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Motivation of young temporary employees

An analysis of two amusement parks

Bachelor Thesis

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Abstract

Bachelor thesis – Business administration: Management

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Title: Motivation of Young Temporary Employees- An analysis of two amusement parks

Purpose: The purpose of our thesis is to examine the influence of leadership and the presence of a developed corporate culture on the motivation of young temporary employees. We perform an analysis of the two largest amusement parks in Sweden, Liseberg and Gröna Lund.

Aim: The aim of our thesis is to contribute knowledge for a better understanding of what is important for the motivational work of young employees and to emphasize management to be more aware of the importance of the corporate culture and leadership when working with young and inexperienced employees.

Method: Interviews with managers at Liseberg and Gröna Lund have been done in order to understand the perspective from the company. To get the view of an employee we conducted mail-interviews with current and former employees at both parks. These empirics have been compared in order to find similarities but also differences between the parks and to be put in perspective with our theoretical reference-frame.

Results and conclusion: Our main findings were that young employees' motivation is more influenced by the corporate culture and leadership style than expected. They are mostly motivated by factors as co-worker relations, leadership behavior and company policies as well as the factors that Herzberg names hygiene factors. The corporate culture helps to create a team spirit, a feeling of fellowship and a connection to the company, which is of great importance for young employees. The leadership motivates the young employees by being present, listening and acknowledging. For inexperienced young employees, support and understanding is vital to feel comfortable at work and to develop in their work role.

Keywords: Leadership, corporate culture, motivation, young employees, Liseberg, Gröna Lund

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Josephine Hennevelt and Mimmi Holm
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INTRODUCTION

Background and problem discussion

Today, the service sector takes up a great part of the Swedish economy since many businesses locate their production to factories in low cost countries as e.g. Asia. Manufacturing corporations can save a lot of money by outsourcing the production, which explains why the service part becomes more important for the employees in the home country and the “product” in the service sector is the face towards the customer and the experience the customer gets, which is done by the personnel of the company (Pine and Gilmore, 1999). This service product demands an interaction between customer and employee and therefore it is hard to locate the face-to-face service and guest experience to other countries.

The personnel have become a valuable factor for the companies. They are vital assets for the company in order to survive on the competitive market where companies offer similar products. The personnel’s task is to provide great service and an unforgettable experience (Pine and Gilmore, 1999). To be able to create this experience they must have the necessary skills to do the job and manage the customers in terms of the company’s policies, which make it difficult to define their job performance. (Ford et al., 2001)

What makes an experience stand out is that it touches and engages the customer. (Berridge, 2007) In our case it is the personnel’s responsibility to make the experience unforgettable. It is our personal commitments that determine our interest for a specific task and if there is no need or interest in certain tasks, the motivation quickly disappears (Mossberg, 2003). This can both be applied for the customer’s attitude for a product or experience and the personnel’s attitude for their work task.

In our Bachelor Program we have not had a lot of courses that cover how to fulfill the customer’s satisfaction and motivational parts of employees. However, we both fell for the courses within management, with main focus on leadership and organizational behavior. For us, it seemed interesting to deepen our understanding for how leadership and motivation are linked together and so we chose to investigate this. As one of us worked at Liseberg, it formed the basis and shaped our interest for the amusement industry where many young temporary employees work. One thing leads to another and so the topic around the motivation of young temporary employees felt interesting and we started our research. After having researched online and read a lot about Liseberg, we found similar information on their main competitor Gröna Lund. It felt natural for us to compare these two corporations which operate in the amusement park industry since they have much in common and their staff mainly consists of young employees, but are different in for instance ownership.

In our dissertation we will focus on corporate culture, leadership and the motivation of young employees. To dig deeper in to the cultural perspective we will use Schein’s framework labeled the three level of culture.

Our leadership part is based partly on a three factor-model including task-based, relationship-based and change-based leadership and partly on theories on the relation between corporate culture, leadership and motivation. After our theories on corporate culture and leadership our pure motivational discussion starts where we use Herzberg’s motivator-hygiene theory, which focuses on two factors: motivators and hygiene factors. Together with Vroom’s model (1964), which is based on the statement that individuals make conscious and rational choices about their work behavior we get a deeper understanding for the main purposes of the motivational work. We also look deeper at how a reward system influences the motivation of employees.

Introduction to the theme and amusement park industry

The amusement park industry is dated long back in history and originates from middle age fairs. In Bakken in Denmark the first stationed amusement park was opened in 1583 and examples on other old parks are the Prater in Vienna, Tivoli in Copenhagen and Blackgang Chine Cliff Top in the UK. During the 17th century a lot of pleasure parks opened in Europe and due to the changing economic and social environment as well as the technical development in the late 18th century, the way was paved for an amusement park industry. A big turning point in the history of amusement parks came in 1955 when the Disney theme park was opened in Anaheim, California USA. Since then amusement parks have bloomed up, not looking like regular attraction parks but parks with different themes, parks that tell a story and interact with the guest in a new way. (Milman, 2010)

The international association of amusement parks and attraction was established in 1918 and is today the largest international trade association for the amusement park industry. IAAPA today has over 4000 members in 93 countries, and the purpose of the organization is to preserve and to gain the amusement park industry (IAPAA). Sweden has its own amusement park association "Svenska nöjesparksföreningen" (SNF) which works in co-operation with IAAPA and includes seven of the largest amusement parks in Sweden. According to SNF the industry annually has a turnover on 1.6 billion SEK and the economical tourist effect is around 4.5 million SEK each year, which contributes to Swedish commercial and industrial life. (SNF)

In 2010 there were approximately 300 amusement parks in Europe with Disney Land Paris as the largest one. On the top 10 list over the largest parks in Europe, Liseberg lands on the 7th place with 3.1 m visitors a year, (2009) compared with Disney Land Paris 12.7 m visitors. (Milman,2010)

The recent recession logically affected the amusement park industry, especially parks located in vacation areas far away from cities since a lot of people chose to stay closer to home instead of going on long trips. (Milman, 2010)

The trend in the industry today is towards experience and increased service. According to Pine and Gilmore (1999) the parks today do not hire regular workers but actors for most of their jobs and they become part of the guest experience. Often the jobs do not require special skills therefore it is all about personality and engagement when amusement parks recruit employees. The work in an amusement park is a frequent and typical seasonal work for students. The focus is to create experiences for all five senses. To successfully create a themed attraction, according Milman, is about a combination of storytelling, design, financial projections and audience analysis. When evaluating the guest experience Milman (2009) found out that the staff members, the cleanness, the safety and the security are the most important attributes for the experience in an amusement park. A trend can be seen today where the amusement park industry integrates with other tourist and leisure facilities. Themes and amusement parks do not only contribute to the labor market but also to the destination as a great tourist magnet. (Milman, 2010)

Milman argues that the impact a theme and amusement park has on a destination and sustainability for this certain area around it will continue to grow. The amusement industry changes according to reigning society and themes will be influenced by social changes and attitudes. As the market grows, the importance for customer understanding becomes more vital in order to keep market share (Milman, 2009).

Purpose

The purpose of our thesis is to examine the influence of leadership and the presence of a developed corporate culture on the motivation of young temporary employees. We perform a comparative analysis on the two largest amusement parks in Sweden, Liseberg and Gröna Lund.

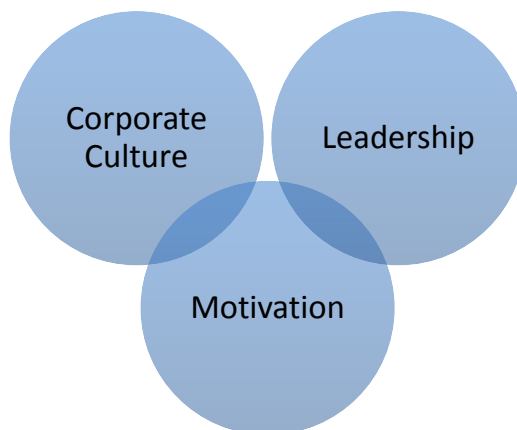
REFERENCE FRAME

The main focus in our thesis will be on motivation of young temporary employee and how leadership and corporate culture affects their motivation. The reference frame consists of former dissertations, articles and literature as well as our own model that we developed with support of the material we have found on the topic. We look at both leadership theories and corporate culture theories but focus on these theories in relationship with motivation. Examining distinct motivational theories is also a vital part in the reference frame since these might help us to draw parallels to how the young employees might be influenced by different motivational factors that might be existent in the leadership style or corporate culture.

Our starting point

In the two corporations we are analyzing both the corporate culture and the leadership. Both are highly developed and form the workplace to a great extent. We believe that these two factors have a vital influence and go hand in hand with the motivation of their employees. Our theories, empirics and analysis will help us to support our starting point and give you as a reader a better understanding.

The model puts the motivation of the employees in focus and how it might be influenced by leadership work and the presence of a strong corporate culture. Our starting point was tested on the young employees at Liseberg and Gröna Lund, in order to see how they were motivated and influenced.

