviewees "It's still satisfying and it's still interesting. But the relationship between the two companies and the perspective of Alpha is not satisfying for the people working at Alpha. And this is why many of those are leaving." Overall, the interviews revealed that Alpha employees are trying to adapt to their new role as service providers, and the JV's lack of control and comprehension is driving employee discontent and frustration.

4.1.3 Loss of trust and fear of losing the essence of the brand

The interviewees expressed concern that the JV is unaware of the brand's characteristics and requirements. The interviewees state that the JV's actions and revisions to the project requirements are not in accordance with the Alpha Cars' way of doing things, resulting in a loss of confidence in the JV's capacity to comprehend and preserve the brand's essence.

One respondent remarked "And then when the JV starts, everything was reviewed, was not respected, that there were any project decisions and so on. So we had a lot of changes and mainly in those general project requirements which might have a major impact on projects," indicating that from the beginning of the JV they made decisions that negatively affected the project. Another interviewee stated, "And

there were decisions taken from the JV that showed that they are not really aware of what kind of vehicle that would be or what powertrain they would face in such a car."

Employees of Alpha also believe that the JV lacks confidence in them, with regard to the project and the solutions they supply. One respondent notes, "... The JV persists in questioning things that were and are clearly explained. However, due to inexperience and a focus on cost, they reject the alternatives we propose. Additionally frustrating is the fact that, ultimately, every additional activity costs money." There was a remark stating "Before the JV, we developed the Jupiter project. Our accountability. And it was already agreed that we would undertake the Jupiter as a bridge project for the JV. And on day one, everything changed dramatically. The JV replied no, the project is ours." This indicates that the JV does not view Alpha as equal project partners, but rather as secondary service suppliers.

The interviewees further claim that the JV's lack of awareness of the Alpha Cars brand has led to a departure from the "Alpha Cars way of doing things" and that the team is no longer on the same level. An interviewee claimed "So I would say we are not on the same level anymore as a team, from the different backgrounds. So the JV, Alpha and Kappa, and all the others. We are not on the same eye level, I would say."

Below in Figure 4.1 is a summary of the results for chapter 4.1, showing the connection of the three categories to the main theme of "Lack of clear communication and understanding between the Joint Venture and Alpha."

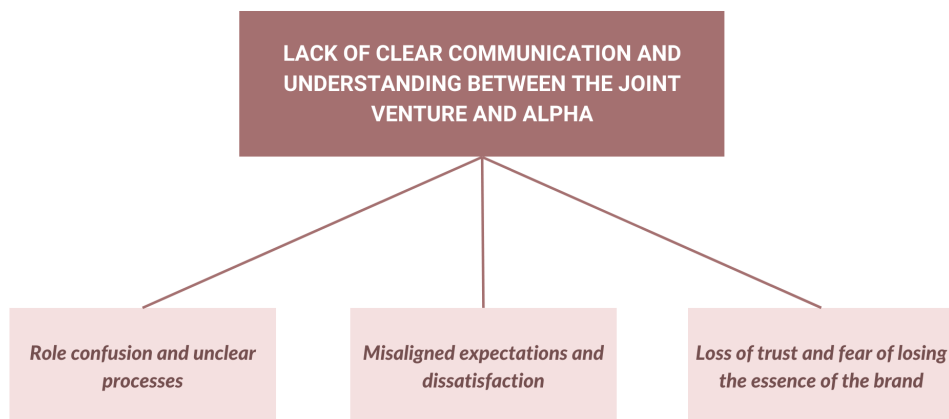


Figure 4.1: Summary of the results for chapter 4.1.

4.2 Emotional challenges of the transition

The theme of emotional challenges of the transition encompasses three key topics as identified in the results of the study. These include a lack of engagement and inclusion in the JV, increased pressure and fluctuating workload, and a strong sense of responsibility and connection to the brand. These emotions and experiences highlight the difficulties and complexities faced by employees during the transition to the JV and the impact it has on their workload, job satisfaction and motivation.

4.2.1 Lack of engagement and inclusion in the Joint Venture

The findings indicate that Alpha's staff feel unappreciated and excluded from the project's decision-making process. Many believe that they are merely being utilized as service providers and that the JV does not value their opinion or experience. One respondent claimed, "... and everybody knew that they think they'd do everything better and they knew everything. And they don't need us. And you hear that by the words of that the project manager uses when talking to us, you could hear quite good that we are just the service providers." Another interviewee described the attitude of the Alpha team members: "And on the professional level, I see that they are not very much willing anymore to contribute to something in the project, or when you ask something, then they are not willing to help you anymore."

The lack of engagement and inclusion negatively impacts both the team chemistry and the motivation of Alpha's personnel. One respondent stated, "... because a lot of people are just service providers, they are not part of, they don't feel that they are part of a team anymore." This lack of team spirit also leads to a lack of motivation to perform further job. "And if the project manager doesn't give them the team feeling they're not doing anything extra," as one interviewee stated.

