

**An Examination of the Challenges of Leaders to Provide Motivation towards Positive Work
Attitude at Huawei**

By

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Approval Statement

I understand the value for originality of the dissertation and for that reason, I certify that the work in this thesis has not previously been submitted for a degree nor has it been submitted as part of requirements for a degree except as fully acknowledged within the text.

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Abbreviations

ICT- Information Communication Technology

R&D – Research and Development

MNC - Chinese Multinational Enterprise

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Chapter 1: Introduction

1.1 Background to this study

The past decades have been characterised by considerable and unpredictable fluctuations in employee work attitude. Othman and Suleiman (2013) content that organisations have increasingly been faced with the problem of poor or negative work attitude levels among employees. The authors further explain that negative or poor work attitude among employees has been evidenced through poor service provision, high turnover rates, poor employee productivity, and low overall organisational performance and competitiveness. Poor or negative work attitude, as Olubusayo et al. (2014) explain, is dangerous to the growth and competitiveness of a firm in the modern business environment following the fact that employee work attitude has emerged a key factor for determining the survival of any organisation.

Motivation has become a vital tool for influencing work attitude. Herzberg et al. (2011) mention that staff or employee motivation is one of the most important factors in leading and managing people and a crucial tool for changing the attitudes of people in the workplace. Adair (2009) adds that the most simple and effective way of increasing employee work attitude in the workplace is to motivate them. Inyang et al. (2014) reason that work attitude highly depends on the feelings, judgements, ideas, and notions about one's job or workplace. As such, work attitude represents the conceptual value of one's job or workplace in the minds of employees. Thus, providing motivation for employees is a key factor that can help change this conceptual value.

With this realisation, organisational leaders are increasingly inclining towards providing motivation for their employees to influence a positive work attitude in them. The study by Shahab and Nisa (2014) reveal that the change in organisational leaders towards their leadership style has taken a U-turn and this follows the recognition that employee has become a key source of higher firm performance and competitiveness. In this respect, organisational leaders have realised that to influence employees to develop a positive attitude in their respective jobs and workstations, there is a need to motivate them. In this case, Inyang et al. (2014) indicate that motivation comes from the act of recognition, a sense of respect, and a word of encouragement. It is the power of recognition, acknowledgement and respect that influences interest in worthwhile work. Thus, the ultimate rule underlying motivation is that if employees are motivated effectively, they will strive to develop interest in their respective tasks and the

workplace, in general, something that will consequently result in positive work attitude.

Inyang et al. (2014) mention that motivation does not entail only tangible rewards like good basic salary and benefits, but also include intangible factors like recognition, praise, job security, acknowledgement teamwork, training and development just to mention a few. Thus, a combination of both tangible and intangible factors yields greater motivation among employees in the workplace. This follows the recognition that different people are motivated differently and this is heavily dependent on their needs, expectations and preferences (Shahab and Nisa, 2014). Therefore, if organisational leaders are to influence greater motivation and consequently enhance positive work attitude, attention must be given on the kind of motivational factors to provide employees.

While this hold true, existing literature reveals that organisational leaders are faced with numerous challenges in their efforts to provide motivation for positive work attitude among employees (Shahab and Nisa, 2014; Othman and Suleiman, 2013). This research attempts to explore on this factor in depth. To achieve this, the research pays special attention to Huawei Company. Huawei is a leading Information Communication Technology (ICT) solutions provider in the global market. It is a Chinese Multinational Enterprise (MNC) with headquarter in Shenzhen, China (www.huawei.com). The leading position of Huawei in the global market makes it a representative and ideal organisational context for the study since the issues faced by the company could also be the issues for other MNCs in the sector. Huawei invests more than 10% of its annual sales revenue into Research & Development (R&D) while there are more than 45% of its 170,000 employees working in R&D function (www.huawei.com). This proves that the R&D function resides at the centre of Huawei's operations. This gives rise to the interest of the proposed study to look into the issue of concern in one of its R&D facilities in Shanghai, China.

1.2. Research rationale

There are two rationales for undertaking this research- theoretical rational and practical rationale. Theoretically, this research study seeks to add on existing bank of knowledge about the challenges of providing motivation for positive work attitude from a leader's perspective. At the same time, the study seeks to fill the research gap in existing literature. An extant body of literature has analysed the aspect of motivational effect on employee work attitude, leadership

and employee motivation, and the challenges encountered in motivating employees to develop a positive work attitude (Shahab and Nisa, 2014; Othman and Suleiman, 2013; Olubusayo et al., 2014; Clark, 2003; White and Bryson, 2013). Some of these studies and many others have analysed either analysed positive employee work attitude, influencing work motivation, influence of leadership on work attitude, influencing factors of work attitude, employees work attitude, or impact of motivation on work attitude. Only a few studies have paid focus on the challenges leaders encounter in providing motivation for positive work attitude. Besides, limited studies have attempted to focus on all the aspects of leadership, work attitude, and employee motivation. Therefore, this research will fill the literature gap in existing knowledge about challenges leaders face in providing motivation for positive work attitude. Besides, the findings of this research will augment the existing literature on leadership and work attitude and workplace motivation.

Practically, by exploring the challenges of leaders to provide motivation for positive work attitude, the research study will help Huawei and other organisations have a clear understanding of the factors that hinder their efforts to influence positive work attitude. Consequently, organisational managers and leaders in Huawei as well as in other firms will gain a clear picture of the effective strategies to adopt to ensure they address the challenges involved in providing motivation for positive work attitude.

1.3. The research aims and objectives

The primary aim of this research study is to examine critically the challenges of leaders to provide motivation towards positive work attitude, through a case study of Huawei. This aim of the study will be achieved using delivering following specific objectives.

- (1) To identify the motivators valued by R&D staffs in developing positive work attitude in the workplace
- (2) To identify the challenges of leaders in shaping positive work attitudes of R&D staffs from the perspective of leaders
- (3) To generate HR implications for improvements and develop recommendations to address the identified issues

In light of these objectives, the following research questions are developed to guide the whole research study.

- (i) What are the challenges leaders faces in shaping positive work attitudes of R&D staffs?
- (ii) What are the motivators valued by R&D staffs in developing positive work attitude in the workplace?
- (iii)How can HR personnel improve positive work attitude among R&D staff?

1.4. Structure of the dissertation

This dissertation is presented in a five-chapter standard format. Chapter 1, which is the present section, details the background of this research study, explains the theoretical and practical rationale for conducting this study, and presents the proposed research aim, objectives and research questions developed. Also, the chapter details the structure of the dissertation.

Chapter 2 is the literature review. This chapter shapes the critical understanding of leadership and work attitude, employee motivation, employee motivational factors, the relationship between motivation and work attitude, and the challenges faced by leaders in providing motivation for positive work attitude. The chapter provides a critical and in-depth analysis of these constructs based on the theoretical viewpoints of previous scholars. Through this, the chapter will provide a theoretical support for the data analysis and the arguments that would be conducted in the following chapters. Basically, the chapter is built around the research objectives developed and thus comprise the following subtopics; the concept of leadership and work attitude, the concept of motivation, main motivational factors, the effect of motivation on work attitude, and the challenges faced by leaders in providing motivation for positive work attitude.

Chapter 3 is the research methodology. It discusses and justifies the methodological approaches and tools used in this study to gather data for analysis. Essentially, the chapter presents the research philosophy, research approach, research strategy, research design, sampling, research instrument, data collection and analysis. As well, the chapter details the research ethics of this study.

Chapter 4 is data results and analysis. Here, the data and information gathered through the research process are presented, discussed and analysed in detail to aid in the generation of research conclusions, thus the fulfilment of the developmental research aim and objectives.

Chapter 5 is a conclusion and recommendations. The chapter draws the summary and gains the

conclusions from this research work based on the data analysis conducted in Chapter 4. Also, the chapter details the recommendations and put forth suggestions for future research in a similar area.

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Chapter 2 Literature review

2.1 Introduction

This chapter explores the various scholarly materials to establish the theories about leadership and work attitude, staff/employee motivation, and the relationship between the two. To achieve this, the section is presented in the following manner. Firstly, the section begins with introducing the concept of leadership and work attitude from the perspective of different researchers as presented in existing literature. In this research, the approach regarding the definition and other aspects of leadership and work attitude are outlined in detail. Then, the concept of motivation is introduced from the perspective of different scholars. This is then followed by analysis of the main motivators valued by staff/employees in the workplace. After that, the effect of motivation on work attitude among staff/employees is presented and analysed in depth. Lastly, the challenges faced by leaders in shaping positive work attitudes among staff/employees analyse at length. Conclusions are then drawn based on the analysis presented herein.

2.2 Leadership and Work attitude

Adair (2009) defines leadership as an interaction process between leaders and followers in which leaders attempt to impose influence over followers' attitudes and behaviours to achieve organisational goals. In a similar vein, Shahab and Nisa (2014) define leadership as a process whereby a person attempts to stir others through leading, guiding and influencing to do something with a view to achieving specific goals or results. Givens (2008) define leadership in a similar manner as Adair (2009) and Shahab and Nisa (2014). The author views leadership as a process that entail interaction between leaders and employers whereby a leader attempts to influence the behaviour of employees or staff to achieve set goals.

Previous researches present different styles of leadership style. However, in the current research discusses on three types of leadership style- transformational, transactional and participative since they are directly related to employee motivation. Givens (2008) presents and discusses transformational leadership style. According to the author, the premise of transformational

leadership is the leader's ability to motivate others (usually followers) to achieve more than what they had planned to achieve. Sadeghi and Pihie (2012) add that transformational leaders encourage followers to do more than what is required of them to attain unexpected goals. Sahgal and Pathak (2007) provide support for Givens (2008) and Sadeghi and Pihie (2012) by stating that transformational leaders are proactive and move followers beyond their immediate self-interest, thus encouraging a particular set of behaviours. From these assertions, it can be derived that transformational leaders are models of integrity, set clear goals, anticipate high results, provide support, stir the emotions of people, and get individuals (followers) to look beyond self-interest to attain the unexpected. Givens (2008) further demonstrates that transformational leadership has four components; inspirational motivation, idealised influence, individualised consideration and intellectual stimulation. Cavazotte et al. (2013) posit that transformational leadership is associated with organisational outcomes and personal outcomes of a follower.