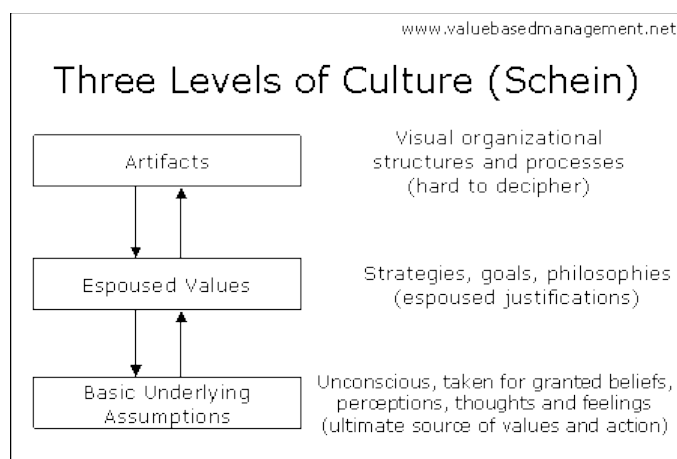


CORPORATE CULTURE

“Culture is a complex web of meanings not a bundle of muscles” (Alvesson, 2002, p.49)

The attention corporate culture receives from managers differs a lot between companies, but is part of the organizational life. How people act, think, feel and what norms and values that guide them at the workplace are all example on what could be part of the corporate culture whether or not the managers explicit talk about it in terms of culture. Alvesson (2002) stresses that there is a lack of framework and vocabulary necessary for the understanding of culture and this contributes to the confusion. He means that it is hard to measure culture in order of strength and capacity when analyzing it. The culture in a company is also hard to separate from other cultural factors created in the surroundings and society (Alvesson, 2002). The assumption that culture can be measured is though necessary, without it we would lose the practical value of studying it. Schein (2004) means that whether a culture is good or bad, effective or not cannot be decided within the culture alone but in the context of where it exists.

Three Levels of Culture



According to Schein it is important to see culture as something that exists on several levels. He describes a way to analyze culture in his model; three levels of culture. The model starts with artifacts, which is the easiest level to observe for an “outsider”. The artifacts are defined by what the observer sees, feels and hears when entering an organization. This gives an immediate emotional response, and gives an idea about how the organization has chosen to present itself, but it does not tell why it is presented in a certain way. To understand that we have to dig deeper and interview persons inside the organization. (Schein, 2004)

Level two contains espoused values defining the culture. These values can be understood by talking to an insider. Values, principles, ethics and visions can also normally be found in documents presenting the corporation. Schein points out that there might be a contradiction between some of the espoused values and observed behavior, and this tells us that there must be a deeper level. The most implicit level is the level with assumptions shared between the members of the culture. According to Schein this assumption originates from the founder of the organization or the key leaders that have left a mark on the culture. Schein describes it as: *“The essence of culture is then the jointly learned values and beliefs that work so well that they become taken for granted and non-negotiable”.* (Schein, 2004, p.17) As these assumptions are taken for granted and are well embedded in the culture, they are harder to understand for an outsider.

LEADERSHIP

There are many ways to study leadership, one can look in to specific leader personal qualities and personalities, one could study the leaders' tasks and how they are solved or one could concentrate on the effect of different leadership behaviors on a team, group or company (Yukl, 2012). We have chosen to take a look at efficient leadership from three different types of leadership behaviors. This three-factor model will we first use to take a deeper look into the leadership in our two amusement parks. Later we are going to determine the effect of the leadership behavior on the employees and their motivation.

Leadership is:

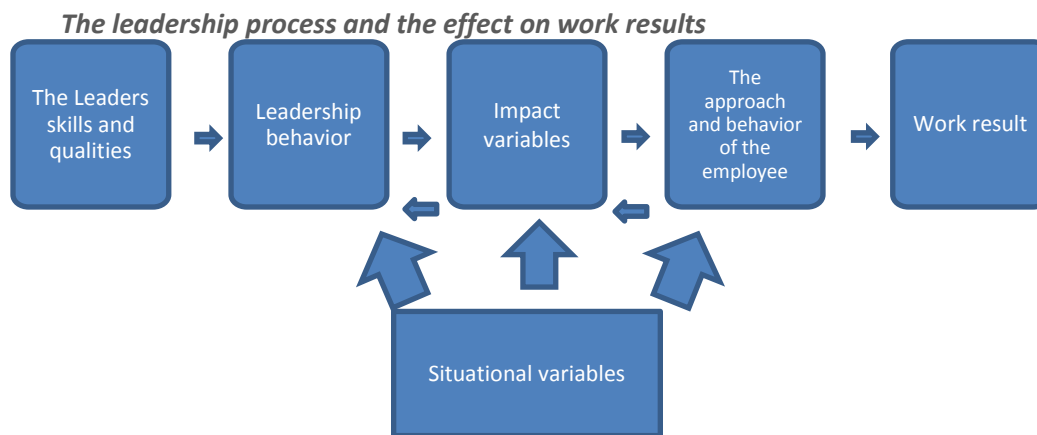
"One individuals ability to affect, motivate, and make it possible for other so contribute to an organizations' efficiency and success". (Yukl 2012 p.5)

The dominating leadership research originates largely from the research that started in the 50's when focus was on efficiency, derived from a task-based leadership. Later on the HR and relation-based leadership received attention and today we also can see a leadership discourse focusing on change-based leadership. In the literature *Ledarskap och organisationer* Yukl argues that efficient leadership within these three discourses can be bound together by a three-factor-model. The model describes how these three categories can be related to different types of leadership behavior. (Yukl, 2012)

Typical leadership behavior for task-related leadership could be too organized for efficiency, short run planning, to lead and to coordinate the work with great focus on the planning of work, clarifying goals and roles plus supervision. The relationship-based leadership, which contains behaviors such as coaching and advising as well as allowing people to make their own decisions on how to solve tasks and also the use of symbols, ceremonies and history in order to help building a team-identity. The relationship-based leadership's main focus is on support, development and the acknowledgement of employees. A change-based leadership is defined by behaviors like encourage innovation and new ways of solving problems and tasks, monitoring the external environment and the study of competitors. The change-base leadership is built on the encouragement of change, innovation and to always have a wide perspective in order to be able to adapt when the external environment changes. (Yukl, 2012)

The relationship between leadership and motivation

"Everyone knows that good managers motivate with the power of their vision, the passion of their delivery, and the compelling logic of their reasoning. Add in the proper incentives, and people will enthusiastically march off in the right direction.", says Nicholson (2003). Nicholson disputed on how to make intractable employees follow your lead. He concluded that you cannot motivate these people: only themselves can, but a manager can create the circumstances in which the inherent motivation of the employees, the natural commitment and drive that most people have, is directed towards realizable goals. In his article Nicholson also states that one of the most common blockages of motivation occurs when employees feel that their bosses don not care about them. Removing these blockages requires employee participation. Instead of pushing them to solutions and forcing arguments at them, managers should actively pull solutions out of them.



In this model we can see the different causation relationships that exist between leadership and the work result in the leadership process. It is the skills, qualities and the leadership behavior of the leader that has impact on the behavior of the employee. The approach that the employees have also relates back and affects the leadership behavior. (Yukl, 2012)

The relationship between Leadership and culture

In the literature *“Understanding Organizational Culture”* Alvesson (2002) provides certain tools to analyze and to understand the culture in organizations from different perspectives. Alvesson claims that there are three diverse meanings about the relation between leadership and culture; cultural engineering, management as a symbolic action and culture as a navigation aid. The first view describes a culture that can be engineered by managers, a culture that can be controlled and changed. One point of view is that culture has to be controlled in order not to get dysfunctional and that norms are the easiest part to control. Alvesson argues that there are several problems with this view on culture. He means that norms derive not only from corporate culture but also from the external environment like culture in a broader meaning. That CEO’s, salesmen, engineers and other types of employees would share the same norms is unlikely according to Alvesson. He means that the effect of culture is great and should not be underestimated but the effect is much more indirect than argued by people supporting this perspective.

The second position states that managers influence employees by the creation of myths and metaphors, which gives meaning to their work and help them understand their tasks. To describe this approach Alvesson uses Jeffery Pfeffer’s *“work on management as symbolic actions”* from 1981, which concludes the impact of symbols on the culture and the use of these to create meaning and sense making in the organization. Symbols can also help to create commitment to the company and identification with the company. Alvesson criticizes this work and argues that symbols are historically bound and that this makes perceptions and attitudes hard to alter.

The third approach gives a picture of culture as a navigation aid; culture becomes a diagnostic instrument that helps managers to make decisions. Culture is here viewed as something that is relatively hard to manage and control, and therefore focus lies on how culture can be a guideline for managers. Alvesson refers to the work of Schein (see three levels of culture) and argues that Schein might overanalyze the meaning of culture and there might be other explanations to why people or organizations act as they do.

To summarize these three assumptions about management and culture, the interpretation could be that in the first approach management stands above culture, in the second approach management and culture are knotted together, and in the final approach culture is a stronger instrument than management and managers have to work according to the existing culture.

MOTIVATION

“He is able who thinks he is able.” – Hindu Prince Gautama Siddharta, founder of Buddhism, 563-483 B.C. This states how vital motivational work is in order to encourage people and make them believe in themselves. (thinkexist)

As mentioned in our introduction, the motivation quickly disappears if there is no need or interest in certain tasks (Mossberg, 2003). Many factors influence our motivation and the science on how to encourage and motivate people has no end. Though motivation is vital to encourage people so they can perform their very best. We decided to look closer at Herzberg’s motivation-hygiene theory (1966) and Vroom’s model (1964) since we think that these together with theories on reward systems can be well linked to our theories on corporate culture and leadership and their influence on motivation.