The JV's attitude toward the engineers is viewed as contemptuous and indifferent to their advice and experience. The engineers believe that their suggestions and concerns are not being taken seriously by the JV, resulting in their lack of involvement and participation. As a result, the engineers are becoming increasingly disengaged, and some have adopted a "we will see" mentality, in which they are no longer actively contributing to the project and are instead waiting for the JV's decisions to fail. This comment emphasizes the negative influence that this mindset might have on the project, as the experience and contribution of the engineers are essential to its success.

4.2.2 Increased pressure and fluctuating workload

One of the most prominent topics that arose from interviews with Alpha team members was an increase in stress and changing workload. The members of the team reported feeling overburdened by their duties and under pressure from other parties, particularly the JV. Many team members believed they lacked sufficient personnel to handle the workload, which led to their stress. "The pressure is more that we want to do it as we have in the past, to deliver the best and produce the

greatest car possible," and "there are a lot of missing aspects around me that I need to cover by myself at the present," are extracts from interviews.

According to interviewees, the absence of a defined organizational structure and meeting environment, as well as missing variables, increased the burden. "... there are a lot of missing factors around me which I need to cover by myself at the moment." The extra pressure and obligations are also reported: "I think the pressure is more that we want to do it as we have in the past, which is to provide the finest service and produce the best car possible." Another interviewee said: "My view is that there will still be some major surprises that... Or some major events that will delay the start of production, etc." As a result of the JV, these results suggest that team members are experiencing increased workloads and stress. They believe that the workforce is understaffed, which adds to the workload. In addition, there is a perception of increased external pressure and a need to perform service commitments that were not previously existent.

4.2.3 Strong sense of responsibility and connection to the company

Another characteristic that shone out was the tremendous sense of responsibility and connection that Alpha team members had towards the organization. Numerous interviewees referred to the Alpha coworkers as "family" and exhibited a strong sense of workplace loyalty. Multiple reasons, including a common history, a sense of pride in the work, and a desire to support the organization and its objectives, contributed to this sense of connection.

This relationship was also evident in the team members' motivation. Despite confronting problems and obstacles in the project, many interviewees reported feeling intrinsic motivation and a desire to see the project through to its conclusion. This motivation was frequently associated with a sense of pride in the work and a desire to create a product of high quality that matched the customer's expectations.

There were, however, some interviewees who reported feeling unmotivated, viewing the project in a more unfavorable perspective, and possibly not feeling the same connection to the firm. This exemplifies the complexity of motivation and the significance of comprehending the diverse perspectives of team members.

Overall, the sense of duty and connection that team members felt towards the company was a vital source of motivation and engagement, and a crucial aspect of Alpha's work environment. As stated by one respondent, "One aspect of the drive is my background and my connection. On the other hand, I have fantastic coworkers with whom I have worked for over 10 years, and some for over twenty." This emphasizes the significance of building a pleasant and supportive work environment in which team members feel appreciated and connected to the organization.

Below in Figure 4.2 is a summary of the results for chapter 4.2, showing the connection of the three categories to the main theme of "Emotional challenges of the transition."

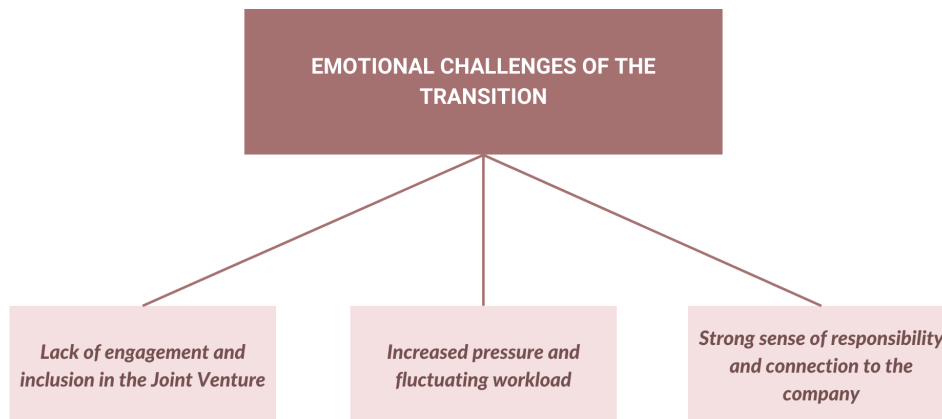


Figure 4.2: Summary of the results for chapter 4.2.

4.3 Timing impact on the project

The JV has had a ripple effect on the project, generating delays and scheduling problems. The transmission of knowledge to new JV team members and the redefinition of tasks during this process, according to interviewees, resulted in a time loss for the project. In addition, the team was unable to answer certain inquiries, which further contributed to the delays. In addition to this, Alpha employees are leaving to go back to their mother company meaning that the competence is disappearing, this was also stated as an issue for the project as having to find a substitute or trying to find the missing information in another way.