Another type of leadership is transactional leadership. According to Mester et al. (2003), Transactional leadership is based on the traditional, bureaucratic authority and legitimacy whereby followers are expected to act and conduct themselves in accordance with the leader's wishes upon which they receive certain valued outcomes. Aarons (2006), content that transactional leadership is based on exchanges between a leader and a follower whereby followers are rewarded for meeting performance criteria or specific goals. In this context, the relationship between a leader and a follower is based on a series of implicit bargain or exchanges, assignments, clarifying role expectations, and task-oriented goals. Thus, it can be seen that transactional leadership is more practical in nature since it emphasises more on meeting specific goals, targets or objectives. As such, Arzi and Farahbod (2014) content that transactional leaders focus more on task completion and compliance and rely much on organisational rewards and punishments to influence individual (follower) performance.

Participative leadership style is where a leader provides followers an opportunity to participate in the decision-making process (Chipunza et al. 2011). Bell and Mjoli (2014) posit that participative leadership increases followers (employees') performance since recognises their input, contributions, and participation in important matters.

Work attitude refers to the feelings that employees have toward the different aspects of the work environment (Shahab and Nisa, 2014). It is the tendency of an employee to respond to work-related targets in either negative or positive ways (Herzberg et al. 2011). Riketta (2008) further

adds that work attitude to personal interests or the evaluation of work-related targets. From a different perspective, Kamau et al. (2014) hold that work attitude is the expression of inner feelings that reflect whether an employee is favourably or unfavourably predisposed to the work environment. According to Noah and Steve (2012), work attitude is divided into two categories: job satisfaction and organisational commitment. Jaworska et al., (2014) define job satisfaction as a positive emotional state that reflects an affective response to the work or job situation. In this respect, the focus of job satisfaction is task-oriented and short-term in nature. Noah and Steve (2012) perceive job satisfaction as the degree to which people like or dislike their jobs/work. From these two definitions suggest that (1) job satisfaction is a general affective reaction that people hold about their work/job and (2) job is content an individual is with his/her job. The happier an individual is with his or her job, the more satisfied he/she is said to be. Saari and Judge (2004) content that individuals derive job satisfaction through forming attitudes towards their job by taking into account their beliefs, feelings, and behaviours. The authors further content that job satisfaction can be understood in terms of key job facets such as control at work, working conditions, stress at work and general well-being. Major factors influencing job satisfaction include but not limited to employee involvement, empowerment, autonomous work position, management style, and culture.

Noah and Steve (2012), state that organisational commitment is a psychological state that best explain an employee's relationship with an organisation; and has an effect on the decision to continue working in the organisation. There are three types of organisational commitment: affective commitment, continuance commitment and normative commitment (Singh et al. 2008). Affective commitment refers to an employee's positive emotional attachment to their job or organisation. This means that an employee commits to the job/work or an organisation because he or she wants to. Continuance commitment is where an individual commits to work or an organisation because he or she perceives it as being costly losing work or organisational membership. An employee remains a member of an organisation or a team working on a piece of work because he or she has to. Lastly, normative commitment refers to an individual's commitment to remain with an organisation because of feelings of obligation. This feeling may be derived from factors such as vested resources by an organisation in training an employee who then feel a moral obligation to remain committed to his or her job and stay with the organisation as an appreciation of the investment (Noah and Steve, 2012).

Carpenter et al. (2009) identified a number of factors that would influence employees' work attitude, including personality, perceived organisational fairness, work environment, job relations, job characteristics, psychological contracts, and stress. A study by Ahmad et al. (2010) found that work attitude of employees has a positive impact on job satisfaction, which would lead to improved moral and performance in the workplace. According to a study by Shahab and Nisa (2014), those employees who perceive their organisations and leaders support them are more likely to develop positive attitudes in the workplace and be more committed to their jobs. A study by Khan et al., (2014) found that leadership can influence the behaviours, attitudes, and beliefs of employees, so as to enhance the performance of employees. More specifically, Khan, et al (2014) found that leaders can exercise their leadership to gain trust from employees, give them confidence, and influence their attitudes psychologically to evoke high level of performance and enhance job satisfaction. In contrast, Yukl (2010) emphasise that transformational leadership behaviours have motivational effects on employees or team members. According to Yukl (2010), effective leadership style influence team members or employees in three key ways; by influencing employees or team members value internalisation, increasing their self-efficacy, and by facilitating their social identification with the group. The author perceives these three variables as among essential factors that influence individual motivation levels positively. Bass (2008) further proposed that transformational and transactional leadership styles influence team members' or employees' self-definitions, beliefs, values, affect and behaviour. Besides, transformational, transactional and participative leadership styles empower employees to recognise the importance of their work and develop their skills, knowledge and abilities to reach their full potential. Thus, effective leadership style is associated with greater motivational levels among employees or followers. In a similar approach, vein, Bass and Avolio (1997) found that transformational and transactional leadership are perceived to contain idealised influence and inspirational motivation as key elements. In this respect, leaders who display idealised influence set high standards for emulation, which acts as a motivational factor for team members or employees. Besides, they provide inspirational motivation through providing their followers with challenges and meaning for engaging in shared undertakings and goals. Thus, the authors perceive effective leadership as adding to the effectiveness of employees' attitudes and performance outcomes, that demonstrating the positive motivational effect.

2.3 Motivation

Kim (2006) describes motivation as the force acting on or within an individual that causes the person to behave in a specific and goal-oriented manner. In a similar vein, Berman et al. (2010) suggest that motivation is the forces either within or external to an individual that arouses enthusiasm and persistence to pursue a given course of action. Iqbal et al. (2013) posit that motivation can be defined as the reason individuals in a work environment want to work. These definitions suggest that motivation concerns a person's behaviour and the factors that cause individual behaviour may differ among individuals since peoples' needs differ. The intuition of these concepts to organisational leaders is that they must strive first to understand and discover individuals (employees) differences and their needs and then proceed to develop proper models for motivating employees by fulfilling these different needs towards common goals and objectives.

There is a variety of motivation theories developed in the literature. Maslow's hierarchy of needs framework suggests that people have five sets of needs, including physiological needs, safety needs, relationship needs, esteem needs, and self-actualization needs (DuBrin, 2011). This theory advocates that people will satisfy their most basic needs and progress towards the most fulfilling needs. Maslow's theory provides a good framework to make sense of what motivates people. However, it is criticised that the assumption of Maslow's theory that people tend to follow a steady progress up the hierarchy of need is too rigid. This is because people have various needs and people from different cultures tend to have different priority of needs so they might not strictly follow Maslow's model (Armstrong, 2001). Apart from that, McGregor (1960) developed theory X and Y, which is an influential trait theory in the literature of motivation (Cousin, 2007). Theory X suggests that employees are unmotivated and disliking their work so managers should actively control and manage employees through persuading, rewarding, directing, and punishing (Cousin, 2007). On the contrary, theory Y suggests that employees are not lazy in nature and they are always ready to express self-direction when committed to objectives. Instead of keeping tight control over employees, theory Y advocates that managers should provide employees with right conditions and methods to enable them to achieve objectives through self-direction of their efforts (Cousin, 2007). McGregor's theory has explained some of the main characteristics of

managerial principles on employee's behaviour but it creates two extreme opposing positions or approaches to management and motivation. In reality, employees might fall in somewhere between the two opposing positions, which makes McGregor's theory problematic (Miner, 2005).

Herzberg's motivation-hygiene theory is another influential motivation theory. The theory proposes some factors that are similar to Maslow's hierarchy of needs. These factors are classified into two categories, namely hygiene factors and motivators (Miner, 2005). The hygiene factors include working conditions, policies, and salary, etc. The motivators refer to factors such as recognition, achievement, and growth (Miner, 2005). The motivation-hygiene theory suggests that the motivators defined under the theory can effectively motivate employees to give their commitments and deliver expected performance in the workplace. However, for such motivators to work, the hygiene factors must be fulfilled in the first place (Miner, 2005). Such a theory can be used to identify unique issues that need to be addressed in the workplace for employees to be effectively motivated. Nevertheless, the motivation-hygiene theory is criticised for being narrowly focused on work-related factors while in much actual motivation issues are stemmed from family, implying a lack of flexibility in the theory (Cousin, 2007). Moreover, the motivation-hygiene theory advocates that all the hygiene factors must be met in the first place for motivators to work effectively, which is quite impossible to achieve in reality (Cousin, 2007).

2.4 Main motivational factors valued by employees at the workplace

Kim (2006) state that there are some motivators that employees value most in their workplace environment. The author cites good wages among the top most motivational factor valued by employees. Abbah (2014) provide support for Kim (2006) sentiments by arguing that good wages remain the most significant motivational strategy valued by most employees. The author posit that good wages stimulate employees to develop positive attitudes towards their jobs thus remaining committed to yielding greater performance, productivity and eventually deriving satisfaction in their respective jobs. Uzonna (2013) adds that good wages possesses significant power to symbolise goals like prestige, security, and a feeling of accomplishment and success as well as has the power to attract, retain and motivate employees towards achieving higher individual and organisational performance. However, Remi et al. (2011) posit that to use wages

as main motivational factors, organisational leaders especially human resource personnel must consider four major and important components of salary structures. They include job rate, which is related to the importance an organisation attaches to each job; payment, which encourages employees through rewarding them in accordance with their performance; personal allowances, which is associated with aspects such as possession of certain information or particular skills; and fringe benefits including factors such as holidays with pay and pension etc.