HERZBERG

According to Porter, Bigley and Steers (2003), Herzberg’s motivator-hygiene theory from 1966 is most likely the most controversial theory of work motivation. His study was conducted with several hundred accountants and engineers. Herzberg and his colleagues used the critical incident method of obtaining data for their research, which means that their subjects in the study were asked to describe what they felt exceptionally good about at their job and what felt exceptionally bad at their job. Based on his study, Herzberg came to the conclusion that employees tend to describe satisfying experiences in terms of factors that were intrinsic to the content of the job itself and decided to name these factors “motivators”. Motivators include variables as achievement, recognition, the work itself, responsibility, advancement and growth. The “hygiene” factors are resulted largely from extrinsic, around the work related factors that though have a great influence on the employee and on the working environment, such as company policies, salary, coworker relations and supervisory style.

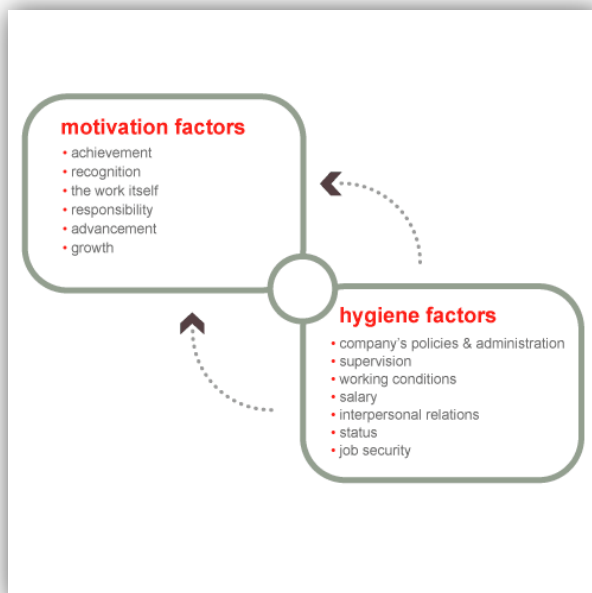


Figure: <http://www.provenmodels.com/21/motivation-hygiene-theory/herzberg-mausner-snyderman>

According to Porter et al (2003), Herzberg’s theory has been criticized to a great extent. Among others, King (Porter 2003) noted that a great number of scholars believe the model does not take individual differences under consideration since it assumes that job enrichment generally benefits all

employees. Though other research evidence suggest that individual differences are important moderators of the effects on job enrichment. Furthermore Porter et al (2003) mean that discussions with various managers in Europe, the Pacific Rim and Latin America “the Herzberg explanation is referred to more often than any other theory”.

VROOM

Vroom’s model (1964) is based on the statement that individuals make conscious and rational choices about their work behavior. Compared to many other models, Porter at al (2003) claim that Vroom’s assumption contrasts the idea of people being inherently motivated or unmotivated. According to Lee (2007) Vroom meant that employees rationally evaluate different alternatives as e.g. leaving work earlier or working overtime, and choose the alternative they believe will lead to awards such as promotions or bonuses.

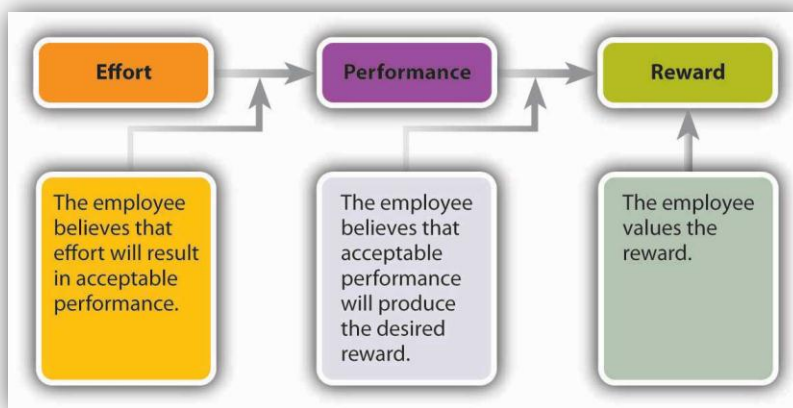


Figure: http://www.web-books.com/eLibrary/Books/B0/B66/IMG/fwk-collins-fig07_007.jpg

This model shows Vroom’s expectancy theory where effort, performance and outcome play a vital role together for people’s motivation. It is stressed that in order to reach your award first of all effort has to be put in your work. This is said to lead to a better performance and will a higher level of acceptance for both the employee and its supervisors, which will be rewarded. To summarize the process the employee puts a great effort in its work, which he thinks will lead to a better performance. The outcome will most likely somehow be rewarded which is why the employee is motivated to put in some extra effort in first place.

According to Porter at al (2003) this will result in employees putting effort to the tasks they like and can perform well. According to John (1992) the attractiveness of the task depends on to what extend the employee believes its achievement will lead to respected outcomes. Seongsin (2007) stresses that Vroom also assumes that workers must value the behavioral outcome valence, expect that if they behave in a certain way, they will receive certain things and expect that they are capable of performing the behavior that is vital for achieving the result.

Seongsin (2007) explains the model with a basic example: if customers perceive that they can access library products by visiting the library, if the products they can find are these products they were looking for, and if they think the findings from the library have valence to satisfy their needs, they will most likely be motivated to use the library products again. Though, if they perceive that there will be difficulties with access to products because they have not had any experience with library utilities, their motivational force to use library products is low.

REWARD SYSTEM

According to Milne (2007), in general, it is accepted that incentives such as rewards and recognition programs are used, believing that they will reinforce an organization's values, promote outstanding performance and foster continuous learning by openly acknowledging role model behavior and ongoing achievement. Both types are dependent on managers recognizing the subordinates' achievements whether as individuals or as part of teams.

Lachance (2000, p. 3) stresses that the factors that makes an employee feel good at work and binds the person to the organization is more about how you are treated and if you feel recognized at work than any pay scheme or bonuses. She also claims that the reason why people go to work is for the payment, but the reason why they stay is due to many other reasons. The importance of recognition is often forgotten. The simple acknowledgement and paying attention to every person and its accomplishment motivates and directs a person in its daily work tasks.

Incentive systems provide the drive for employees to have self-interest in the organization's objectives. According to Merchant and Van der Stede (2012) rewards signal which performance areas are important and help employees decide how to direct and where to put their effort. This is why the informational aspect of incentives is sometimes referred to as the effort-directing purpose. On the other hand there is also the effort-inducing purpose. Even hardworking employees need incentives to overcome their natural aversion to some tasks or actions.

Former thesis

Härenstam, Johansson and Lago (2009) research on why young employees return to Liseberg and their loyalty to the company. Their conclusion is that seasonal workers return to Liseberg due to their colleagues, the customer contacts and the spirit. Leadership, the possibility to enlarge their work and the work tasks have a vital influence on their loyalty to Liseberg. The thesis helped us to get a better understanding for the company's culture as well as the motivational work at Liseberg. Loyalty to a company or a position has its roots in the motivation to achieve well and to enjoy your work.

Huang and Häggkvist (2003) did research on the motivation of front-line workers at Gröna Lund. They came to the conclusion that motivation is categorized to intrinsic and extrinsic motivational factors and that the employees perform a role rather than a job. We used this thesis to get a wider perspective for motivational factors, but at the same time we asked the question if there is no greater influence of leadership and culture than this thesis names.

In "Hur skapar man ett leende?" written by Jonsson and Jolsta (2007), a deeper analysis on motivational work of the employees, within two sections within Liseberg, is made. They come to the conclusion that the motivational work is done on an operational level as well as on a strategic level. The operational motivation is done on daily basis, how to approach the motivational work each day, whilst the strategic work is done on a longtime basis and concerns the whole business. This gave us an extended view on motivational work at the two sections at Liseberg and at the same time better understanding for seasonal employees since the authors of this dissertation interviewed these.

In the research article "Theme park employee satisfaction and customer orientation" by Matt Wagenheim and Stephan Anderson (2008) they publish findings that employees get their satisfaction from interaction with their customers, not from the relationship they have with their organization. The study also showed that customer orientation to a high degree was found in the relationship with co-workers, not with supervisors. Co-workers' have a great impact on working conditions so a good team is important for the motivation and work satisfaction.

METHOD

Here we present the method on how we realized our research. For the development of our method we used mainly two books, "Forskningsmetodik: Om kvalitativa och kvantitativa metoder" by Holme and Solvang (1997) and "Metodpraktikan" by Esaiasson, Gilljam, Oscarsson and Wängnerud, (2012).

Data source and collective methods

A method is necessary in order to realize a qualitative research. It is a tool in order to gain knowledge and is the base for our research's structure. Our report is based on collected data both primary and secondary research.

The secondary research consists of books, articles and previous dissertations and bachelor's and master's theses. These sources function as a complementary to our qualitative research and supports the findings in our primary research.

We researched the field of existing theories on motivation, leadership and corporate culture. After mapping these theories we focused on the relevance of different theories on our topic. Many interesting articles were found as a complement to the standard theories in order to widen our reference frame. Furthermore, we found three previous theses about loyalty at Liseberg, the motivation of front-line workers at Gröna Lund, and how to create a smile. These were very helpful since previous research on similar topics could be compared to our findings and experiences.