Several interviewees expressed concern that the JV's cost-cutting initiatives could lead to future complications, such as major component failures, customer displeasure, and additional, unplanned expenses. One participant stated, "And at the moment, I still, I feel that these cost-driven decisions just lead to problems later." One interviewee also mentioned the lack of expertise and experience inside the JV as an issue that could negatively effect the project: "I believe there is a general lack of understanding. And this impacts the project as a whole."

It was also noted that the pressure on the team to achieve deadlines and fulfill service commitments had a negative impact on the project. One respondent noted, "And if then, in the project's timing plan, some assumptions are made based on how the process would operate if everything is fine and running well, and these assumptions are no longer accurate, they do not match the circumstance very well. Then the surprises could be so significant that some tasks require double the time." The impact of the JV on the project includes delays, schedule challenges, and worries on the influence of cost-cutting tactics on the quality and success of the project. Loss of expertise and experience, as well as the pressure to fulfill deadlines, all contribute to these obstacles.

Below in Figure 4.3 is a summary of the results for chapter 4.3, showing the main factors identified for the timing impact on the projects.

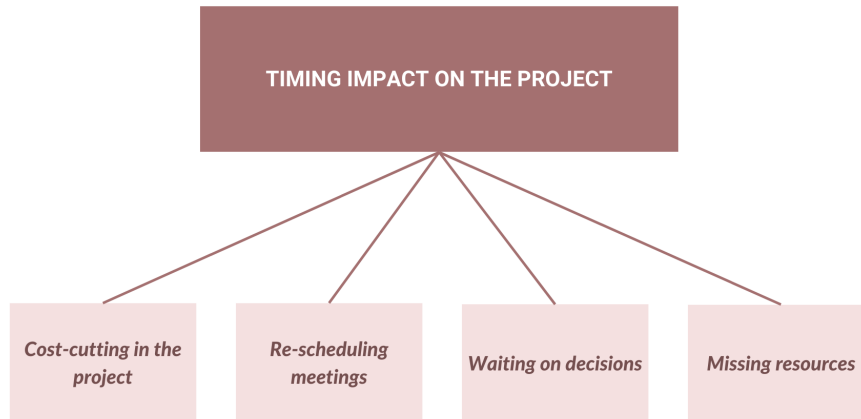


Figure 4.3: Summary of the results for chapter 4.3.

4.4 Current level of workload, job satisfaction and motivation

The participants were asked to self-report on their current levels of workload, job satisfaction, and motivation. Figures 4.4 and 4.5 show the results of these questions, with each participant represented by a different color to make it easier to distinguish between them and to draw attention to any noteworthy findings. Figure 4.6 shows the selection of three situations for a more thorough analysis.

Reviewing the findings about current workload levels revealed an increase in workload as a result of the JV. The participants reported taking on extra responsibilities that were not previously part of their job duties, like filling in for missing coworkers. One person interviewed said, "Before I did not have to do this, but now I have to make sure this gap is filled. And that adds to the pressure. I sometimes feel like I am all over the place." This attitude suggests that the JV has significantly affected the burden of the members. The replies from the 12 individuals, as shown in Figure 4.1, varied from five to nine, where five denotes a typical workload without causing stress. The average score was a 7.0, represented in Figure 4.4 with a triangle marked with an "A".

The results of an analysis of the findings from the job satisfaction and motivation interview are shown in Figure 4.5. The average score for job satisfaction was 6.0, while the average score for motivation was 7.8. Despite some interviewees' critical remarks about the company's impending closure, almost all expressed a high level of job satisfaction. One participant mentioned their gratitude for the boss and coworkers' recognition of their work and opinions as a source of job satisfaction.



Figure 4.4: The interviewees current level of workload. Each interviewee has a different color to show the difference.

Another participant indicated that having a flexible contract and job security were key components of their job satisfaction. Other stated that the reason for their job satisfaction is the team members, the colleagues, and that despite being in a different reality with Alpha there was a sense of high quality work environment.

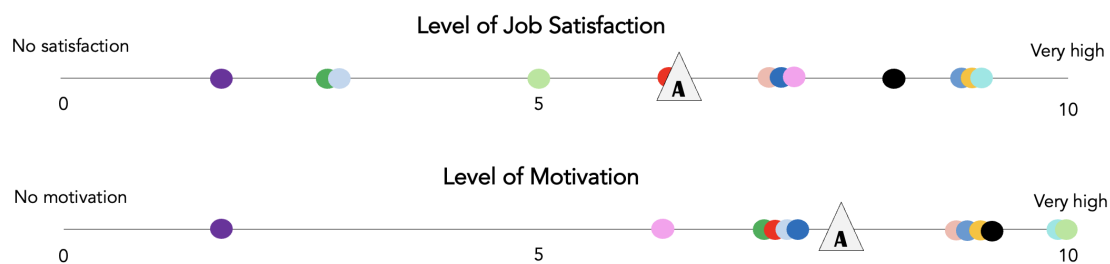


Figure 4.5: The interviewees current level of job satisfaction and motivation. Each interviewee has a different color to show the difference.