Full participation of work was done (job involvement) is found to be another motivational work most valued by employees at the workplace. According to Iqbal et al. (2013), job involvement is whereby an individual anxiously engages himself of herself in the mission-oriented task. This is to mean that an individual contributes his or her attention towards his or her work efficiently. Employees can get involved in their workplaces through a number of factors such as participating in making decisions especially on factors that concern them like setting work goals, choosing their most preferred benefit packages, and solving productivity problems among other factors. These factors can enhance employee perception towards their respective jobs or work and consequently increase their commitment, motivation and satisfaction at the workplace. Mester et al. (2003) contents that job involvement is also a form of recognition and it appeals to the need for affiliation and acceptance among employees. Above all, job involvement gives employees a sense of accomplishment, a key factor said to influence positive work attitudes among employees. However, Uzonma (2013) content that job involvement should not mean that organisational leaders weaken their positions in an organisation. While organisational leaders encourage high involvement of employees in critical matters, they need to listen carefully on matters requiring their decision and to make final decisions by themselves. This reasoning is based on the fact that employees have a negative attitude towards weak leaders.

Kim (2006) cite job security as another important motivational factor valued by employees at the workplace. Yusoff et al. (2014) is in support of Kim (2006)'s viewpoint and demonstrate that the effect of job security on employee motivation is large and significant. As such, employees view job security as among an essential motivational factor at their workplaces. Job insecurity perception by an employee is one of the major sources of stress that eventually lead to demotivation at the workplace. Senol (2011) holds that job security helps employees not to worry about their future in terms of losing their jobs or if they would be employed in the same organisation as long as they want. Being assured about these factors creates a peace of mind

among employees, thus increasing their motivation levels in their present employers and the resulting impact of this is an increase in individual productivity or output. Suleiman (2013) disclosed that the more employee experience job insecurity, the more they become disinterested in their current jobs and this has a long-term effect of employee turnover.

Literature also indicates that training and development are another important motivational factor valued by most employees in the workplace. According to Suleiman (2013), training and development is a strategic function of the human capital management that focuses on developing the competencies and skills of employees to help them overcome daily, routine and short-term problems in their respective jobs or work. A study by Kim (2006) revealed that training and development provides adequate motivation for employees to learn up to date skills, knowledge, and abilities, factors that strongly upgrade their efficiency and effectiveness in their jobs, thus influencing higher levels of motivation in them.

Information availability and communication is another important motivational factor that is valued by employees in the workplace. Uzonna (2013) content that one way organisational leaders can stimulate employee motivation is to provide relevant and appropriate information they need. According to the authors, information availability and proper communication help employees understand organisational objectives and their individual job roles. Shujaat et al. (2014) found that job enrichment is another key motivational factor that matters most to employees in the workplace. According to Yurtseven and Halici (2012), job enrichment is the attempt to build into jobs a high sense of challenge and achievement. A job can be enriched through various strategies such as providing employees more freedom in deciding about such things as work methods, sequence, and speed, thereby giving them a sense of personal responsibility for their work/tasks. Through this, employees derive high levels of work motivation, which then impact on their commitment and engagement in the workplace positively. Other motivational factors found to appeal to most employees in the workplace include tactful discipline, opportunities for promotion and growth in an organisation, acknowledgement, recognition, performance management, and career development (Uzonna, 2013). These factors are also reported to influence higher levels of employee motivation when applied in the correct manner and measure. However, Kim (2006), content that the priorities or preferences of employee motivational factors change over time. In this case, motivational factors valued by employees in a present year may change in the next year. The authors reveal that this can be

influenced by factors such as economic conditions, change of working environment, industry competition, and labour market conditions.

2.5 The effect of motivational elements on work attitude among employees

As revealed in the previous section, there are various motivational factors valued by employees in the workplace. These factors are found to have a significant effect on employee motivation. For instance, proper provision of good wages, training and development, information and effective communication influence greater motivation levels among employees. Since motivation is found to have a significant strong and positive correlation with work attitude (Suleiman, 2013), motivational elements are also said to have a significant and direct effect on work attitude among employees. For instance, Suleiman (2013) revealed that job security has been identified in the literature as one of the most influential factors that results in positive work attitude among employees. Employees who perceive the future of their job as being guaranteed to develop positive perception and attitudes towards their work and the organisation as a whole. According to Abbah (2014), provision of good wages influences employees to build a positive perception and attitude towards their workplace environment. Mester et al. (2003) demonstrate that job involvement causes employees to form positive perceptions and attitudes towards their work. The study by Kim (2006) reveals that training and development cause employees to enhance their skills and competencies in the workplace, factors that influence them to develop positive work attitude. Uzonna (2013) disclose that by providing relevant and appropriate information as well as ensuring proper communication, organisational leaders influence the development of positive work attitudes among employees. Thus, from these findings, it can be derived that motivational elements in a work environment have a positive influence on employees' work attitude.

2.6 The challenges faced by leaders in providing motivation towards positive work attitudes among staff/employees

2.6.1 Culture

Through their leadership style, leaders strive to influence a positive work attitude among employees with a view to encouraging them to pursue higher goals and meet their ambitions besides achieving organisational goals. However, Bo (2014) posits that motivating employees to develop a positive work attitude is not an easy task since the process is associated with numerous challenges. The study conducted by Saari and Judge (2004) revealed that culture is among the major challenges faced by leaders providing motivation towards a positive work attitude among employees. Saari and Judge (2004) hold that culture has a direct effect on work attitude among employees and as such, is a major challenge to the leaders. A cross-cultural work is the most cited challenge that leaders need to deal with in their effort to motivate employees to develop a positive work attitude. Brewster and Mayrhofer (2012), the reason that the continued globalisation of organisations has seen the workplace characterised by a mix of employees from different cultural backgrounds. As such, HR personnel and organisational leaders are now forced to handle employees of diverse cultures who differ in terms of cultural values, beliefs and practices. This cultural variation is now what acts as a challenge to leaders when seeking to influence a positive work attitude.

Employees from cultures that are a perfect opposite of each other are found to differ a lot and their behaviour and conduct in the workplace exhibit the greatest variation. As a result, most of them become uncomfortable in the workplace and end up perceiving their work environment as unfavourable to them, thus developing negative work attitude (Noah and Steve, 2012). At the same time, cultural variation is affecting the effectiveness of providing appropriate motivational elements to employees, a fact that is contributing to leadership challenges in influencing positive work attitude. For instance, as a result of cultural variations, it is providing challenging for organisational leaders to develop and implement reward and compensation packages that meet the cultural values and expectations of all employees. Given that rewards and compensations are among main motivational factors in the workplace, some employees are not motivated enough to develop a positive work attitude. Also, based on the arguments of Saari and Judge (2004) cultural variation in the workplace inhibit effective teamwork and is among key source of misunderstandings and conflicts in the workplace, factors that pose challenges to leaders in their efforts to influence positive work attitude among employees.

To understand the influence of culture on work attitude, Hofstede (1980)'s cultural dimension

model is employed. According to Hofstede (1980) cultural dimension model, national culture is identified into seven cultural dimensions- individualism vs. collectivism, masculinity vs. femininity, power distance, uncertainty avoidance vs. risk-taking, long-term orientation vs. short-term orientation, and indulgence vs. restraint. Different countries have their unique cultural dimensions. That is to mean they score differently with respect to these cultural dimensions. For instance, the United States is found to score high on individualism, low on power distance, and low on uncertainty avoidance. On the contrary, Mexico is found to score high on collectivism, high on power distance, and high on uncertainty avoidance (Noah and Steve, 2012). In this respect, it can be seen that culture causes a variation in behaviour, values, and beliefs of employees from the United States and Mexico. Saari and Judge (2004) add that the variation in national culture is also found to influence the way employees are viewed and valued at the workplace. For example, the way employees from the United States are viewed at the workplace in Mexico is different from the situation in their home country and the reverse hold true. This difference makes employees from different cultures feel uncomfortable in cross-cultural work environments, thus influencing them to develop a negative attitude towards their workplace environment. In this context, it becomes challenging for organisational leaders to change the perception of such employees towards their workplace environment and this is worsened by the fact that these leaders are limited in their ability to change cultural dimensions to suit everyone in a cross-cultural work environment.

2.6.2 Dispositional factors

Staw et al. (1986) demonstrate that dispositional factors are other variables that pose challenges to leaders in providing motivation towards positive work attitude among employees. The authors hold that work attitude may be caused by the on-going emotional state of employees. In this context, the authors maintain that an employee's internal state can serve as an important stimulus for the interpretation of work environment. Employees can bring a positive or negative disposition to the work environment and consequently process information about the work (job) in a manner that is in line with this disposition, thereby influencing positive or negative work attitude as a result. Thus, the authors conclude that the formulation of work attitude can come as much from the internal state of employees as from any external factor. The formation of work

attitude from an individual's internal state is far beyond the control of an organisational leader. This is to mean that an organisational leader may have little or even no effect in influencing the formation of positive or negative work attitude among employees through motivational factors when the internal state of an individual is the determinant factor.

A study by Dwyer (1989) provides support for Staw et al. (1986) by demonstrating the effect of dispositional factors on employee work attitudes. The findings of their study showed that individuals who perceive their jobs as being high in psychological demands, who have a diffused-point time orientation, who view themselves as having low control over their jobs, and who are dissatisfied with their leaders are more likely to develop negative attitudes towards their work. The authors reasoned that these factors are formed from an individual's internal state of the mind and their effect on one's psychological state of the mind are huge. A negative influence of these factors on one's psychological state means a higher development of negative feelings, perceptions and attitudes in the workplace. However, the authors hold that while some of these factors may be beyond the control of organisational leaders, others are within their ability meaning that leaders have the power to control some dispositional factors to influence positive work attitude among employees.