The advantage of using secondary data is good for the overall understanding and in order to get a good overview of the area. Moreover, it is not very time consuming and helps us to stay neutral and less subjective. The disadvantage is that it is hard to find topic specific information and that it was never a perfect match to our thesis purpose.

Our fieldwork consists of the interviews we held with Liseberg's Head of Games Department and Park Manager on duty, Mats Andersson and Kaj Holmgren, Head of Recruitment at Park's and Resort's. Andersson has worked at Liseberg since 1979 and is at present Head of Games Department and several days during summer also on duty as Park Manager. Holmgren has worked for the corporate group since 2000. Both were able to serve us with inside information as well as deeper information about their company's values and structure. There are two types of interviews, the standardized which strictly follows a specific structure, and the unstandardized that makes it possible for the interviewer to ask questions that fit with the respondent's answer and allow follow up questions (Trost, 2010). We used unstandardized interviews in order to be able to follow up questions and to get a deeper understanding (see appendix). The interview with Andersson was held in his office at Liseberg whilst the interview with Holmgren was conducted via telephone due to logistical reasons. Furthermore we have mail interviewed three to four seasonal young employees from different sections in each park that helped us to see the businesses from a vital perspective, the view of an employee. We chose friends or people that were recommended by friends for the interviews, in order to interview people that are committed and suitable for our research. In order to have a fair and gradate view in our analysis, we have decided to use several theories to work with.

The advantage with a field research is that we could adapt the questions and material to our specific purpose. Our view might be deductive which means that we reasoned around the statements in order to reach a certain conclusion since our research supports the theory we found on this topic. The reason why we chose this view is that there can be found many accepted and vital theories within motivation and corporate culture that give a deeper understanding for the subject. Together with our adapted research material and empirics we are able to get an even better understanding for the theories. Though, it is almost impossible for us to be fully neutral in our discussions since we already have an interpretation based on former experiences. The fact that we are both Swedish might also influence our argumentations to a certain extend as we have the same background in terms of cultural values, education and norms.

For the qualitative data collection we chose to carry out qualitative semi-structured interviews as the collection of secondary data had supported us in knowing what we wanted to look closer at. The

interviews were prepared in advance with a structured question manual, which though were relatively open questions, in order to further a frank conversation about the general values but still relevant for our research area and purpose. Our interviews were recorded in order to be able to access the information later on as well.

The interview questions were based on our three main areas: corporate culture, leadership and motivation. The advantage of carrying out semi-structured interviews is that a deeper discussion of the topic occurred and that we heard different reflections than our own ones from the persons being interviewed. The disadvantage is that it is time consuming and that we are dependant on the expertise of the person being interviewed but also on the interviewer's competence.

Concerning the validity and reliability of our research, we will here explain our thoughts around certain problems. Validity means to what extent the study measures what it was supposed to measure. To get a high validity, the questions in the interview have to be relevant questions. As we tested our questions on test persons before the interview and our supervisor gave us some suggestions on how to form the questions, we find our research to have a high validity.

Reliability means how trustworthy the measurement that was conducted through the interview is. Interviewing two of the key persons at the amusement parks and also interviewing current plus former young employees, makes us believe that our measurement is reliable and trustworthy.

EMPIRICAL FINDINGS

In this chapter we will present the results from the fieldwork we found through interviews with managers and employees and material from annual reports, homepages and education material from the two amusement parks. The first part contains an introduction and the interview with one manager from each park. The second part covers the results from our interviews with six employees, three at each park.

LISEBERG

Interview with manager

Liseberg, located in the heart of Gothenburg, is the leading amusement park among the amusement parks in the Nordic countries. Liseberg AB owns the amusement park, which is a public owned company that is the parent company in the corporate group that also owns the hotel Liseberg Heden AB, Liseberg Restaurant AB and Liseberg Gäst AB. The amusement park's operations are divided into many subareas as attractions, games, shopping, restaurant and theater. Liseberg has 36 attractions and game stations, three performance stages and several restaurants. They are also known for their wonderful gardens and parks. Their mascot, the green bunny is well known and represents the amusement park, it can be seen both as a logo, as cuddle toy in the shop, and personalized in the park. Liseberg have two seasons, one during summer that goes from April to October and the winter season, which goes from end of November until the 23rd of December, which includes a large Christmas market. (Lisebergs annual report, 2010)

The staff consists of around 900 staff members of what around 400 staff members work during the whole year and 500 are seasonal employees within the business corporation. (Lisebergs annual report, 2010).

Liseberg recruits around 400 personnel every year and for the 2011 season they had around 7000 applicants. The majority of these 400 employees are returning employees and only a small part is new recruitments. In December the year before, they publish big advertisement campaigns in the newspapers and online.

Lisebergs vision is to be the greatest amusement in the Nordic countries, not only during summer but the whole year. They also put a lot of effort on being connected to the city Gothenburg and act as one of the strongest brands of the city. (Lisebergs annual report, 2010)

Corporate Culture

According to Andersson the corporate culture at Liseberg is defined by their three words of honor; *Safety, Kindness, Freshness* (säkerhet, vänlighet, fräschhet). These words characterize the attitude and spirit, which the top management seeks in the work environment and everyone working in the park should act pursuant to these watchwords. The expression “lisebergsanda”, the spirit among the employees that is hard to define, has developed and become well know within the company.

Andersson’s experience is that fellowship and team spirit is of great importance for the young employees, sometimes more important than the work itself. They encourage that employees that have worked a season before step up and guide the new employees, but it is crucial for the management to always keep an eye on the group dynamics, to prevent conflicts and “unhealthy” informal leaders. When they discover troubles within the group, Andersson’s usually calls a meeting to discuss the topic and to find a solution. If the problems concerns separate individuals it can be necessary to talk to these in private.

Andersson points out that for a lot of the seasonal employees, Liseberg is their first employer and they have little or no previous work experience and they therefore have a great responsibility in educating these young adults in how to behave, dress, and act at work. Liseberg has strict clothing policies for all their employees, the policy tells of how to wear the work clothes and what accessories, tattoos and make up are accepted. The different hierarchic levels are also shown trough the different work clothes.

For everyone, regardless from which section you will work in, the training and education begins with a guided tour through the park and with an introduction to the whole park area and its different stations. Information about uniforms and your behavior during work time is handed out in a workers manual.

Every new employee attends a service training regardless which department they belong to. This course provides the employee with useful tips on how to give great service, how to act and the expectations of being a “Lisebergare”. They participate in a service education, which is about 8 hours long. They are also introduced to the historical facts and happenings in the amusement parks by which their corporate culture and values are influenced. They used to outsource parts of the education but came to the conclusion that it is better and more efficient to keep it in-house so they could inform their new staff about the company’s values at the same time. After this they get introduced properly to their actual work tasks and gets training in operational work. Liseberg has an “employee idea” that describes what an employee can expect from Liseberg and the expectations that Liseberg has on the employee.

Leadership

Liseberg has a leadership philosophy saying that a leader’s task is to be responsible for organizational success in a short and long perspective. The leader should maintain the effectiveness and development within the organization and the way to work. A leader at Liseberg shows the way, acts as a good example and aims for high results.

An employee at Liseberg can expect their supervisors to be present, visible and clear in their leadership work, aim for good results and show great engagement in business. They should be a role model for good working culture and sprit in the workplace, and show trust and delegate to their co-workers. A leader creates participation through information and communication, which requires an attentive leader who listens and is open for discussions. A Leader at Liseberg has the competence, ability and desire to develop their employees and to improve the operation. (Liseberg leader philosophy, 2012)

The aims and strategies are set by the top management, but impregnate the whole business at every level. In order to make the new staff more comfortable during the first days, there are mentors in every section. The mentors are staff members that have worked at Liseberg the previous year and

have enough experience to teach new personnel. Since the work task is not very difficult, the leaders and the mentors' main tasks are about spreading happiness and team spirit. In order to have fun at work during the season, every single personnel has to feel as a part of the team and aim for a common goal to satisfy the customer.

The most important message the management wants to send to the park workers is to always focus on the customer's needs and to put more effort into the work task to exceed their expectations. Extra effort and service for the park visitors are vital characteristic that Liseberg points out and teach their employees.

In order to create the feeling of fellowship and to discuss both problems and improvement proposals, groups are formed where the group members discuss and work together. This takes place several times during the season and not only when problems occur but also for a continuous follow up. Ten guidelines are exposed all over the park within the staff areas to remind the personnel about their attitude against the customers and each other. According to the CEO Andreas Andersen these ten guidelines are the ground that Liseberg is built on. The key words are "*spread joy- every day*" and the guidelines are also available on the intranet for all the employees. (The brochure "*sprid glädje, varje dag*")

It is important for Liseberg that the managers are available and visible for the personnel. This shows the staff that the leaders are involved in their work as well and that they together with them strive for customer's satisfaction. It is also important for the managers that the staff has the feeling that they are one team, that the managers are as much part of the team as the workers in the park. The workers should though also know that they are observed and tested during their work as both managers and undercover test persons are among the visitors in the park.