Regarding motivation, one interviewee said "The motivation is one side my history, my connection. And on the other hand I have wonderful colleagues with whom I work now for more than ten years, some even more than 20 years. That's also a motivation because you don't want to leave them alone or... So that is one part of the motivation. Then there is the motivation, which is not always confirmed. That is, of course, the work you do with the JV, with the suppliers and so on." and another stated "So I'm still very motivated, but knowing on the other hand, all the problems. And this for me, I think one mirror where you could see that I am still motivated and I'm still able to motivate people, is that from my team." The interviewees still felt a high level of motivation despite the issues with the JV that they experienced. As shown in Figure 4.5, every participant's motivation was either higher than their job satisfaction or at the same level.

As illustrated in Figure 4.6, in an effort to undertake a more in-depth investigation, three specific situations were picked for additional examination. The findings revealed a lack of experience and support from upper management, causing employees to feel alone and doubtful about the accuracy of their decisions and their capacity to contribute meaningfully to the project. This difficulty is worsened by the absence of competent coworkers to provide direction and guarantee that work is executed correctly. The increased stress of navigating complicated activities alone can lead to a decrease in job satisfaction and motivation, as well as an increase in workload, as a result of the burden of navigating unfamiliar issues.

The findings demonstrated that a loss of responsibility and an inability to impact

4. Results

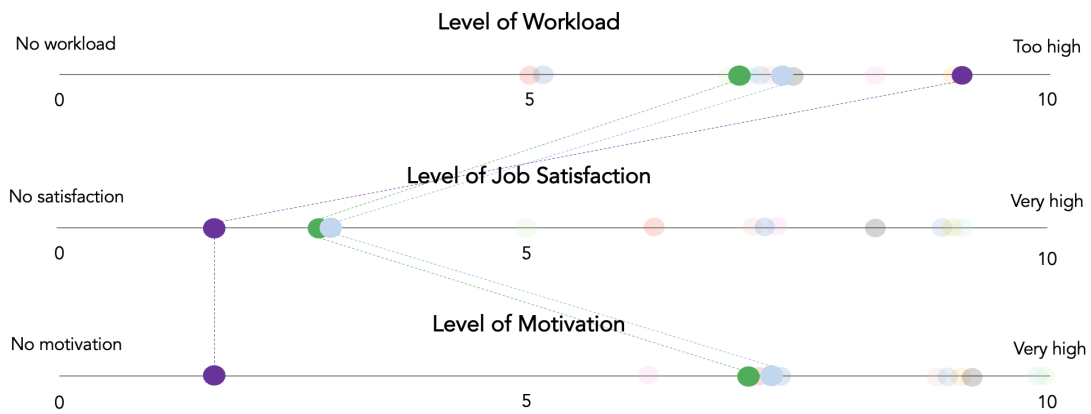


Figure 4.6: The three interviewees with largest deviations in workload, job satisfaction and motivation.

change were significant contributors to the drop in job satisfaction. In addition to causing aggravation, the absence of clear duties and outcomes within the project contributed to a lack of clarity. According to one interviewee, "these are not my results, which are the output and which are presented. It is the results from, I would say, the JV at the end, and it is just to support what we are doing. So this is why, if there is feedback on results, it is more general to say that it is not a report in my direction because I am not responsible..."

The project's relationship with the JV appeared to have a detrimental effect on job satisfaction. Changes in work structure and processes, greater duties, and a changed leadership style were highlighted by the interviewees as factors leading to their dissatisfaction. However, the participants' higher scores for motivation indicate that they had faith in the knowledge of the new JV employee assuming the role, but not in the direction of the JV's Project Jupiter management. Below in Figure 4.7 is a summary of the results for chapter 4.4, showing the identified mean values of workload, job satisfaction and motivation.

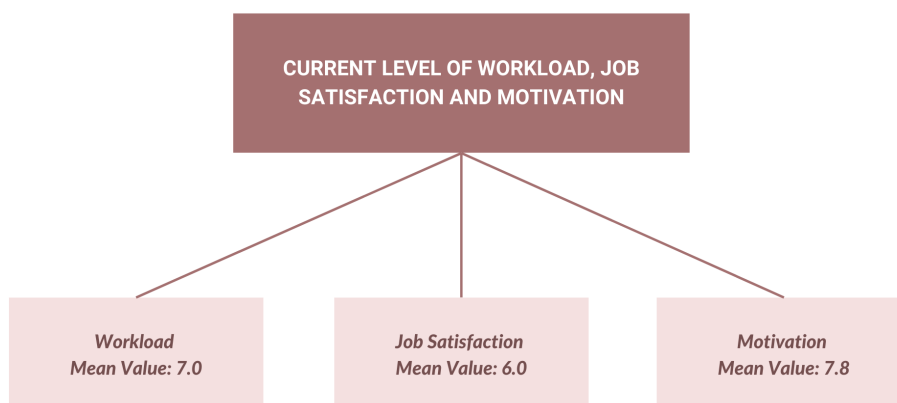


Figure 4.7: Summary of the results for chapter 4.4.