In support of Staw et al. (1986) and Dwyer (1989) are Saari and Judge (2004). The authors content that individuals possess relatively stable unobservable mental states such as attitudes and needs that impact on their perceptions and behaviours. The authors further indicate that work attitudes are formed from internal states. Thus, the mental states or internal factors in individuals significantly influence their affective and behavioural reactions to work/job settings. Employees will always process information in such a manner that is consistent with their internal states. In a similar vein, Noah and Steve (2012) found that self-evaluation, one's temperament, and extraversion, key personality trait, correlates with employee work attitude. The authors suggest that these factors may influence one's evaluation of the work environment, which in turn influence work attitude. Given that these factors are inherent in an individual, it becomes challenging for leaders to control their influence on work attitude among employees.

2.6.3 Work situational factors

Saari and Judge (2004) revealed that work situational factors are other variables that pose

challenges to organisational leaders in their effort to provide motivation towards positive work attitude among employees. The authors content that the nature of the work itself, also known as intrinsic work characteristics as well as other facets of a job such as pay, supervision, promotion opportunities, and co-workers among others, emerges as key factors that influence employees' workplace evaluations, thus determining their attitudes towards work. The authors believe that ensuring work is as interesting and challenging as possible are key factors to influence a positive work attitude among employees. However, by their very nature, some work/job/tasks are not interesting and challenging enough and this result in a negative work attitude among employees. Further, the authors hold that it prove challenging for some organisational leaders to ensure important facets of a job such as pay, promotion opportunities and supervision are provided to the best levels as per employees expectations whilst at the same time ensuring work is interesting and challenging to all employees. Given this constraint, influencing a positive work attitude among all employees at the workplace is challenging for organisational leaders. Reasoning in the same line as Saari and Judge (2004) are Noah and Steve (2012) who content that the work situation also matters in terms of influencing positive work attitude among employees. The authors posit that the most notable work situational factor that influence employee work attitude is the nature of the work itself. According to the authors, the nature of the work itself which includes job challenge, autonomy variety, and scope best predicts overall work attitude among employees. However, some organisational leaders think employees are more interested in different facets of their job such as promotion opportunities, pay, and supervision than they are in how interesting and challenging their jobs are. As such, they tend to pay less attention to the other job attributes such as interesting and challenging work, thus failing to influence effectively positive work attitudes among employees.

2.7 Summary

Based on the research objective outlined in chapter one, this research conducted the literature review. From the review, it has been known that leadership is a process that entails interaction between leaders and employers whereby a leader attempts to influence the behaviour of employees or staff to achieve set goals. Types of leadership styles include but not limited to transformational leadership, transactional leadership and participative leadership. Also, it has

been shown that work attitude refers to the feelings that employees have toward the different aspects of the work environment and is identified into two categories; job satisfaction and organisational commitment.

Further, the review of the literature reveals that motivation is the force acting on or within an individual that causes the person to behave in a specific and goal-oriented manner. Motivational theories developed and discussed by previous scholars include theory X and Y, Maslow's hierarchy of needs theory, McGregor's theory, and Herzberg's motivation-hygiene theory. It is also revealed that main motivational factors valued by employees in the workplace include but not limited to good wages, employee training and development, job security, job involvement, information availability and communication, job enrichment, discipline, opportunities for promotion and growth in an organisation, acknowledgement, recognition, performance management, and career development. However, it is established that the priorities of employees' motivational factors change over time. Nevertheless, it is established that proper and adequate provision of motivational factors triggers high levels of motivation among employees, causing them to develop positive work attitude in their respective workplaces. However, it is demonstrated that organisational leaders, in their attempt to provide motivation towards positive work attitude among employees face numerous challenges including cultural variation, dispositional factors from the part of employees, and work situational factors.

Chapter 3 Methodology

3.1 Introduction

This chapter of the dissertation presents the methodological procedures used by the researcher to collect data for analysis and achieve the research aim and objectives outlined in Chapter One. In essence, the chapter details the research philosophy, research approach, research strategy, research design, research instrument, sampling procedure, data collection and analysis methods as well as providing justification for their choice. Additionally, the chapter details the research ethics and limitations.

3.2 Research philosophy

Saunders et al. (2009) define research philosophy as the school of thought employed by a researcher in developing knowledge as well as interpreting the information gathered to come up with precise conclusions about the topic or issue under investigation. Common research philosophies employed in research work include interpretivism and positivism. Positivism philosophy holds that there is only one truth that is fixed, knowable and given objectively. On the contrary, interpretivism philosophy believes that reality is multiple and can be given through subjective methods (Bryman and Bell, 2007). In this case, an individual's subjective experiences of the immediate surrounding influence the manner in which reality is given.

In this study, interpretivism philosophy was adopted. The choice of interpretivism philosophy was informed by the following factors. Firstly, this research aims to examine the challenges of leaders to provide motivation towards positive work attitude. Through interpretivism, the subjective relationship between motivation and work attitude can be tested through qualitative analysis, thereby gain insight into these aspects. Secondly, factors that influence individual motivation and their consequent effect on work attitude are numerous and differ among organisations. Thus, using interpretivism philosophy provided the basis for understanding the influence of motivational factors on work attitude and the challenges experienced in providing motivation for positive work attitude. This was based on how managers included in this research

as research respondents made sense of the situations and experiences when providing their opinions on the challenges they experience when providing motivation for positive work attitude in their organisation. Further, the challenges of leaders to provide motivation towards positive work attitude cannot be determined in numerical terms, thus the findings on this aspects can only be reflected based on leaders' (interviewees') opinions, perceptions and viewpoints. This formed a concrete reason for employing interpretivism philosophy in this research study.

3.3 Research Approach

Based on the views of Curwin and Slater (2007), research approach is the procedure a researcher adopts when conducting research work to facilitate the understanding of a given topic or generation of new knowledge. There are two approaches to conducting research work. They include deductive approach and inductive approach. The inductive approach involves drawing general conclusions from specific aspects (Saunders et al. 2009). Bryman and Bell (2007) add that inductive approach seeks to generate new ideas and knowledge that can be employed to come up with new theories. In this respect, inductive approach pays consideration to all the details of the data collected and analysed so that it can identify information that is useful in developing new theories. On the contrary, deductive approach entails coming up with specific conclusions from general inferences (Collins, 2010). Gratton and Jones (2010) add that deductive approach is mainly concerned with testing theories or hypothesis developed in the research process.

An inductive approach was adopted in this research. The choice of inductive approach was based on the following factors. Inductive approach is used in researches that adopt interpretivism philosophy (Saunders et al. 2009). Given the fact that interpretivism philosophy was adopted, it became obvious that inductive approach be employed. Also, according to the reasoning of Bryman and Bell (2007), inductive approach allows a researcher to use research questions developed before the actual research process to narrow down the scope of his or her research study. This was essential in this research work since the researcher sought to narrow down the scope of this research through using the research questions developed and outlined in Chapter one. Also, the inductive approach was developed since the researcher sought to draw general conclusions that can be applied in multiple organisations based on the findings obtained from the

specific organisations used herein. This aligns well with the scope of inductive approach as proposed by Saunders et al. (2009). Further, the researcher sought to provide new insights about challenges experienced in providing motivation for positive work attitude from the leader's perspective, thus form the basis for the generation of new theories in this aspect.

3.4 Research Strategy

Rogelberg (2008) define research strategy as the plan and direction a researcher takes to go about answering the developed research aim, objectives and questions. In this respect, research strategy is essential in fulfilling the research aim, objectives and questions developed. Thus, the choice of an appropriate research strategy is crucial. Saunders et al. (2009) present different research strategies commonly used in research work to include grounded theory, case study, ethnography, experiment, action research, and survey. Monsen and Van Horn (2007) mention that each of these types of research strategy has got its distinct advantages and disadvantages, thus suitable for specific research studies. Nonetheless, Saunders et al. (2009) mention that the choice of an appropriate research strategy to use is based on factors such as the nature of research objectives and questions developed, the school of philosophy employed, the degree of existing knowledge on the given topic under examination, and resource availability including time.

The current study employed case study research strategy. The choice of case study research strategy was pegged on the following factors. The case study is widely used to explore a single phenomenon within its real-life context and it is very useful in uncovering the underlying meanings of the issue of interest (Saunders et al., 2009). Moreover, a key strength of case study is that it allows triangulation of data from a variety of sources that can contribute to the validity of the findings of the study. Further, a case study was considered an appropriate research strategy since it allows the development of an in-depth understanding of the issue being researched, which serve the purpose of the proposed study. Further, this research seeks to provide answers to research questions that take the format of what, and how, which according to Pickard (2007) entail the scope of case study research strategy.

In this context, the study chose Huawei, as the case study organisational to conduct the study. Huawei is considered as an appropriate organisation for the study since it is a leading global ICT solution provider in the market that makes it representative.

3.5 Research design

Research design, as defined by Hakim (2012), is a comprehensive outline of how research work is to be conducted. Creswell (2013) add that research design is basically how data for a research study is to be gathered. There are two types of research design commonly used in research work. They include quantitative research design and qualitative research design. Saunders et al. (2009) explain that quantitative research design is concerned with collecting specific information because of its highly precise nature. Pickard (2007) adds that quantitative research design seeks to provide answers to research questions that take the format of who, where and when. Conversely, qualitative research design seeks to collect in-depth data and information from research participants to facilitate a deeper understanding of the topic or issue being studied on (Bryman and Bell (2007). Saunders et al. (2009) further add that the main focus of qualitative research design is to answer research questions that take the format of what, why and how. Further, Maxwell (2012) content that qualitative research design is closely allied with case study research strategy.

The qualitative research design was adopted in this research. The choice of qualitative research design was based on the fact that this research seeks to gain a deeper understanding of the challenges leaders face when providing motivation for positive work attitude among employees. To achieve this, there was a need to gather more detailed or in-depth information from research participants. Thus qualitative research design proved effective in supporting this. Besides, as indicated earlier, the research questions outlined in Chapter one take the format of *what* and *how* and this falls within the context of qualitative research design. Further, as revealed by Maxwell (2012), qualitative research design was adopted because case study research design was been considered the appropriate research strategy.