Motivation

At Liseberg the aim is to reward their workers in a fair way. Lisebergs' incentive system is formed very neutrally in order to be able to reward the personnel independently from which section they work in. Since the work tasks vary a lot, you can find everything from waitresses at restaurants to cleaning people via salespersons in the shopping section. There is a variety of the customer contact and approach. In order to give every staff member the opportunity to be rewarded, no matter which section they work in and what they do, they hand out reward coupons to their most demanding and skeptical judges they have: their customers, the visitors of the park. During peak season so called "carrot-cards" are handed out. These are supposed to be given to a staff member that stands out with his or her extraordinary commitment, the kindness, accuracy or simply just deserves recognition for their astonishing work and achievement during that day. Those who receive a "carrot-card" will be rewarded with a scratching lottery ticket and also management notices the reward.

For motivational reasons there are seminars for the personnel during the end of the season when the weather gets worse and the amount of visitors falls dramatically. In these workshops discussions about different suggestions on improvements are held and function as development sessions for both the business and the employee. During these sessions not only the managers can motivate the employees but also the coworkers support each other during the rougher times of the seasons. These sessions are good for making the park employees brainstorm together and to motivate themselves by talking to each other, which might not be possible during the circumstance during work time. Also they get a confirmation on that they are not the only ones having a rough time during low season, they all "sit on the same boat".

In the end of the season every section names its own "Liseberg-staff member of the year". These are rewarded by e.g. being sent on a trip to one other amusement park in the Nordic countries. This works as the most important reward for the employees that have shined the most during the whole year that is very prestigious for the employees to receive. Not only the management will be aware of the employees doing a great job but also the coworkers will see who is rewarded.

Interview with seasonal personnel

Money and the opportunity to work in a unique environment at Liseberg attracted our interviewed employees the first time they applied for a job at Liseberg, and now they all have worked several seasons in the park at different positions. Further was the simplicity to apply for the position and former experiences from the park contribution in the choice of seasonal work. The expectations on Liseberg as an employer were that it would be an entertaining environment to work in. One interviewed employee points out that the expectation raised even more during the recruitment process due to the professionalism of the recruitment system at Liseberg and the impression that Liseberg cares about its employees.

All participants we interviewed enjoyed their work at Liseberg and today still have a positive association and perception of the company. The reasons why they have a positive attitude to Liseberg vary, but they all point out the fellowship and team spirit, the nice colleagues and a friendly work environment.

When we asked our participants to rank the main features in the corporate culture at the amusement park we got different answers but they all mentioned the team spirit and fellowship among the employees in the park.



This figure shows the different answers we got when we asked our respondents to rank the main features in the corporate culture.

It is also mentioned that a strong corporate culture can contribute to better motivation and loyalty. It can also add confidence to the members of the corporation and create fellowship, spirit and trust in the organization. Outspoken goals and visions create a feeling of togetherness. One respondent pointed out that the culture varies in the different divisions within Liseberg and that this easily can create problems and tensions between members of the different divisions. Other aspects that were mentioned were that strong culture might make the employee's blind to faults, or that demand of loyalty creates pressure.

The respondents described the leadership and management at Liseberg as present and that it is easy to get in contact with managers if necessary. One respondent described the organization as hierarchical, that the top managers are relatively invisible, but on the other hand also pointed out that the new CEO often takes a walk in the park in order to greet the employees. The leadership style feels quite informal even though Liseberg has a lot of strict policies. It is easy to have a close working relationship with the supervisors, and they are good at giving feedback. The climate between manager and park employees is described as good, and so is the climate between colleagues.

Moreover, feedback and appreciation from leaders, being able to make guests happy, career opportunities are factors that motivate our respondents to put a more effort into their work. The

appreciation shown by satisfied guests is also an important factor. The former mentioned “carrot-cards” is mentioned as one motivator that Liseberg contributes with. Responsive leaders who see and acknowledge their employees are vital motivation factors for some. It is important for the respondents to be able to discuss work issues with supervisors as well as colleagues, to be seen and to be listened to. The division meetings called “områdesmöten” are great for that reason. One respondent mentions that his division usually goes on a trip, which both motivates and encourages the team spirit. One other mentioned that the payment is a good way to motivate and that Liseberg does not handle the payment for manager and supervisors very well, and argued that many are not motivated to apply for a job with more responsibility since the wage is too little.

GRÖNA LUND

Interview with manager

Gröna Lund is Sweden’s oldest amusement park and one of the largest ones. It opened in 1883 and has been expanded and modernized since then. The park with its substantial historical background is located at the waterfront on Djurgården. Gröna Lund is divided into several sections and divisions: restaurants, Tivoli, sales and technical division. The business has 30 attractions, 4 restaurants, about 30 fast food restaurants, lotteries and game sections and a bunch of stages. Until 2001 the park was family owned but now Gröna Lund is a subsidiary company of Parks & Resorts Scandinavia. Among other companies Parks & Resorts also owns the amusement park Skara Sommarland and Kolmården, and a hotel that is combined with the latter. Gröna Lund’s vision is that all guests continuously shall be surprised by amazing experiences for all senses. (www.gronalund.se) Gröna Lund does not have a particular mascot but is featured with several Tivoli performers that entertain the guests in the park, in order to strengthen the show and entertainment feeling.

The recruitment at Gröna Lund is taken care of by the HR management of Parks and Resorts, which consists of eight persons and one HR manager who is head of the department. This management is supported by six persons of which two are responsible for the recruitment, one for the working climate, one for the legal parts, one education manager and one academy principal.

The advertisement is published on Gröna Lund’s homepage and parks and resorts homepage shortly after Christmas. A formulary is filled out and CV plus cover letter is sent in via the homepage. A first selection is made where functional criteria as being old enough, living in Stockholm during work time etc. is being looked at.

After passing the first selection, the first manual assortment is made. For this 20-24 recruitment personnel work in order to recruit the seasonal workers for Gröna Lund and the other parks in the corporate group. The ones who pass this selection will receive a text message where they are asked to contact Gröna Lund’s recruitment section. 10 to 15 minutes long auditions on the phone will follow where the practical issues are discussed and questions about personality are asked. This audition is followed by a group audition at Gröna Lund where the personalities and characteristics are tested to see if they fit into the company’s culture. The most important criteria for Gröna Lund is that the person is interested in working for them, the motivation and drive is excellent and that the person has the right characteristics that Gröna Lund is looking for. A short personal discussion might follow after this group audition and in some cases, where responsibility for counters or larger amounts of money is involved the criminal record is being checked. The total amount of employees during the season is about 1200.

Corporate culture

“Are you a world class artist who likes to be in the spot light?”

This line is the first on the job application ad on parks and resorts web page, where the recruitment process for work at Gröna Lund starts. The culture at Gröna Lund is built around performance and artistry. Everyone working in the park is an actor, and the park is the stage. This concept can be seen from the very start in the recruitment process and throughout the whole season. When forming and developing their corporate culture around the performance and artistry, Gröna Lund are influenced and inspired by Disney World Orlando, which is stated in their “artist manus” which is the manual for all employees.

The concept of performance helps creating the wanted culture in the amusement park. The concept gives a clear picture of which kind of people Gröna Lund wants to hire, Kaj Holmgren, Recruitment Manager at Parks & Resorts, points out that it is important that person applying for a job really chooses Gröna Lund as an employer and has the right commitment and drive, everyone does not fit in at Gröna Lund.

Safety, consideration, experience and effectiveness are the watchwords that impregnate the work and culture at Gröna Lund. Everything at Gröna Lund is tied around the word “world class”, these words return in visions, goals and throughout the whole educational work. Gröna Lund should be an experience of world class, with service of world class and leadership of world class.

The introduction for the seasonal employees’ first education ends with the words “ See you on stage” which refers to their corporate culture where everyone is on stage when working and the work is a performance.

As a new employee at Gröna Lund you will have to participate in an interactive online education, which mostly is about learning about the amusement park and the basic values. The following step is to participate at the education at Parks and Resorts academy, the academy where principles connected to the customer are taught. Focus lies on how to put the client in first place, how to treat the guest and how to handle possible conflicts. This is taught by role-plays and lectures about real cases are held. This course is called “Focus on the guest”.

For the returning employees from previous years the education looks different. They are told how to behave and act as a model for the new employees, but at the same time how to help and coach them. There are also educations in the different sections in order to remind the employees and to wider their knowledge.

Leadership

At Gröna Lund focus is set on their corporate culture and on the leadership. Every year all leaders and managers are educated by Parks and Resorts academy for 2 days on “how to lead world class”. For them it is important to serve with good instructions, a well-developed manual on how to lead and to give the managers and leaders the right tools to perform. They are trained on how to give constructive feedback to the employees. The personnel is valued as the most important asset within the company and a lot of money and time is put on making them feel good and on forming them to a pleased and dedicated employee at Gröna Lund.

Holmgren stresses that leadership and culture are two very important aspects and need to be invested in, if you want a successful business. Nevertheless, the supervisors and managers work hard on making the young employees feel appreciated and on educating their leaders to be warm and helpful persons rather than someone who strictly controls the process. It is important that the young workers have someone to turn to and to get help from, they should not be scared of asking things and doing things wrong. Many of the supervisors are former park employees and know how it is to work in the park. This makes them attentive for many things they know are difficult or problematic and due to that they know how to tackle and especially lead the young employees. Gröna Lund sees this as a great advantage as certain things can’t be trained but better learned by doing and by experiencing it, which they have done years before being promoted to supervisors. That is why it is

very important to encourage the current park employees to take the next step and offer them to follow and shadow a supervisor for one or two days. This does not only motivate the employee but does also help Gröna Lund to provide themselves with new supervisors with experience within the park work for the following years. In general Gröna Lund often recruits internally and if you have worked at a company within the corporation you are welcome to the other companies as well and will always have an advantage compared to the external applicants.