5

Discussion

In this chapter, the findings of the research will be analyzed and their theoretical implications will be evaluated. Furthermore, the methodology employed in this study will be discussed, along with any limitations encountered during the course of the research.

5.1 Theoretical implication on the results

The theory on JV's discussed in Chapter 2 emphasizes the significance of effective communication and mutual understanding among participants for the success of a JV. A lack of clear communication and understanding between the JV and Alpha was a common problem in the study's findings, resulting in role confusion, unclear processes, mismatched expectations, and dissatisfaction. The JV's emphasis on cost-cutting and the project Jupiter's lack of structure and processes produced unease and dissatisfaction within the Alpha team, resulting in a break from the "Alpha Cars way of doing things." These findings are consistent with the liability of newness, smallness, and foreignness in JV's as stated in chapter 2.1.2, where the partner companies may have distinct organizational cultures, resulting in misplaced expectations and difficulties with collaboration. Stinchcombe (1965) stated that as JV are seen as startups, there is a need to learn and develop new roles and an increased vulnerability because of relying on relationships with strangers. This was found to be the case with Gamma.

The motivation theory emphasizes the importance of both intrinsic and extrinsic motivating forces (Di Domenico and Ryan, 2017). The results indicate that the members of the Alpha team have a great sense of responsibility and connection to the organization, considering their coworkers as "family" and demonstrating a strong sense of professional loyalty, which would be seen as having an increased intrinsic motivation, looking at Figure 2.2. The sense of responsibility and connection plays a critical role in the workplace culture at Alpha and serves as a major source of engagement and inspiration. These findings are consistent with Maslow's motivation theory (1954), which emphasizes the significance of satisfying basic wants, such as social and emotional needs, for motivation. The third tier in his hierarchy of needs is Love and Belonging which says that this urge within humans motivates to search for a sense of community, being made through a feeling of inclusion in a group or

through friendships. The results would also indicate that this tier is lacking in the relationship between Alpha and Gamma.

Some of the factors described by the CET as intrinsic motivation enhancers were not present in the Alpha team members' work environment, suggesting that the work environment does not fully promote intrinsic motivation (Deci and Ryan, 1985). For example, team members said they did not have enough freedom from demeaning evaluations and perceptions of skillfulness, which could hurt their intrinsic motivation. In addition, team members reported experiencing a sense of pressure and guilt, which the CET identifies as variables that decrease intrinsic motivation.

Some of the qualities that boost extrinsic motivation, such as a sense of autonomy or valuable activity for personal goals, were not cited by team members as motivating them. On the other side, team members indicated factors that decrease extrinsic motivation, such as executing the activity to satisfy external demands and without a sense of personal cause or intent. The results indicate that the work environment at Alpha does not fully support intrinsic or extrinsic motivation, which may have a detrimental impact on the job satisfaction and motivation levels of the team members as a whole.

The job satisfaction hypothesis emphasizes the relationship between job satisfaction and organizational performance, and the data indicate that the JV has decreased the job satisfaction of the Alpha team members. The data also demonstrate a lack of clarity in the project's duties and outcomes, resulting in a decline in job satisfaction. Changes in job structure, an increase in responsibilities, and a shift in leadership style were also cited as contributing to the participants' discontent. These findings are consistent with equity theory, which holds that individuals compare their job outcomes to those of others and modify their levels of job satisfaction based on their perceptions of the outcomes' fairness.

The Equity theory (Adams, 1963; Daft 2003) proposes that people evaluate the fairness of their input/output balance by comparing it to their perception of the input/output balance of another, where this other may be another person, a group of people, an organization, or the individual relative to the individual's experiences at an earlier time. The Equity Model hypothesizes that in conditions of perceived equity, an individual's job satisfaction will be enhanced. Under conditions of perceived inequity, however (being under- or over-rewarded relative to others), the individual suffers discontentment. By relating this to the findings, it can be concluded that the comparisons made by the members of the Alpha team have primarily been those with organizations, namely between Alpha Cars and their previous work structure, and Gamma's current work structure, finding inequalities. Additionally, a comparison can be made between the individual and his or her previous work practices, past experiences, and the current state of the JV. There is a clear imbalance today for many of the team members at Alpha, leading to not being in the state of equity.

Looking at the current levels of job satisfaction and motivation from Figure 4.5, the scores are on a high level, which does not align with the rest of the findings suggesting the JV and the termination of Alpha has had a negative impact on job satisfaction

and motivation. Tying it to the Equity theory for job satisfaction, Martin (2005) stated that even in situations where inequity is seen, workers are generally able to put up with it as long as the reasons for the inequity are legitimate. In the case of Alpha employees, looking back to the theme of "Strong sense of responsibility and connection to the company," there is a level of tolerance for the situation the Alpha employees are in, as the results suggest there is a level of justification of the inequality, citing their strong connection and sense of responsibility to the brand, the colleagues at Alpha, as well as their desire to leave the organization in the hands of those who will maintain the brand's essence. The possibility of returning to Sigma, the parent firm, also contributes to the high levels of motivation among team members. This has little effect on job stability, a crucial aspect in employee motivation. In addition, the fact that many team members have opted to remain at Alpha displays their dedication and determination to continue working, which can serve as a source of motivation for the remaining team members.