3.6 Research instrument

Research instrument is the tool a researcher employs to gather data from research participant for analysis purposes and consequently help achieve the research aim and objectives developed (Saunders et al. 2009). Two commonly used research instruments in research studies are questionnaire and interview. Pickard (2007) content that questionnaire is a research tool that

facilitates the collection of quantitative data. Wilkinson and Birmingham (2003) add that questionnaire contain a set of questions that are systematically prepared to help collect data and information from research participants. According to Phellas et al. (2011), questionnaires can contain either open-ended or closed-ended questions. Besides, the questionnaire can be structured, semi-structured or unstructured (Harris and Brown, 2010). Interview, on the other hand, is an interactive tool whereby a researcher asks research participants oral questions using email, phone or face-to-face (Saunders et al. 2009). The interview can be structured, semi-structured or unstructured. Pickard (2007) mentioned that interview facilitate the collection of qualitative data.

The interview was employed as the main data collection instrument in this research study. The reasons for choosing interview were as follows. Firstly, interview supports the collection of qualitative data. As mentioned earlier, this study adopted qualitative research design, meaning that qualitative data was to be collected. Thus, the interview was an ideal instrument to employ. Besides, Saunders et al. (2009) argued that interview allows a researcher to mine more data and information from research participants through asking other questions apart from those included in the interview protocol. This was essential in this research study to enable the researcher obtain more and new ideas and information from research participants to facilitate the collection of enough, valid and reliable data for analysis.

Precisely, a semi-structured interview was employed for collecting data. The choice for a semi-structured interview followed the recognition that this method allows the collection of sufficient, accurate and reliable data and information from research participants (Wilkinson and Birmingham, 2003). This was important to ensure that the research aim, objectives and questions developed and outlined in Chapter one are fully addressed. Besides, semi-structured interview allows participants to raise any new issues that are not covered in the initial interview questions, thus generating more valuable insights regarding the issue of concern (Saunders et al. 2009).

3.7 Sampling

Sampling refers to the technique of identifying a representative sample size from the whole population under investigation (Saunders et al. 2009). The sample population in this study

comprised the workforce in Huawei, Shanghai China. It is from this population that a representative sample size to use in this study was to be identified. To facilitate the research process, a sample of 10 participants was obtained, five mid-level managers and five R&D staffs. The five mid-level managers were considered fit for inclusion in this study since they have worked for the company for more than three years, thus have a clear understanding of challenges experienced in providing motivation for positive work attitude in the institutions from a leader's perspective. Besides, the five R&D staff were considered fit for inclusion since they have worked for the company for more than two years, thus their experience of motivational factors in the company is appropriate to ascertain the effect of motivational factors on work attitude.

To obtain the proposed sample size, convenience sampling was employed. Convenience sampling was used because it supports the identification of research participants that are easily accessible and readily available (Pickard, 2007). Also, Saunders et al. (2009) posit that convenience sampling is a less costly technique. Cost minimisation was among the major factors of concern in this research work. Thus, convenience sampling proved to be an ideal technique to achieve cost minimisation.

It is important to mention that access to research participants was facilitated through personal connections whereby a friend to the researcher linked him to one of the managers in the company. The manager then helped the researcher obtain the contacts of various managers and R&D staff from whom the desired sample size was obtained through convenience sampling technique.

3.8 Data collection and analysis

Data collection processes began after obtaining permission from the management of Huawei for conducting the research in the institution; and after the participants had confirmed their engagement in the research study. After being assured of their inclusion in the research study, the researcher proceeded to develop the semi-structured interview protocol (see appendix), which he then send to each of the research participants together with the consent form (see appendix) through their personal emails. Sending the interview protocol before the actual data collection processes was deemed necessary to enable the research participants understand the content of the research study. It is important to mention that the questions included in the interview protocol

were based on the research aim and objectives developed and outlined in Chapter One. This was important to ensure that the data collected addresses the research aim and objectives are developed.

The interviews were conducted consecutively during the four weekends in the month of September 2015. Weekends were deemed appropriate since most of the research participants engaged in minimal work at the company. The researcher liaised with the company management whereby a conference room was set aside for the interviews to take place. The interviews were conducted via telephone through Skype and responses were audio recorded. During the interview process, participants were given ample time to allow them fully express themselves and provide detailed answers to the questions asked. Where necessary, additional questions were asked to mine more data and information from the participants, thus enrich the data and information gathered.

Qualitative data gathered through the interview process was analysed through content analysis technique. Based on the views of Pickard (2007), content analysis entails comparing and contrasting the content of data and information gathered from the research process and after that interpret it based on the underlying themes and concepts. Accordingly, in this research the responses obtained from the ten research participants were coded based on their similarity and differences. This was informed by the underlying themes and concepts. From the similarities and differences identified, the researcher was able to generalise the respondents' opinions, ideas and thoughts to come up with viable conclusions. The conclusions drawn were supported by the theoretical viewpoints of earlier researchers as revealed in the literature review section.

3.9 Research Ethics

This research observed some ethical measures. Firstly, the confidentiality and anonymity of research participants in the study was fully guaranteed. More specifically, all the collected interview data was kept in a safe place and only accessible to the researcher and supervisor. Besides, participants' personal information was not to be disclosed in the findings of the study. In addition, before the interview started, participants were asked to sign a digital copy of consent form to show they are fully aware of the purpose of the study and are willing to allow the

interview data to be used in research findings. Moreover, before starting the interview, participants were fully debriefed of their rights to withdraw at any stage of the process at any time during the whole interview process without being subjected to harsh measures. Moreover, before the actual interview process, research participants were asked their permission to be included in the research study.

3.10 Summary

In summary, this research employed interpretivism philosophy, inductive approach, case study research strategy, and qualitative research design. The interview was used as the main data collection instrument. Data was collected on ten research respondents who comprised 5 mid-level managers and 5 R&D staff at Huawei. The qualitative data collected was analysed through content analysis. Ethical issues including participants' privacy, permission, and consent were observed by the researcher throughout the study.

Chapter 4: Findings and Analysis

4.1 Introduction

This chapter presents and analysed the data and information gained through the methodological procedures and tools outlined in Chapter 3. The analysis is conducted based on the responses provided by the ten interviewees used as research respondents. Besides, the analysis combines the theoretical viewpoints of previous researchers as discovered in Chapter 2. The chapter is presented as follows. Section one in the brief description of the demographic information of research respondents. The second section is data results and analysis of the motivators valued by R&D staff in developing positive work attitude in the workplace. The third section is the analysis of the challenges of leaders in shaping positive work attitudes of R&D staffs from the perspective of leaders. Section four is the conclusions drawn from the analysis.

4.2 Interviewee profile

Table 4-1: Interviewee profile

Interviewee	Position (Rank)	Age	Gender
M1	Assistant manager process management department	45 years	Male
M2	Assistant HR Manager	34 years	Male
M3	Assistant manager training and development	36 years	Male
M4	Assistant Manager IT department	29 year	Female
M5	Assistant manager finance department	31 years	Male
E1	R&D employee	32 years	Female
E2	R&D employee	27 years	Male
E3	R&D employee	28 years	Male

E4	R&D employee	30 years	Female
E5	R&D employee 728512860	31 years	Male

4.3 The motivators valued by R&D staffs of Huawei in developing positive work attitude in the workplace

Before understanding the motivators valued by R&D staff in developing positive work attitude in Huawei, the researcher first sought to understand the leadership style embraced at Huawei as well as work attitude from the perspective of R&D staff.

To understand the leadership style embraced at Huawei, the following question was posed to the managers utilised in this research work, what leadership style do you embrace in the company? In response to this question, interviewee M1 stated, *“The kind of leadership style we embrace here in the company can best be described as a transformational leadership style. This is because our main aim is to motivate employees to work extra hard and achieve results that are higher than what is planned”*. Interviewees M3 and M5 also shared similar sentiments by revealing that transformational leadership style is embraced in the company and this is based on the fact that most managers and leaders in the organisation seek to encourage, support, and inspire employees in their respective departments to work hard and attain higher goals than what is set. These responses confirm the findings and conclusions of earlier researches by Sadeghi and Pihie (2012), Givens (2008), and Sahgal and Pathak (2007). Givens (2008) held that the premise of transformational leadership is the leader’s ability to motivate others to achieve more than what they had planned to achieve. Sadeghi and Pihie (2012), postulate that transformational leaders encourage followers to do more than what is required of them to attain unexpected goals. Sahgal and Pathak (2007) held that transformational leaders encourage, support and stir the emotions of their followers to enable them attain the unexpected. Thus, it can be reasoned that the transformational leadership style embraced by managers of Huawei meet the true definition of transformational leadership style as outlined in existing literature.

On the other hand, in response to the same question, interviewee M2 stated that, *“As leaders, we seek to encourage employees to participate in certain decisions by providing them an opportunity to present their views and opinions. Because of this, I can say that we also embrace participative leadership style here in the company”*. This response was no different from that

provided by interviewee M4 who responded by saying that “... Besides, we also embrace participative leadership style since we always want our employees to feel part of the family by engaging in critical matters of the company such as decision making”. These responses are in line with Chipunza et al. (2011) and Mjoli (2014) postulation that participative leadership style entails leaders providing their followers an opportunity to participate in decision-making process and this increases followers performance since they feel valued when their contributions and input is recognised.