The hierarchy and structure within Gröna Lund is clear and every supervisor as well as the park employees knows which area they supervise. This clear structure makes the whole business well organized, in order to always give the park workers a safe feeling and a helping hand, Holmgren emphasizes.

Motivation

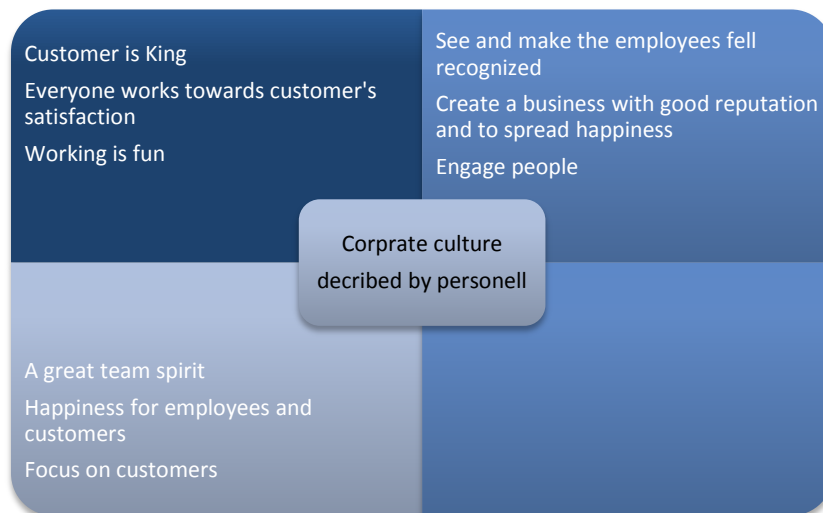
The staff's efficiency is motivated and recognized by having sales competitions in some sections. These competitions are highly valued and evaluated to a great extent. The focus is also set on pointing out the staff members that do an excellent performance and work extraordinarily well. This could be an article that is published on their intranet. To a great extent Gröna Lund's works with the incentive system where recognition is shown by giving the hard and well working personnel more responsibility within their areas and the possibility to advance their work. Rotation, where they have the possibility to extend their working tasks is highly valued and there is a possibility to try the work as leader within the section they work. They are allowed to follow the service manager within their sector during one or two days in order to see how a day is formed in this position. Furthermore, all available positions within Parks and Resorts are published internally first before the advertisements is available on the homepage. After working within the corporate group you have an advantage and are welcome at the other companies that belong to the corporate group.

Interview with seasonal personnel

Our respondents at Gröna Lund claim that the main reason for their first application was because they had had friends and relatives that spoke well about the work in the amusement park, but also because of their own perception of Gröna Lund. The main factor that attracted them was the other young employees, their colleagues, and the joy at work. They had high expectations since they only had heard positive aspects about the working conditions and environment at Gröna Lund. Overall, the interviewed employees enjoyed their work a lot mostly due to their co-workers and fellowship. Other factors that made them enjoy their work are the leadership and motivational work from the managers. Triggering and motivating the employees at the same time as helping and assisting them whenever they could was appreciated and happiness is spread all the time and everywhere in Gröna Lund. One of the respondents criticized the long intervals without breaks they have to work since these were often forgotten and were not scheduled. However, all the interviewed could imagine to return this summer and most of them will.

Their perception of Gröna Lund after having worked there compared with before they started working has not changed remarkably. They still have a positive impression and the work at the amusement park as well as the events that are arranged for the employees outside the park, with the colleagues of the same age, is a lot of fun. It is stressed that you feel appreciated since the managers see employees individually and make them feel highly valued even though they are many. It was claimed that they spread their philosophy successfully and their watchwords that the managers spread enthusiastically, connect everyone to the same values. On the other hand it was also said that they have high expectations on the employees without admitting it. The pressure set on their employees is underlying and always present for the worker, but never really pinpointed or outspoken. We made our participants rank the main features in the corporate culture at Gröna Lund

we got different answers but the most vital features that everyone stressed was spirit, fellowship and happiness.



This figure shows the different answers we got when we asked our respondents to rank the main features in the corporate culture.

When we asked them how they think that the corporate culture at the amusement park could gain the company and how it could threaten it, the most common answer was that it is good for the team spirit, fellowship and motivation of the workers. At the same time a problem is that managers and park employees become too friendly and close with each other, so that it is difficult for the park employee to differ the professional from the private.

Concerning the leadership at Gröna Lund, our respondents are stressing that there are strict and visible leaders in every section and it is well structured and the managers are well trained. They though point out that the managers exaggerate how much fun everything is and that it motivates them in the beginning but irritate them after a while.

The atmosphere between the colleagues is described as very good and activities outside as well as in the amusement park make the feeling to be one big family even better. Also the relationship between managers and park workers is very good due to a clear structure and the friendliness. The managers are good at giving feedback and easy to get in contact with.

Feedback as well as appreciation, the feeling of customer satisfaction and a good fellowship among the workers makes our respondents happy and willing to put in more effort in their work. Also one respondent claims that "the leadership and the atmosphere between the coworkers is what motivates me and makes me return to Gröna Lund".

Overall, our respondents are very content with their work and stress that they feel appreciated at work due to the incentive system in the park. However, they are not very satisfied by their wage system, especially not the workers under 20 since there is a big gap compared to the workers over 20. They feel taken advantage of and "young and naive since we don't know a lot about what wages we can claim". Their recommendation is to look over their wage system.

ANALYSIS

In this section we will analyze our theory with our empirical results in order to see how the motivation of young temporary employees is affected. We will also bring in our own reflections on the topic, that we think are of importance for our following conclusion and discussion. The analysis is based on our findings and how we interpreted the results we got from our research. As we couldn't access all material, we could only base our analysis on what we could find and this might affect the trustworthiness of this analysis.

Corporate Culture

Schein's three levels of culture model explains the artifacts that visualize organizational structures and processes. The first thing noticed when entering the park, is the happiness and excitement that is spread, both from customers and guests. Moreover, the mascot and the performers contribute to the overall experience and atmosphere. The green bunny at Liseberg creates a family friendly atmosphere while the Tivoli performers at Gröna Lund deliver a show experience. This helps creating the atmosphere that the amusement park wants to deliver. The park employees' treatment of the guest is exceptional since the kindness and high service standards overtake the visitors' perception directly when entering the park. The young employees are taught to be service minded and to achieve an extraordinary and unforgettable experience. The positive attitude of the employees engages the visitors and gives an overall friendly image to the amusement parks. The strict clothing policies that are applied by both parks contribute to the total impression and employees from different sections can easily be spotted. However, this is how an outsider might percept the culture when entering one of the two amusement parks but most likely this is the not the core of the culture.

The espoused values stressed by Schein are the strategies, goals and philosophies of the business. Both Liseberg and Gröna Lund have clear watchwords which are spread and well known by all employees. These watchwords function as a line of argument throughout the whole business and are especially pointed out in their employee educations, as they educate inexperienced and young staff. Moreover, both companies have vision statements that are mentioned inter alia on their website and in their annual report. In the internal education/training for the employees at Liseberg and Gröna Lund, the companies' policies are explained and transmitted to the young workers. They are again mentioned and explained on the intranets, which can be accessed by their employees. An important goal also is to build up and maintain the team spirit among the co workers, since this is a main motivator for the young employees. Both companies have a clear structure and hierarchy that can easily be seen internally, though it seems to be harder to percept the organization's hierarchy externally, as the workers appear as one big family.

The underlying assumptions in Schein's model are unconscious, taken for granted beliefs, perception, thoughts and feelings. At Liseberg the word "Lisebergsanda" (which means the Liseberg spirit) is a coined phrase among the staff which is commonly used. An almost identical feeling and spirit is present among the workers at Gröna Lund as several of the interviewed employees describe themselves, together with their coworkers, as one big family. Our interviewed employees tell us about the fellowship and family feeling among the employees that leads to a good work environment even if there might be tensions between different divisions. The facts that different divisions wear different work clothes help create sense of team spirit within the groups.

Both companies have strong roots which influence their culture in many ways. Although we get the feeling that Gröna Lund is more trend sensitive and modern thinking. The trend discovered by Pine and Gilmore about hiring artists, which was mentioned in our background, is almost completely followed by Gröna Lund. Gröna Lund has, inspired by Disney, used artistry and performance to build a culture, that helps them when recruiting employees with sought personality and qualities. The ground for the culture is built already in the recruitment process and both parks put a lot of effort in finding the right employees. We reflect over the fact that Liseberg's corporate culture might be more genuinely developed over time with influence from internal aspects while Gröna Lund's corporate

culture might be more affected by external factors and is created as a concept. We do not know what the culture looked like at Gröna Lund before the takeover by Parks and resorts, and we can only speculate about which changes that have been done and which cultural values that are kept. A new owner wants to impregnate the culture, and since Parks and Resort is a corporate group with several similar businesses in Sweden, it is likely to believe that they would like a culture that reaches throughout the whole corporation. One could argue that a culture developed by history would be stronger than a culture developed by the owners. If we take a look at the thoughts of Schein he argues that it is the founders that create the culture, and that the culture only can be judged in the context of where it exist. Therefore we cannot really tell whether the genuine culture of Liseberg or the concept culture of Gröna Lund is stronger or better, we can only point out differences in our findings.