Another potential explanation for the scores reported by the interviewees regarding job satisfaction and motivation might be that the interviewees may have focused on their current state of mind at the time of the interview, which could have been impacted by the anticipation of an upcoming holiday, or they may have been apprehensive due to the interviewer's presence in the same room, resulting in a lack of anonymity during the interview.

The workload theory emphasizes the relationship between workload and job performance, and the data indicate that the JV has increased the Alpha team's workload (Weedmark, 2019). The participants claimed that they were overworked by their responsibilities and under pressure from the JV, and that the workforce was understaffed. These findings are consistent with the workload hypothesis, which emphasizes the need for a balance between the demands of the job and the employee's resources to ensure job effectiveness.

Finally, the theory of change management emphasizes the significance of effective change management to the success of a change endeavor. The results indicate that the JV has caused delays, schedule issues, and concerns regarding the impact of cost-cutting strategies on the project's quality and success. Loss of skill and experience, in addition to the pressure to meet deadlines, all contribute to these barriers. These findings are consistent with the notion of change management, which emphasizes the significance of overcoming opposition to change and assuring the success of a change project via effective communication, stakeholder participation, and leadership (By, 2005; Oakland and Tanner, 2007).

5.2 Chosen methodology reflection

Case study methodology was selected due to the necessity for an in-depth research of the changes experienced by employees of the supporting entity as a result of a JV (Crowe et. al., 2011). The case study approach was deemed appropriate due to its capacity to collect qualitative data from a number of sources, including interviews, observation, and document analysis, in order to give rich and detailed data. The

obtained data was subjected to thematic analysis in order to find patterns and themes relating to shifts in employee workload, job satisfaction, and motivation.

While the case study technique gave a thorough understanding of the changes experienced by employees of the supporting entity, it is crucial to emphasize that the conclusions may not be applicable to all future JV's. The case study offers a novel viewpoint on the problem, but it is limited to the research context and may not be applicable to other JV's. However, the case study contributes to the current research and knowledge of supporting entities in JV's by shedding light on the experiences and viewpoints of employees in this environment.

The data for the Frame of Reference, Chapter 2, was gathered through a literature search and review of relevant printed books, journal articles, and dissertations. The topic-related keywords were used to conduct a systematic literature search, and the papers and studies were evaluated based on their relevance to the study question. The literature review gave a thorough awareness of the current state of knowledge on the topic and informed the research design and data gathering procedures. One big issue though was that information on supporting entities, which will be terminated once their support work is fulfilled, in JV's and their effects on employees was extremely limited, necessitating the application of other theories and concepts to guide the current empirical investigation. Despite the thorough literature study, additional research is still required to completely comprehend the effects of JV on employees engagement (workload, job satisfaction and motivation), and how that might affect project outcomes.

The empirical study's data gathering includes semi-structured interviews with twelve Jupiter project participants. The interviews were a crucial component of the data gathering since they offered a wealth of qualitative information on the changes that employees went through as a result of the project. The interview questions centered on the candidates' present workload, job satisfaction, and motivation. Due to time limits, further interviews that would have provided a broader range of experiences and opinions could not be conducted. A bigger sample size would have provided a more comprehensive knowledge of the effects of supporting businesses in JV's on employees, given the lack of literature on this topic.

5.3 Limitations of the study

The current research focused on the impact of a JV on the well-being, engagement, and perceptions of employees from one of the supporting companies, Alpha. The objective of the study was to conduct a comprehensive examination of the changes experienced by Alpha's personnel as a result of the JV. While this study gives essential insights into the experiences of Alpha's employees, it is important to remember that only one side of the JV is represented, as can be seen in Appendix A.1. The investigation was carried out by speaking with 12 employees from Alpha, which only presents one perspective. The study's findings are constrained to the opinions and experiences of the employees of Alpha and do not offer a thorough understanding of how the JV affected both the stakeholders inside the JV, and the employees from

the supporting entity.

The lack of information available from literature to understand the effects of JV's on employees was another one of the study's weaknesses, as well as the difficulty to find more modern literature which connects to the topics of workload, job satisfaction and motivation in a setting of a JV. Additionally, the results may have been biased due to the researcher's constant proximity to Alpha during the whole research period. The researcher was well immersed in the Alpha corporate culture and worked closely with the staff; this may have had an impact on the outcomes and the interpretation of the data gathered. This could have led to a biased view of the influence of the JV on the well-being of employees.

The study's findings may possibly have been impacted by the study's small sample size of interviewees. A bigger sample size could have offered a more varied variety of viewpoints and experiences, resulting in a more thorough understanding of how the JV affected the well-being of the employees.

6

Conclusion

This is the last chapter and will conclude the findings by answering the research questions first stated in the beginning of the report, and stating a short future work section.