Conclusively, it was established that managers at Huawei embrace two kinds of leadership styles; transformational and participative leadership style. Having known this, the researcher proceeded to establish the influence of these types of leadership on work attitude in Huawei. Thus, the following question was posed to the managers utilised as interviewees in this study, Does the kind of leadership style help influence positive work attitude among staff? In response to this question, interviewee M1 stated that, “Embracing transformational leadership style has enabled us as leaders and managers of the company influence the effectiveness of efficiency of employees something that has seen them develop a positive attitude towards their jobs”. Meanwhile, interviewee M3 stated, “By using transformational style in our leadership, we have managed to influence positive behaviours among employees through empowering them to love their jobs and also support them develop their skills and competence. As a result, we have achieved to influence positive work attitude among most employees.” These responses confirm the findings of earlier researches by Yukl (2010) and Bass (2008). Yukl (2010) held that transformational leadership influence employees by increasing their self-efficacy, one of the key variables to influencing a positive work attitude among employees. Bass (2008) postulate that transformational leadership style influence followers behaviour through empowering them to recognise the importance of their work as well as develop their skills, knowledge and abilities to reach their full potential.

From another perspective, interviewee M2 in response to the same question stated that, “by allowing employees to engage in the process of making important decisions, we organisational leaders have made employees feel part of the group and this has helped influence a positive attitude among employees”. In a similar vein, interviewee M4 responded by saying that allowing employees to participate in decision-making process inspire employees in their work and this has a positive effect on their work attitude. These responses lead to the conclusion that participative leadership style in Huawei results in positive work attitude among employees including R&D

staff. This keeps the findings and conclusions of Bass (2008) and Bass and Avolio (1997) that participative leadership style is effective in influencing positive employee attitudes in the workplace.

To ascertain the claims of managers about leadership style on employees work attitude, the researcher posed the first and second question to the R&D staff utilised in the study as interviewees. Question one read as follows, do you have a positive attitude towards your job and workplace? In response to this question, interviewee E1 stated, *“Yes, I love my job and because of this, I have a positive attitude towards my work”*. Meanwhile, interviewee E3 responded by stating, *“I enjoy my work and I also love my workplace. So I have a positive work attitude”*. These responses were not different from that provided by interviewee E5, who asserted that he love and enjoy the kind of job he does and this makes him have a positive attitude towards his job. However, interviewees E2 and E4 held different viewpoints. Interviewee E2 in response to the question stated that *“I think I can say that I have a mixed feeling about my job. Sometimes I have a positive attitude towards my job and sometimes I have a negative attitude. So it depends with the situation.”* Interviewee E4 also shared similar sentiments by revealing that she sometimes have a positive attitude towards her job and the workplace in general while sometimes she have a negative attitude. These responses reveal the need for leaders and managers of Huawei to provide motivation for positive work attitude among employees including R&D staff.

The second question posed to the employees read as follows, does the leadership style embraced by the managers of Huawei influence your attitude towards your job and workplace? In response to this question, interviewee E5 stated, *“Yes. Actually when I see that my leaders and managers here in the company support me in going about my work, I develop a positive attitude towards my work”*. Similarly, interviewee E2 responded by stating that *“My attitude towards my job is highly determined by the leadership style of our leaders and managers here. Most of the time I find our leaders and managers using good leadership style that inspire us to work hard, support us in our jobs and influence us to love our jobs. Because of this, I hold a positive attitude towards my job and workplace”*. Interviewees E1, E3 and E4 also shared similar viewpoints. This finding is consistent with earlier researches by Yukl (2010) and Shahab and Nisa (2014) who postulate that employees are likely to develop positive work attitudes in the workplace if they perceive their leaders as employing effective leadership styles.

Having gained a deeper understanding of leadership style and work attitude in Huawei, the researcher proceeded to find out the kind of motivational factors managers at the company use to influence positive work attitude among employees. Thus, the following question was posed to managers utilised in this research, what are the kind of motivational factors do you use in the company? In response to this question, interviewee M1 stated, *“We have various motivational factors in place. For example, company policies and procedure, salary, opportunities for personal growth and achievement, and recognition”*. In addition to these factors, interviewee M3, M4 and M5 revealed that the motivational factors the company has in place for its employees include job security, promotion opportunities, and employee supervision. These responses reveal that the motivational factors used at Huawei fall within the motivational factors proposed by Herzberg’s motivation-hygiene theory. According to this theory, motivational factors fall within two categories; motivational factors and hygiene factors. In this respect motivational factors include achievement, responsibility, recognition, promotion opportunities, and opportunities for personal growth whereas hygiene factors include job security, company policies, pay, and quality of supervision (Miner, 2005).

While there are various motivational factors used in Huawei, the researcher was interested in establishing the kind of motivators valued most by R&D staff in developing positive work attitude in the work place. In this respect, the researcher proceeded to ask H&R staff used in this research the kind of motivational factors they find influencing most on their work attitude. In response to this question, interviewee E1 stated, *“A for me, receiving good salary makes me develop a positive attitude towards my work”*. This response was no different from that provided by interviewees E2, E3, E4 and E5 who affirmed that pay/salary is an important factor to them which enhances their motivational levels as well as make them have positive perception and attitude towards their respective jobs and the workplace in general. These responses reveal that good salary or pay is one of the motivators valued most by R&D staff in Huawei in developing positive work attitude in the workplace. This finding is consistent with research findings of Kim (2006), Abbah (2014) and Uzonna (2013) that good wages is among the top most motivational factor valued by employees and which has positive effect on their work attitude. In this respect, it can be argued that providing good wages stimulate R&D staff in Huawei to develop positive attitudes towards their jobs. Further, it can be reasoned that R&D staff at Huawei associate good wages with a feeling of accomplishment and success, thus they are motivated to develop positive

work attitude whenever they are promised to receive good wages or whenever their salary levels are increased. This could be because they associate high salary/pay levels with an attraction and motivation to working hard to achieve greater individual performance, which is not only beneficial to the organisation but also self-fulfilling to them. However, the research findings and conclusions of Remi et al. (2011) are not consistent with the findings of this research. These authors held that to use good wages as main motivators for influencing positive work attitude, organisational leaders must consider factors such as job rate, payment, personal allowances, and fringe benefits. This difference in opinion could be because the research scope and objectives of these researchers is different from that developed in this research. Nevertheless, most scholars support the findings of Huawei on this aspect. Thus, it can be concluded that good wages is a key motivator valued by R&D staff in developing positive work attitude in the workplace.

The responses from the interviewees also revealed that job security is another motivational factor valued by R&D staff in Huawei in influencing positive work attitude in the workplace. For instance, interviewee E3 stated, *“I am much concerned about the future of my job employment status. Thus, by the company assuring me of job security, I get motivated to love my job and have a positive attitude towards my work and workplace”*. Meanwhile, interviewee E5 stated, *“You know the kind of our job is prone to insecurity. This is to mean that your employment status can be terminated anytime. Therefore, when I am assured of my job security, I am motivated to develop positive work attitude”*. These responses keep the research findings by earlier researches of Yusoff et al. (2014), Kim (2006), and Senol (2011) that job security is another important motivational factor valued by employees at the workplace and which has positive influence on their work attitudes. It can be reasoned that job security perception by R&D staff of Huawei is one of the major factors that motivate them to not only love their jobs and work hard but to also develop a positive attitude towards their work. It can also be argued that job security makes R&D staff of Huawei not to worry about the future in terms of losing their jobs and this creates a peace of mind among them, thus increasing their motivational levels in their work and the impact of this is development of positive work attitude.

The research findings also provided evidence for job involvement being a motivator valued by R&D staff of Huawei in developing positive work attitude. For instance, interviewee E3 stated, *“I find it motivating for me when I am involved in critical factors about my job like the best approach to go about researching on a given issue. When this happens, I hold a positive attitude*

towards my job.” Interviewees E4 and E5 shared similar sentiments by affirming that when they engage in important aspects of their work including making decisions, setting work goals, and solving problems in their department they derive higher motivation and this makes them develop positive work attitude. These responses are consistent with Iqbal et al. (2013) and Mester et al. (2003) postulation that job involvement is another motivator that influence employees develop positive work attitude. It can be reasoned that by engaging actively in their respective tasks, R&D staff of Huawei develop positive perceptions towards their work and consequently have a positive work attitude in general. Further, it can be argued that job involvement gives R&D staff of Huawei a sense of accomplishment, thus motivating them to developing positive work attitude among employees. According to Mester et al. (2003), job involvement is a form of recognition that gives employees a sense of accomplishment, a key factor that influences positive work attitudes among employees.

Further, the research findings revealed that training and development is another important motivator valued by R&D staff of Huawei in influencing them to develop positive work attitude in the workplace. In his response, interviewee E2 said, *“The job of researching is not an easy one. It needs one to be constantly equipped with skills and knowledge that align with the current developments in the industry and marketplace. And because of this, training and development is an important factor that makes me motivated in my work and influences me to develop a positive attitude towards my job.”* This response was not different from that provided by interviewee E3 and E5 who revealed that receiving training and development makes them acquire new skills, knowledge and competence of going about their work which is sometimes challenging, a factor that enhances their motivation and consequently make them develop a positive attitude towards their respective jobs. These findings are consistent with findings and conclusions of earlier researches by Suleiman (2013) and Kim (2006) that training and development is an important motivational factor valued by most employees in the workplace and it is associated with positive work attitude. It can be reasoned that through training and development, R&D staff of Huawei get to learn up to date skills, competence and knowledge that enable them upgrade their effectiveness and efficiency in their respective jobs, something that influences them to develop higher motivational levels. With high motivation levels, R&D staff of Huawei develop positive work attitude.

Moreover, research findings provided evidence for effective communication being an important

motivator valued by R&D staff of Huawei in developing positive work attitude. This is drawn from the responses provided by interviewee E1 who stated that “*communication from my leaders and colleagues help me understand how to go about my job and this makes me develop interest and positive attitude in my work.*” Meanwhile interviewee E4 stated, “*when I obtain the information I need in my job because of good communication from my seniors and fellow workmates, I get motivated to work well, love my job and have a positive perception to the work and workplace*”. These responses keep Uzonna (2013) postulation that information availability and proper communication help employees understand well their individual job roles, something that motivate them to develop positive work attitude.