The education at Liseberg is based on their culture, since the main goal is to bring the company's values closer to the employee, and consideration to the employees being young and inexperienced is taken. Gröna Lund's education is formed different since the focus is on acting, the park is the stage for the employees, but has its roots in the cultural aspects of the company and the watchwords. Both companies tie their watchwords, which are based on the company's culture, to everyday operations and decision-making. Some of the watchwords are also found in the ranking of cultural features done by the employees. As mentioned earlier fellowship and the spirit among coworkers are the most important aspect for the employees, but also the service and guest orientation. Worth mentioning is, as already looked at in former dissertations, Milman's study on employee satisfaction. It says that coworkers have a great impact on the guest orientation and it seems, when looking at our ranking from the park employees, that guest focus and service is a great part of the corporate culture at Gröna Lund while focus for the employees at Liseberg is more on building a strong team spirit. With both Liseberg and Gröna Lund having a clear, well developed and strong corporate culture, that is based to a great extend on traditions, historical facts and experience, it can be said that it does contribute to a substantial and inculcated business culture. The corporate culture at both businesses focuses on creating team spirit and promotes fellowship, as the employees are young and value the relations with their coworkers to a great extend. The corporate culture at Liseberg and Gröna Lund are very similar but differ in their framing. Our reflection is that Gröna Lund is more trendy and open to change due to them being privately controlled and owned. Their corporate culture is being influenced by the artist concept and almost fully adapted to Pine and Gilmore's theories, together with their educational work that is more influenced by their corporate culture than at Liseberg. Liseberg being part of a municipal owned business corporation, in our eyes becomes more traditional and conservative due to their roots and traditional corporate culture that has only been influenced little by external factors as different theories being developed. As mentioned before, both companies though have clear and well developed corporate cultures which both are very good and fill their function concerning how they affect the motivation of young employees. We believe that the culture gives a good base for building team spirit that is vital for the young employees. Also the corporate culture does automatically and naturally set unspoken rules that make it easier for young employees to accept and to understand the rules, which does influence their motivation in the way that they know what will happen and how they might get influenced by certain actions.

Having watchwords and a line of argument throughout the whole organizations strengthens the corporate culture which guides and supports the young employees and makes it easier for them to relate to the company. To promote team spirit is a tactically good feature as the young employees are motivated by their coworkers and feel that they belong to the group. This makes them feel appreciated and needed, which might push and motivate them to do deliver over expectations.

The follow up meetings and workshops organized by Liseberg are factors within the corporate culture that influence the young workers' motivation as they feel listened to and get the feeling that the management cares about them. Without the feeling of being needed and being appreciated, which stated in our theory, the motivation of an employee might not be on top and might influence their performance in a bad way.

Offering the employees career opportunities is a good motivational aspect for the young workers as they know that they are being watched and that their performance is noticed by management. This makes them work harder and they feel motivated to deliver over expectation. Furthermore, it might be a good tactical move for the company as they can shape their young employees in an early stage in order to make them fit into the company and them being familiar with its corporate culture before they advance to a more work position with more responsibility and at the same time knowing what they can expect. Feeling comfortable with a work task or in a work position is the base to deliver over expectations and strengthens the workers motivation.

Leadership

The leadership at Liseberg is defined by the leader philosophy, which shows that leaders always need to keep efficiency and results in mind. To create good results they have to motivate their employees. Gröna Lund points out that they are aiming for a leadership in world class. It is not defined exactly what leadership in world class is at least the information was not available for us since their philosophy is under construction. The leaders at Gröna Lund and Liseberg are, according to our interviewed employees, good at showing appreciation and giving feedback. According to us this points towards a relationship-based leadership. The leaders at Gröna Lund connect their employees with help from the watchwords to create good group values and team spirit. Even though this gives an idea of what is expected of the employees, it is also said that the leaders have high unspoken expectations, which puts pressure on the employees.

Liseberg wants their leaders to be visible, present and attentive. Our respondents described that leaders are always easy to contact if help or advice is needed. Though, it is also described that Liseberg wishes their leaders to be part of their team, but it is still a hierarchic organization and the top management might not be as visible as preferred. With support of the clear policies and rules, which create a safe environment, the leaders can be more informal. We believe that when looking at the concept of visible and present leaders, it can be seen from two aspects: First the positive aspect that the leaders are present and can motivate and help the employees and then the other aspect that it becomes a control tool, and might be considered as a lack of trust. The fact that most of the employees are young and inexperienced might require an extra strict and clear leadership. Both Liseberg and Gröna Lund consider the role as educator for these employees, they are not just teaching them about the work in the park, but also try to give them a ground for future employments. One negative point could be that they, when controlling the employees, might lose creative innovations and initiatives that could benefit the organization. On the other hand a strict and visible leadership could also lead to a safe environment as well as clear rules give a framework that make the employees feel comfortable.

The leaders at both parks have to adjust to the history and the owner. Especially at Liseberg the ownership has been almost the same since the beginning. Parks and Resorts that quite recently took over the ownership at Gröna Lund, will probably put their own touch on it and most likely it will develop over time. When looking at the culture and its effect plus relation on the leadership, we can recollect what we mentioned in the theory chapter. The first view mentioned by Alvesson is that culture can be controlled and managed. Due to the size and age of the organizations, we believe that it could be hard for leaders to change and control the culture. On the other hand, it should be mentioned that it is most likely true that the new CEO of Liseberg and the new owners of Gröna Lund try to put a touch on the culture and will try to affect it. One other aspect is that Gröna Lund has a concept culture, not genuinely created but developed by a concept from Disney, and this clearly puts Gröna Lund close to the first approach. As a high percentage of the seasonal employees return from year to year, the norms and values created their first season will probably follow them. The second approach is based on managerial influence through the help of myths and metaphors. We have not come across any specific myths and metaphors during our research, but they might have been used by some leaders as a tool to create team spirit. The last view is based on culture as an instrument

that guides the leaders' behavior and the leader has no or little possibility to control culture. The approach on Liseberg is probably between the second and third approach depending on which level of management we are looking at. They have a strong culture which is used in order to create the work environment and the top management surely tries to work with and develop the culture. For new leaders the culture is also most likely a guideline, which can be referred to as the "spirit of Liseberg" and might be used as a base for their leadership.

As we see in the leadership process, the approach and behavior of the employee have a great impact on the work results. The leaders in our case impact the employees by their feedback, acknowledgement and encourage the employees to put in more effort into their work task for excellent service.

According to our theory on leadership, a task-based leadership is defined by a strong focus on efficiency for the organization and the creation of a well planned, goal-based and organized work environment. When we compare this to the leader philosophy of Liseberg, we find the same focus, the efficiency and concentration on success as well as result. Therefore we can interpret that Liseberg to a great extent has a task-based leadership. To reach this success we believe that you need employees that deliver good results and are motivated to put in more effort in their work task for excellent guest experience. From the interview with the employees we found a lot of indicators that supervisors on the closest level towards the park employee also are relationship-based to a great extent. The leadership at Liseberg we believe is not very change-based, the tasks for the employees are simple and innovation does not need to be encouraged. We do not know if this is in general for the whole organization or just for the lower levels in the hierarchy. We believe that the top management is probably more change-based because Liseberg needs to keep a close watch on the external environment and competitors. They obviously also need innovation within the organization, as the development of the park and the attractions, in order to create a good guest experience and to attract new customer.

When looking into the leadership at Gröna Lund and the answers from our interview, it seems more relationship-based. The employees describe that the leadership is both strict and visible but also with focus on motivating the employees. They want to create a positive atmosphere, so much that it sometimes gets annoying. The leadership education on Gröna Lund focuses to great extent on giving tool for motivation, delegation and constructive feedback. Gröna Lund also focuses on efficiency both as a watchword and in their leadership. We do not exclude the possibility that the leadership at Gröna Lund also is task-based but since we could not access certain part of their material it is hard to draw any conclusions. As in the case with Liseberg we only found little evidence of change-based leadership among the leaders closest to the employee. When we look at the company as a whole and the corporate group we find traces of change-based leadership, though it seems that Parks and Resorts follow trends in the amusement park industry.

Motivation

According to Herzberg's motivational and hygiene factor theory we can pinpoint a few hygiene factors. Some of the interviewed employees mention their high expectations when applying for the job. Both Liseberg and Gröna Lund have a clear image and provide the employees with a great working environment. Furthermore, the workers are guaranteed a secure employment due to the large and recognized organizations. They have framed and established policies and a clear structure with clear rules. Herzberg mentioned responsibility as a motivator and we believe that the clear and strict policies and structure, does not give much space for own developments and further responsibilities.