6.1 Answering the Research Questions

Investigating the changes in workload, job satisfaction, and motivation that employees at the supporting entity encountered as a result of a JV was the main goal of this thesis. To do this, an in-depth analysis of relevant literature, observation, and interviews were all part of a qualitative research that was carried out at Alpha. In Chapter 4, the investigation's results are presented. Alpha aimed to ascertain whether the formation of the JV had any impact on employee engagement. This thesis particularly examined the three aspects of workload, job satisfaction, and motivation before coming to the conclusion that the JV's establishment had in fact had an effect on these aspects. In the sections that follow, the research questions are methodically addressed and answered using the knowledge gained from the Frame of Reference, Results and Discussion chapters.

RQ1. How do team members perceive the effect of a JV on their workload, job satisfaction and motivation?

In cases where the JV lacks structure and communication, the perceptions are a decreased sense of job satisfaction among team members, primarily due to a lack of engagement and inclusion in the venture, misaligned expectations and unclear processes, and loss of trust and fear of losing the brand. The results show that factors such as frustration with fluctuating workload and unclear responsibilities, negative impact on the engineering team, and lack of trust and respect from the JV have contributed to a decrease in motivation among team members. The results indicate that the JV has led to increased workload for team members, primarily due to role confusion and dissatisfaction, lack of structure and communication, and cultural differences and lack of understanding. Additionally, delays in projects and an inefficient meeting landscape were also identified as contributing factors to increased workload.

RQ2. How do these perceptions impact a project?

Timing was the major finding of this study regarding the effect of a JV on team members' workload, job satisfaction, and motivation, and how it impacts a project. The findings showed that there were already delays in the project and there were several indications that some of the personnel from Alpha were no longer fully committed to the project due to a loss of motivation and job satisfaction. Several variables can be linked to the timing factor, including the JV's cost-cutting initiatives, the rescheduling of activities due to ineffective meetings or a lack of release or signature from the JV, and the lack of personnel or other capacities at Alpha. These circumstances caused information to be lost and forced Alpha's staff to fill the void, which may have had a negative effect on their workload, level of job satisfaction and motivation.

RQ3. What actions can be taken to improve these perceptions?

In order to address the diminished emotions of job satisfaction and motivation among employees of a firm experiencing termination while also being in a JV as a supporter, several strategies can be implemented. Firstly, clear and effective communication is vital. The Alpha team should make sure to express their issues, suggestions, and demands to the JV in a manner that is simple to comprehend and taken into consideration. Secondly, the focus should be on common goals. Finding common ground and shared objectives between Alpha and the JV and working together to achieve these goals can help create a stronger and more productive partnership. Thirdly, creating ties between team members from both Alpha and the JV is vital. Encouraging regular communication channels, building trust through transparency, and emphasizing mutual goals can all help to build a positive working relationship.

Fourthly, it is essential to utilize the skills and experience of both organizations by providing chances for team members to share information and collaborate on projects. Sharing knowledge and expertise can help to create a more positive working atmosphere and ensuring that both firms are able to learn from one other. Fifth, internal process improvement is crucial. Identifying and resolving internal procedures that may be contributing to the lack of trust and collaboration, such as unclear communication channels or unclear roles and duties, can contribute to the creation of a more positive work environment. Given that Alpha is closing its doors and reducing its workforce, change management is critical. Ensuring that employees are supported throughout the process, particularly through clear communication, employee engagement, and the availability of the necessary resources, should enable a transition that is as smooth as possible.

6.2 Future work

There is a vast area of unexplored territory in the field of future work regarding the interactions of workload, job satisfaction, and motivation within JV environments. The present lack of studies addressing this topic, especially with regard to complex JV structures, highlights the need for additional research. Examining these dynamics in other sectors besides the automotive one is important to increase the breadth and depth of knowledge in this area. Researchers can determine whether there are any similarities or distinctions that differ based on the particular industry in question by analyzing data and making comparisons across various industries.

A

Appendices

A.1 Case Study Sample

PARTICIPANTS	DEPARTMENT	ORGANIZATION
Interviewee 1	Purchasing	Alpha
Interviewee 2	Marketing & Sales	Alpha
Interviewee 3	Marketing & Sales	Alpha
Interviewee 4	Project Management	Alpha
Interviewee 5	Powertrain	Alpha
Interviewee 6	Whole Vehicle	Alpha
Interviewee 7	Design	Alpha
Interviewee 8	Business Management	Alpha
Interviewee 9	Project Management	Alpha
Interviewee 10	Homologation	Alpha
Interviewee 11	Finance	Alpha
Interviewee 12	Bill of Materials	Alpha

A.2 Interview Questions

Background questions:

1. How long have you worked for Sigma?
2. How long have you worked for Alpha?
3. What is your role in Project Jupiter/Other projects?
4. What is your responsibility today?
5. Were you in the team when the project started?
6. If not, when did you join the team, and why?
7. If yes, did you have the same role as today?
8. If yes, were your responsibilities the same?