Interviewees E2, E4 and E5 also revealed that they value motivational factors like career development, being acknowledged and recognised for good job done, and being provided with promotional opportunities. They revealed that these factors make them feel good and motivated in their respective work, something that cause them to develop positive attitude towards their work. According to Uzonn (2013), other motivational factors found to appeal to most employees in the workplace include opportunities for promotion and growth in an organisation, acknowledgement, recognition, performance management, and career development. These factors are also reported to influence higher levels of employee motivation when applied in the correct manner and measure. However, in his research study, Kim (2006), postulate that the priorities or preferences of employee motivational factors change over time. In this case, motivational factors valued by employees in a present year may change in the next year. The authors reveal that this can be influenced by factors such as economic conditions, change of working environment, industry competition, and labour market conditions. In this respect, it can be reasoned that motivators valued by R&D staff of Huawei may be subject to change time from time based on prevailing economic conditions, labour wages in the market and change in work environment.

4.4 The challenges organisational leaders of Huawei face in shaping positive work attitudes of R&D staffs

Organisational leaders in Huawei do face challenges when shaping positive work attitude of R&D staff. In response to this question, do you experience challenges when providing motivation for R&D staff to develop positive work attitude? interviewee M1 stated, “Yes. There

are many challenges we leaders and managers of Huawei encounter when seeking to provide motivation for positive work attitude among employees including R&D staff.” Meanwhile, interviewee M4 stated, *“Yes. Actually challenges are there and in fact they are many and inevitable”*. Having established this, the researcher was interested in ascertaining the specific kind of challenges leaders of Huawei face when shaping a positive work attitude of R&D staff. Thus, the following question was posed to the managers, Do your employees come from different cultural background? In his response, interviewee M2 stated, *“Yes. We are a multinational company and because of this we draw our workforce from different cultural background.”* This response was no different from that obtained from interviewees M1, M3, M4, and M5 who affirmed that they employ people from different cultural backgrounds.

These responses provide evidence for variation in cultural values, beliefs and practices among employees of Huawei. This argument is supported by the response obtained from interviewee E1 who in response to the question Do you find all aspects of the workplace as conforming to your cultural values? stated, *“No. I find certain aspects of my culture like language, working in teams, and reward programs differing from that of my colleagues here and also what the company uses and this stresses me a lot”*. Meanwhile, interviewee E3 responded by saying that *“I am not happy sometimes because I find it hard to understand the language of other employees here and I do not like working in teams, which is a requirement sometimes when working on some tasks.”* These cultural variations pose challenges to organisational leaders of Huawei when striving to provide motivation for positive work attitude among R&D staff. In his response to the question, Do the culture of employees impact on your effort to provide motivation for positive work attitude among R&D staff?, interviewee M2 stated, *“Yes. Employees’ culture has significant effect on the effort we make to provide motivation for positive work attitude”*. Interviewees M1, M3, M4 and M5 shared similar sentiments by affirming that they are sometimes limited by cultural variations among the workforce when striving to provide motivation for the employees to develop a positive work attitude. These findings are consistent with the findings of earlier researches by Saari and Judge (2004) that culture is among the major challenges faced by leaders in influencing a positive work attitude among employees. The authors hold that culture has a direct effect on work attitude among employees and as such, is a major challenge to leaders. In this respect, it can be argued that R&D staff of Huawei comprises employees from cultures that are a perfect opposite of each other. Because of this difference, R&D staff is found to differ in

terms of behaviour, conduct and perception towards work, and this causes discomfort among some of them. Consequently, it proves difficult for leaders of Huawei to change the negative perception of some R&D staff since they have no control over certain cultural aspects that prevail in the workplace. Further, this difficulty means a challenge to the leaders when providing motivation for developing positive work attitude among R&D staff.

The emotional state of employees is found to be another challenging factor for leaders of Huawei when shaping positive work attitude of R&D staff. When asked Do you sometimes find your emotional state as influencing your attitude towards your job?, interviewee E1 stated, *“Yes. When I am stressed by certain aspects in my life I find it hard to concentrate in my work and in fact this causes me to have a negative attitude towards my job”*. Meanwhile, interviewee E4 responded by saying, *“My attitude towards my work is also determined by my emotional state, when I am stressed up I automatically have a negative attitude towards my job but when I am in good mood, I have a positive attitude towards my job”*. These responses reveal that the emotional state of employees play a significant role in determining their attitude towards work.

To establish whether emotional state of employees impact on leader’s efforts to provide motivation for positive work attitude among R&D staff of Huawei, the researcher posed the following question to the managers utilised in this research work. Does emotional state of employees impact on your effort to provide motivation for positive work attitude among R&D staff? In response to this question, interviewee M4 stated, *“In most cases, the emotional state of employees determine the level to which we can motivate them to develop positive work attitude”*. Interviewees M1, M2, M3 and M4 shared similar sentiments by revealing that they sometimes find it challenging to provide motivation for positive work attitude when the motivation state of employees acts contrary to their efforts. These responses are consistent with research findings and conclusions reached by Staw et al. (1986), Dwyer (1989) and Judge (2004) that dispositional factors such as emotional state are other variables that pose challenges to leaders when influencing a positive work attitude among employees. In this respect, it can be argued that R&D staff of Huawei can sometimes bring a positive or negative disposition to the workplace and this influences their emotional state and the perception they hold towards their workplace. Given that leaders have no control over the formation of employees’ emotional state influenced by external factors to the workplace, they find it hard to change such a perception and influence positive

work attitude among the R&D staff.

Further, the research findings revealed that the nature of work or work characteristics pose challenges to leaders of Huawei in providing motivation for positive work attitude among R&D staff. When asked Do you find your job challenging and interesting. How does this affect your attitude towards your work?, interviewee E1 stated, *“The work of researching is sometimes not interesting especially when you are dealing with a difficult issue that finding information from both secondary and primary sources is too involving and difficult. In such circumstances, I tend to have a negative attitude towards my work.”* Meanwhile, interviewees E3 stated that *“sometimes the tasks we are given to research on are not challenging and interesting enough and this makes me form a negative perception towards my work”*. Interviewees E2, E4 and E5 also shared similar viewpoints. These responses are in line with Saari and Judge (2004) postulation that work situational factors such as the nature of the work itself are variables that pose challenges to organisational leaders in their effort to influence positive work attitude among employees. It can be reasoned that some of research work in Huawei are not challenging and interesting by their own nature and organisational leaders have no power or control over this kind of tasks. Given this constraint, it proves challenging for organisational leaders of Huawei to sometimes shape a positive work attitude among R&D staff.

4.5 Summary

The finding in this chapter establishes that organisational leaders and managers of Huawei embrace transformational and participative leadership styles. These types of leadership styles influence a positive work attitude among employees including the R&D staff. Further, it is revealed that motivational factors used in Huawei include pay, company policies and procedure, training and development, opportunities for personal growth and achievement, recognition, job security, promotion opportunities, and employee supervision. However, the results revealed that the motivators valued by employees in developing positive work attitude include good salary, training and development, job security, proper communication and information availability, career development, acknowledgement, recognition and promotional opportunities. Further, the findings in this chapter revealed that in shaping positive work attitude among R&D staff, organisational leaders of Huawei face numerous challenges including cultural issues, emotional state of employees, and the nature and characteristics of the R&D work. These factors limit their

efforts to provide motivation for positive work attitude among R&D staff.

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Chapter 5: Conclusions and recommendations

5.1 Introduction

This chapter draws the summary and conclusions of the analysis and discussion of research findings as presented in Chapter 4. As well, the chapter put forth recommendations for organisational leaders of Huawei to enhance their efforts in shaping positive work attitude among R&D staff. Additionally, the chapter outlines the limitations of this research study, making suggestions for future research on a similar topic.

5.2 Conclusions

5.2.1 Motivators valued by R&D staffs in developing positive work attitude in the workplace

For the first research objective: to identify the motivators valued by R&D staffs in developing positive work attitude in the workplace, this research establishes that good pay/salary is one of the motivational factor valued by R&D staff of Huawei in developing positive work attitude in the workplace. This finding confirm earlier research findings of Kim (2006), Abbah (2014) and Uzonna (2013) that good wages is among the top most motivational factor valued by employees and which has positive effect on their work attitude. Also, job security was another key motivational factor found to be valued by R&D staff of Huawei in developing positive work attitude. This finding keeps the research findings and conclusions reached by Yusoff et al. (2014), Kim (2006), and Senol (2011) that job security is another important motivational factor valued by employees at the workplace and which as positive influence on their work attitudes. Further, the research findings established that job involvement is another important motivational factor valued by R&D staff of Huawei in developing positive work attitude in the workplace. This finding confirm earlier researches by Iqbal et al. (2013) and Mester et al. (2003) who held that job involvement is another motivator that influence employees develop positive work attitude. Moreover, job training and development was found to be another key motivator valued by R&D staff of Huawei in developing a positive work attitude in the workplace. This finding is consistent with findings and conclusions of earlier researches by Suleiman (2013) and Kim (2006) that training and development is an important motivational factor valued by most employees in the workplace and it is associated with positive work attitude.

Effective communication was also found to be a key motivator valued by R&D staff of Huawei in developing positive work attitude in the workplace. This finding is consistent with the findings of Uzonna (2013) that information availability and proper communication help employees understand well their individual job roles, something that motivate them to develop positive work attitude. Career development, acknowledgement, recognition, and promotional opportunities are found to be other important motivational factors valued by R&D staff of Huawei in developing positive work attitude in the workplace. This finding keeps the findings of Uzonn (2013) that other motivational factors found to appeal to most employees in the workplace include opportunities for promotion and growth in an organisation, acknowledgement, recognition, performance management, and career development. Motivation of the employees has been cited as a critical component that is supported by transformational leadership style. It is noted that there are a number of means through which the motivation can be enhanced in the workforce. From the literature review and the results, it is noted that motivation of the employees increases their productivity and enhance better performance of the organization. Managers and organizational leaders should embrace transformational leadership as a style that increases the productivity of employees in the workplace. In the results, interviewee M2 stated that, *“As leaders, we seek to encourage employees to participate in certain decisions by providing them an opportunity to present their views and opinions. Because of this, I can say that we also embrace participative leadership style here in the company”*. This shows that embracing the aspect of motivation by including the employees in the decision making process is critical.