Liseberg and Gröna Lund work with motivational factors, both hygiene factors and motivators. Reward systems have been formed and are used to motivate the employees in many ways. The workers' achievement is recognized daily but also annually in order to trigger the employees. All interviewed employees, stress that an important hygiene factor for them is their coworkers. The active work by Liseberg's and Gröna Lund's management contributes to a good work with hygiene

factors as a positive environment and a strong team spirit. A lot of effort is put into organizing motivational events and activities for the employees to strengthen the fellowship and team spirit. Together with the reward system, the clear leadership with set rules keeps everything in order and maintains the structure which motivates the employees since they know what to expect and can forecast how their effort will be recognized, which we recollect from Vroom's theories. In order to maintain the motivation throughout the year seminars that work as motivators, are organized by Liseberg so the team building and team spirit can be strengthened at the same time. Gröna Lund focuses on giving the employees more responsibility and to vary their work tasks, which works as a motivator. Shadowing a supervisor is not only a good motivator but also a tactical move to later on eventually recruit internally. Also, offering career opportunities may influence the workers to work harder and to deliver over expectations. Both companies focus on showing appreciation to their workers so they feel recognized, listened to and needed. They have evaluation surveys for the employees to fill out, in order to improve their motivational work and to satisfy the employees needs even more.

The offered career opportunities within the companies are appreciated as a motivator since you get more responsibility, but also criticized, as taking more responsibility should be connected with a higher salary. Our interviewed employees at both Liseberg and Gröna Lund though state that they are not happy with the salary level in relation to the workload and responsibility. This might influence their motivation in a negative way and make them less keen on advancing in their career at Liseberg and Gröna Lund.

CONCLUSION AND DISCUSSION

To fulfill the purpose of this thesis and answer the question how young employees are motivated, we will in the following part gather our results. Our main conclusion is that the motivation of young employees is influenced more by the company's corporate culture than we had expected.

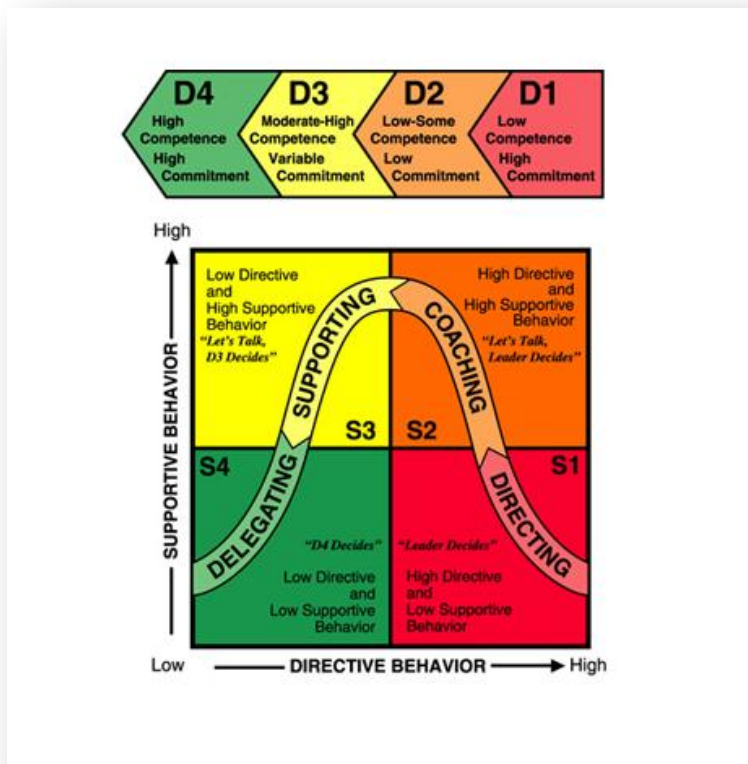
During our work on and analysis of Liseberg and Gröna Lund, we discovered that there are both similarities and differences, which have been discussed in our analysis. The main differences in the formation of the corporate culture are that Gröna Lund's culture is created and relatively new, while Liseberg's culture has developed over time and is more based on traditions. When it comes to leadership, we saw a difference in the leadership behavior. From our point of view, the leadership at Liseberg is more task-based while the leadership at Gröna Lund is more relationship-based, but to really determine this we would have needed more material and observations from everyday work in the parks.

Our findings on how corporate culture motivates young employees are first of all that corporate culture helps to create team spirit and fellowship, which is a main motivator. Especially the team spirit and the co-workers play a vital role for the motivation of the young employees and is the main factor why they appreciate their work and that follows the finding that Milmans study showed. It also provides a framework and is a base for visions as well as policies, which give the employees a clear picture of what they might expect from the organization. The culture also sets guidelines for the leadership behavior.

When looking deeper into the leadership behavior, our research showed that the leadership motivates by presence of the supervisor, the employees feeling seen and acknowledged. The leadership contributes with appreciation, support and help, which create a safe environment that is a hygiene factor that can lead to motivation.

As a young and inexperienced worker, it is essential to have clear and strict guidance and a line of argumentation, as well as the feeling to be part of a team. Also, the need of being listened to and being seen is more important than we thought, as well as having a present supervisor to turn to at any time. This kind of companies with young employees needs a clear leadership structure due to the amount of young employees, the size of the organization and also the safety concerns that are of vital in this industry. Furthermore, control is as important for the management as for the guidance of the inexperienced workers.

A suitable model we found after completing our thesis is the Hershey and Blanchard Situational Leadership theory- choosing a leadership style depending on the maturity of the employees. The theory states that "instead of using just one style, successful leaders should change their leadership styles based on the maturity of the people they're leading and the details of the task. Using this theory, leaders should be able to place more or less emphasis on the task, and more or less emphasis on the relationships with the people they're leading, depending on what's needed to get the job done successfully" (mindtools).



This figure shows the Hershey and Blanchard Situational Leadership theory and describes the different stages of maturity of the employee and required leadership behavior.

(<http://www.salemmarafi.com/management/situational-leadership/>)

This model claims that a strict leadership together with coaching is vital for inexperienced employees which supports our conclusion.

We believe that the supplementary motivational work in form of reward systems is not the main motivator. The presence of an established corporate culture and a clear leadership is much more important. To summarize we can see that Herzberg's hygiene factors are the main motivators in form of coworkers relation, supervision style and company policies. The motivators are in our case not as vital, since the work task is so simple that there is hardly space for growth, development and increased responsibility. Although the operational work is very simple, it is still possible to find motivation in the guest interaction.

We think that it is vital to have an active motivational work and to support especially young and inexperienced staff as much as possible, but it can be argued that in the end it always depends on the employees themselves and their attitude. Someone can be motivated and pushed, but if you don't like what you are doing, you most likely won't perform well.

The question can be asked if our results on motivation are due to work environment in this industry or the fact that they are young employees. We wonder how the result would have been if the employees were older and more experienced.

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Intervjufrågor till anställda på Liseberg och Gröna Lund

Namn:

Ålder:

Avdelning:

Position:

1. Varför sökte du arbete på Liseberg/Gröna Lund?
2. Vad hade du för förväntan på företaget som arbetsgivare innan du började?
3. Trivdes du på din arbetsplats? *Varför/Varför inte?*
4. Hur är din bild idag av Liseberg/Gröna Lund som arbetsplats?
5. Ranka de, enligt dig, viktigaste dragen i företagskulturen?
 - I.
 - II.
 - III.
6. Vad anser du att en stark företagskultur kan bidra med? *Positiva och negativa aspekter?*
7. Hur uppfattar du ledarskapet på Liseberg /Gröna Lund? Generella drag.
8. Hur uppfattar du stämningen i parken?
 - I. Mellan kollegor
 - II. Chefer/ ledning och säsongsanställda i parken
9. Vad motiverar dig att anstränga dig utöver det vanliga?
10. Vad gör Liseberg/Gröna Lund för att motivera dig? Förbättringsförslag?

Translation in English

Interview questions for temporary young employees at Liseberg and Gröna Lund

1. Why did you choose to apply to Liseberg/Gröna Lund in the first hand?
2. What did you expect from the company as an employer when you applied?
3. Did you enjoy your work? *Why/why not?*
4. How do you today see Liseberg / Gröna Lund as an employer?
5. Please rank the for you most important characteristics of the corporate culture:
6. What do you think a strong corporate culture can do to a company?
7. How do you percept the leadership at Liseberg/Gröna Lund? General characteristics.
8. How is the atmosphere between
 - a. Colleagues
 - b. Supervisors and young employees
9. What motivates you to put in the more effort into your work task?
10. What does Liseberg /Gröna Lund do to motivate you? Suggestions on improvements?

Intervjufrågor till Liseberg och Gröna Lund

Personalmotivation

Hur diskuteras personalmotivation och service mot gäst på ledningsnivå/hur mycket diskuteras detta? Vad jobbar ni med för material?

Arbetar ni aktivt för att motivera er personal?

Hur?

Hur stimulerar ni gruppdynamik?

Hur utbildar ni er personal, hur skapas en teamkänsla?

Vad lägger ni vikt på när ni rekryterar?

Vilka krav sätter ni på era medarbetare? Avkastningskrav?

Hur hanterar ni/jobbar ni med feedback från medarbetare och gäster?

Företagskultur

Vad är viktigt på er nöjespark?

Vilka är de starkaste dragen i er företagskultur?

Hur skapas den och förmedlas till säsongspersonalen?

Vad har ni för visioner och hur får ni fram detta till personalen?

Vad finns det för ledarskapsfilosofi inom företaget?

Hur ser organisationen ut?

Vad vill ni att kunden får för intryck av en vistelse i parken?

Hur kopplas detta till kraven på medarbetarna?