Questions about the project before the JV:

1. In 1-2 sentences, was the project objective clear for you?
2. Has the project objective changed after the JV? If so, in what way?
3. Did you have a clear working progress?
4. Was the meeting culture different before the JV?
5. What's the difference compared to today?

Questions about workload:

1. How do you define workload?
2. How do you feel your workload is today?
3. Put an X in the picture I will give you, where you would put yourself on the workload scale.
4. How do you feel pressure? In what way?
5. Do you feel this pressure today? In what way?
6. Are your work responsibilities clear in the project today?
7. Do you know what tasks you have to fulfill to meet the project deliverables? (If you had e.g. 5 tasks before the JV, and you have 10 today, do you know what the other 5 tasks are?)
8. Do you feel that you have time to do everything you should? If not, why?

9. Are you doing tasks that you originally were not accountable for?
10. Do you spend time on tasks that, in your opinion, are unnecessary?
11. What would you say are the main factors for today's level of workload pressure?
12. What would you suggest would improve your workload pressure moving forward?
13. What would you like Alpha to change?

Questions about job satisfaction:

1. What gives you satisfaction in your job?
2. Put an X in the picture I will give you, on your current level of job satisfaction.
3. Why do you feel a [chosen score]?
4. Focusing on your work output/results, do you feel it is on the desired level you want it to be, compared to before the JV?
5. Focusing on the project as a whole, are the outputs/results on a desired level?
6. Do you feel project information is given to you effectively and in a timely manner?
7. What do you expect from leadership?
8. Are you satisfied with the leadership today at Alpha?
9. Are you satisfied with the leadership today in the project? (Your supervisor, the project leader, top management)
10. What would you say are the main factors for today's level of job satisfaction?
11. What would you suggest would improve your job satisfaction moving forward?
12. What would you like Alpha to change?
13. Do you feel your work has meaning and purpose?
14. Do you provide feedback to your managers on what is lacking, in your opinion, currently in the project?
15. Do your managers value your feedback?
16. Are you asked for your feedback from your managers on today's situation?
17. Do you feel valued today for the work you're doing? Why, why not?

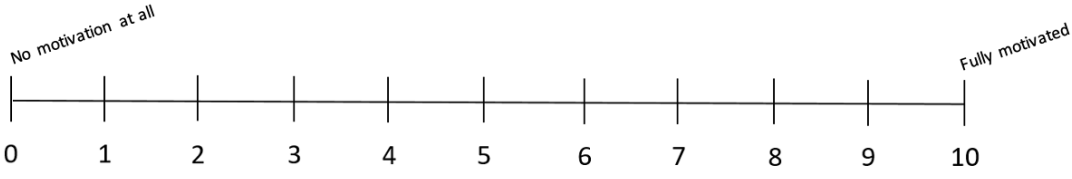
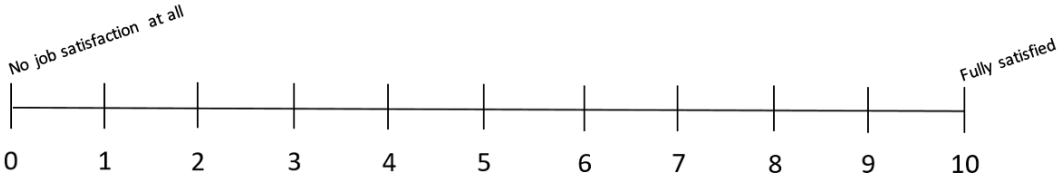
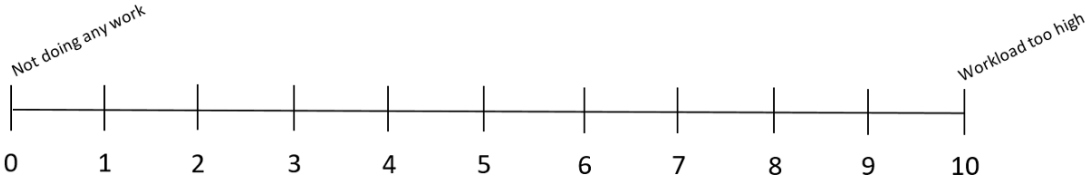
Questions about motivation:

1. What are good things about your job?
2. What motivates you to continue doing your work?

A. Appendices

3. Put an X in the picture I will give you, on your current level of motivation.
4. Has it changed after the JV?
5. What would you say are the main factors for today's level of motivation?
6. What would you suggest would improve your motivation moving forward?
7. What would you like Alpha to change?
8. I'm going to ask you to score between 1-5 which of these motivational factors gives you the highest or lowest motivation. 1 being the lowest and 5 the highest.
 - (a) Recognition
 - (b) Status
 - (c) Social benefits (hygiene factors, pension funds, stock ownership etc.)
 - (d) Praise, feedback
 - (e) Salary
 - (f) Bonuses
 - (g) Autonomy
 - (h) Job interest
 - (i) Opportunity to learn and grow
 - (j) Advancement
 - (k) Working environment
 - (l) Enjoyment of task

A.3 Interview Charts



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