5.2.2 The challenges of leaders in shaping positive work attitudes of R&D staffs from perspective of leaders

For the second research objective, this study established that cultural diversity is one of the challenges organisational leaders of Huawei face when shaping a positive work attitude of R&D staff. This finding is consistent with the findings of earlier researches by Saari and Judge (2004) that culture is among the major challenges faced by leaders in influencing a positive work attitude among employees. Also, the findings of this research established that the emotional state of employees is found to be another challenging factor for leaders of Huawei when shaping positive work attitude of R&D staff. This finding is consistent with research findings and conclusions reached by Staw et al. (1986), Dwyer (1989) and Judge (2004) that dispositional

factors such as emotional state are other variables that pose challenges to leaders when influencing a positive work attitude among employees. Further, the research findings established that the nature of work or work characteristics pose challenges to leaders of Huawei in providing motivation for positive work attitude among R&D staff. In this respect, it is found that some R&D tasks are not challenging and interesting by their very nature, thus posing challenges to leaders in providing motivation for positive work attitude among R&D staff. This finding is in line with Saari and Judge (2004) postulation that work situational factors such as the nature of the work itself are variables that pose challenges to organisational leaders in their effort to influence positive work attitude among employees.

5.3 Recommendations

Based on the findings and conclusions of this research study, employees' cultural values and practices, emotional state, and nature of work are key factors that determine the success of organisational leaders shaping positive work attitude among R&D staff. Thus, it becomes important for organisational leaders of Huawei to take appropriate measures to address possible factors associated with these variables in order to ensure their effort to shape a positive work attitude among R&D staff is effective. In this respect, the present research makes the following recommendations.

Firstly, organisational leaders in Huawei can do more to enhance the cultural intelligence of its R&D staff in order to minimise the negative effect of cultural diversity in shaping a positive work attitude in the workplace. To achieve this, the leaders can undertake cross-cultural training on employees including the R&D staff. Cross-cultural training will help sensitise employees on the language, communication style, cultural practices and values of different cultures from which its staff is drawn from. Through this, employees including R&D staff will get to understand the cultural differences amongst themselves as well as how to handle these differences. Consequently, this will influence them to develop a positive perception and attitude towards their respective tasks and the workplace in general, thus having a positive effect on leaders' efforts to shape a positive work attitude in the workplace.

Secondly, the organisational leaders of Huawei should do more in influencing positive emotional state among employees. This follows the recognition that when the emotional state of employees is positive, they automatically develop positive perception and attitude towards their workplace. To influence positive emotional state among employees, leaders of Huawei should set up an

employee counselling unit and team that can provide counselling services to employees on various aspects including on-work and off-work challenges and difficulties. In doing so, employees will always have a positive emotional disposition in the workplace and this will influence them to have positive perception and attitude towards their work and the workplace in general.

Thirdly, the leaders should embrace motivation as a crucial tool to increase the productivity of their employees. There are numerous ways manager can increase the level of motivation in the workforce. For example, effective communication between the management and employees, inclusion of employees in decision making, better compensation, effective reward system and more team meetings. These activities will improve the attitude towards the firm by making them develop a sense of belonging, which is crucial in boosting the productivity.

Lastly, should strive to make R&D staff challenging and interesting to R&D staff. In this respect, for tasks that are not challenging and interesting by their very nature, organisational leaders of Huawei should provide the needed support including emotional support, financial support and information support. This will help build a positive attitude and perception among R&D staff towards their work. This will in turn enhance the efforts of leaders shaping a positive work attitude among R&D staff in the workplace.

5.4 Limitations of this research and future suggestions

Although this research fulfilled the research aim and objectives it set out to achieve, it has some limitations. Firstly, this research was only limited to Huawei. Although Huawei provided an ideal organisation context for collecting enough data for analysis, the findings and conclusions of this research cannot be generalised to all multinational enterprises in China. This reasoning is based on the fact that what takes place in Huawei in terms of motivational factors provided to employees and the challenges experienced is what takes place in other multinational enterprises in China. Besides, multinational enterprises in China do not draw their staff from cultural backgrounds similar to that of Huawei, thus the cultural challenges experienced in this firms are likely to differ by large margins. Given this, it is suggested that future researches consider using more multinational enterprises as case organisations for comparative purposes.

Besides, interview was used as the only research instrument for collecting data for this research work. But Saunders et al. (2009) argue that interviews are associated with subjective bias when

collecting data and this limit the validity and reliability of the data and information gathered. As such, it is suggested that future research on a similar area consider using both interview and questionnaire. Questionnaire is more objective and this means that data and information collected will not be influenced by subjective bias.

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Appendices

Appendix 1: Ethical Approval Form

Ethics Approval Form

Name of Student	
Email address	
Student Number	
Degree Programme (eg, BABS; MAHRM, LLB/LLM)	
Postgraduate Taught or Undergraduate status (Postgraduate research students should not complete this form)	
Name of student supervisor	

Project Title	An Examination of the Challenges of Leaders to Provide Motivation towards Positive Work Attitude at Huawei
Proposed project start date	July 2015
Proposed project end date	October 2015

1. Does the research project involve any of the following risk factors:	
Research involving health sector organisations	If YES, tick here:
Research involving children or other vulnerable groups	If YES, tick here:
Research involving sensitive topics	If YES, tick here:
Research involving aerospace/defence organisations	If YES, tick here:
Research involving nuclear production organisations	If YES, tick here:

<p>2. Provide a brief outline of the aims and objectives of the proposed research project.</p> <p>The proposed study is aimed to critically examine the challenges of leaders to provide motivation towards positive work attitude, through a case study of Huawei, and develop relevant recommendations for the company to address the issues. This aim of the study will be achieved by means of delivering following specific objectives.</p>

- (4) To identify the challenges of leaders in shaping positive work attitudes of R&D staffs from perspective of leaders
- (5) To identify the motivators valued by R&D staffs in developing positive work attitude in the workplace
- (6) To generate HR implications for improvements and develop recommendations to address the identified issues

3. Describe the proposed research design and include details of the types of data to be collected from human participants (for example: observation of people; number and type of people to be interviewed, such as their job role or occupation; use of survey questionnaires and the type of people to be included in the survey). Please include your proposed research questions.

The proposed study will adopt a case study design. The data for the proposed study will be collected from both primary and secondary sources. Regarding secondary data, the proposed study will collect data from various secondary sources, such as academic journals, books, company annual report, government statistics, and internet, etc. On the other hand, primary data will also be used for the study. More specifically, primary data will be collected from semi-structured interview through telephone using skype in order to save the costs for data collection. More specifically, the proposed study will interview five mid-level managers as well as five R&D staffs at Huawei's R&D facility based in Shanghai, China. The access to these participants have been secured through my personal connections.

Research questions

- (7) What challenges faced by leaders in shaping positive work attitudes of R&D staffs in Huawei?
- (8) What are the motivators valued by R&D staffs in developing positive work attitude in Huawei?
- (9) What are the HR implications for improvements and recommendations to address the identified issues in Huawei?

4. Does the proposed research contain any potentially contentious issues that might affect the physical, psychological or emotional wellbeing of the research participants? If so, provide full details.

No

5. Describe how you or your host organisation will gain the informed consent of individuals who will participate in the research. If appropriate, please attach a copy

of your draft consent form.

A consent form will be developed and emailed to participants. Their agreement will be obtained before they participate the interview.

6. Describe how you will maintain the confidentiality of the research data collected. Also, describe how you will ensure that research participants are anonymised in your data analysis.

The confidentiality and anonymity of participants in the study will be fully guaranteed. Participants' personal information would not be disclosed in the findings of the study and alias will be used in the findings.

7. Describe how you will store your data, who will have access to it, and what happens to the data at the end of the project.

All the collected interview data will be kept in a safe place and only myself and supervisor would have the access to the data. All the data will be destroyed once the project is completed.

Student's Signature	Date

For the Attention of UG and PGT SUPERVISORS

If you feel that this research ethics application can be approved then sign in the box below and retain the form for the duration of the student research project. The form may need to be accessed for ethics auditing purposes during this period.

If there are any ethical issues of a potentially problematic nature that, in your opinion, require clarification or further scrutiny by the Faculty Research Ethics Committee then forward this form to bbs.researchethics@uwe.ac.uk .

Supervisor's Signature	Date
<p>If you feel unable to sign this application please briefly list your reasons below:</p>	

Appendix 2: Interview protocol

Questions for the mid-level managers at Huawei

1. What leadership style do you embrace in the company? Please explain.
2. Does the kind of leadership style help influence positive work attitude among staff?
3. What are the kind of motivational factors do you use in the company?
4. Do these motivational factors help in make R&D staff develop a positive work attitude towards their job?
5. Do you experience challenges when providing motivation for R&D staff to develop positive work attitude?
6. Do your employees come from different cultural background?
7. Do the culture of employees impact on your effort to provide motivation for positive work attitude among R&D staff?
8. Does emotional state of employees impact on your effort to provide motivation for positive work attitude among R&D staff?
9. Do you think the nature of work has a significant effect on your effort to provide motivation for positive work attitude?

Questions for R&D staff at Huawei

1. Do you have a positive attitude towards your job and workplace?
2. Does the leadership style embraced by the managers of Huawei influence your attitude towards your job and workplace?
3. What factors do you find motivating you most in your job and workplace?
4. Do you find the motivational factors influencing your work attitude?
5. Do you find all aspects of the workplace as conforming to your cultural values?
6. Do you sometimes find your emotional state as influencing your attitude towards your job?

7. Do you find your job challenging and interesting. How does this affect your attitude towards your work?

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