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BACHELOR'S THESIS IN BUSINESS
ADMINISTRATION AND
MANAGEMENT

EMPLOYEE PARTICIPATION AS A
MOTIVATING TOOL: A COMPARISON
BETWEEN SWEDEN AND SPAIN.

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ABSTRACT

The aim of this study is to analyse the differences in the motivation of employees in two European Union countries: Spain and Sweden. Taking into account the relationship between job satisfaction and business productivity, the aim is to examine some organisational factors that may be behind the lack of motivation of Spanish employees, taking Sweden as a reference country. In particular, it will be analysed how the implementation of two types of direct participation business practices, consultative participation, and delegative participation, can improve the level of employee motivation within the company.

Keywords: motivation, consultative participation, delegative participation, Spain, Sweden.

RESUMEN (Español)

Este estudio tiene por objeto el análisis de las diferencias en la motivación de los trabajadores de dos países de la Unión Europea: España y Suecia. Teniendo en cuenta la relación entre la satisfacción laboral y la productividad empresarial, se tratan de examinar algunos factores organizacionales que puedan estar detrás de la ausencia de motivación por parte de los empleados españoles, tomando a Suecia como país de referencia. En concreto, se analizará cómo la implementación de dos tipos de prácticas empresariales de participación directa, la participación consultiva y la participación delegativa, puede mejorar el nivel de motivación de los empleados dentro de la compañía.

Palabras clave: motivación, participación consultiva, participación delegativa, España, Suecia.

1. INTRODUCTION.

The main objective of this Final Degree Project (TFG) is to investigate an organizational problem that has been detected: the lack of motivation of Spanish workers compared to employees from leading countries in Europe. During this study, the aim is to analyse some of the causes that could be behind this lack of motivation, paying special attention to a key factor: the participation of employees in the company's decision-making.

The decision to examine the motivation of Spanish employees stems from its clear relationship with business productivity (Gurcanli et al., 2021). Throughout various studies, numerous authors have confirmed the existence of a positive and significant relationship between the level of motivation and work productivity in the company both individually and collectively (Author et al., 2019; Bakotić, 2016; Hanaysha & Majid, 2018; Rozi & Sunarsi, 2020).

In today's social and business environment, characterized by globalization and new technologies, organizations are in a constant search for new tools that allow them to be even more productive and competitive. In this sense, work motivation plays an important role as it affects the level of employee commitment, stimulates creativity, and contributes to the creation of a positive work environment (Garbuio & Lovallo, 2017). In addition, when employees feel satisfied, the possibility of them leaving the job is reduced, reducing the costs associated with staff turnover and improving the efficiency and quality of work. Therefore, investigating the organizational factors that may be behind this lack of employee motivation can be very useful to improve company's productivity.

However, understanding employee motivation involves considering various elements that are interrelated in a complex way. While many aspects could influence work motivation, this study focuses on one of them: employee participation in company decision-making. This choice is due to the growing evidence that when employees feel they have a voice and participation in the decision-making process, their motivation increases exponentially as does their effort, which directly affects the effectiveness and productivity of companies to reach their peak performance (Doucouliagos, 1995). Organizations need motivated workers, and to achieve high levels of motivation, workers need a stimulating environment that values their contributions.

Throughout this study, a series of hypotheses related to worker's motivation and the implication of employee participation (consultative and delegative) are proposed.

These assumptions are tested using a database compiled through the fourth edition of the

European Company Survey 2019 (ECS), carried out jointly by Eurofound and Cedefop. The survey collected data from Human Resources managers from some 25,000 companies in European Union Member States and the United Kingdom. However, to facilitate the analysis and improve the clarity of the conclusions and statistical interpretations that are carried out, the sample has been reduced to two countries: Spain and Sweden (a country of the European Union that has been selected as a reference).

The selection of Sweden as a comparison country with Spain in terms of levels of employee motivation and participation is based on several essential reasons. First, Sweden is renowned for its forward-thinking approach to the workplace, evidenced by a long history of adopting policies and practices that encourage the active participation of employees in organizational decision-making. The Swedish model, characterized by democracy in the workplace and the search for consensus, can establish a significant contrast with the Spanish labour structure. Its reputation for adopting progressive labour practices and its notable differences with Spain in terms of economy, work culture and legislation are of particular interest for analysing divergences in labour motivation and productivity.

In this sense, it should be noted that this study has resulted in several findings and conclusions of relevance for organizations and, specifically, for Spanish companies. Firstly, a statistically significant difference has been observed between the degree of motivation of Spanish and Swedish employees, with the motivation of Spanish workers being considerably lower. In addition, delegative engagement practices have been found to have a greater impact on employee motivation than consultative engagement practices. However, in Spain there is more consultation and less delegation. Going deeper into the relationship between these differences, it has also been concluded that if Spanish companies increased their delegated participation practices, the motivation of their employees would increase to a greater degree than that of Swedish employees. In summary, the results of this study offer valuable aspects for the improvement of the human resources management of organizations, especially in the case of Spanish companies. The stark contrast in motivation levels between Spanish and Swedish employees accentuates the need to address this aspect in the Spanish work environment.

Regarding the structure, this Final Degree Project (TFG) has been systematically organized into several sections with the aim of providing a comprehensive understanding of the topic under investigation. In the first place, the Theoretical Framework conceptually

and theoretically contextualizes the key notions of the research, such as what is meant by work motivation and productivity or what the practices of direct participation of workers consist of. Next, the Methodology section details the statistical approach and procedures used in data analysis, thus ensuring its transparency. Finally, the results and conclusions derived from the analysis are presented.

2. THEORETICAL FRAMEWORK

2.1. The impact of work motivation on productivity.

In today's organizations, ensuring employee motivation is considered a major business challenge (Kalogiannidis, 2021). Motivation in the workplace can be defined as the employee's willingness to devote significant levels of effort toward organizational goals. In other words, when we talk about work motivation, we are referring to the way in which employees, both individually and collectively, are inspired to go beyond the so-called "duty" (Bawa, 2017). According to Latham & Ernst (2006), work motivation is a psychological process that results from the interaction between the environment (conditions and job, feedback, participation, etc.) and the individual (personal needs, values, goals, interests, etc.). Motivation allows workers to act in the direction of a certain objective set by the company (Indahingwati et al., 2019). In addition, it positively affects worker's behaviour towards other individuals and towards the group in general, benefiting the organization (Paais & Pattiruhu, 2020).

However, if keeping employees motivated is crucial to a company's objectives, it is because of its unquestionable relationship with productivity (Gurcanli et al., 2021; Manoharan et al., 2022). As economic entities, one of the main objectives of organizations is to increase their productivity since this will increase company's profits. According to Isham et al. (2021) labour productivity can be defined as the amount of market value (e.g., GDP or gross output) that can be generated from a given amount of labour (e.g., hours worked).

Numerous authors have linked higher individual and collective productivity to the level of motivation and job satisfaction (Bakotić, 2016; Edmans, 2012). In the research carried out by Hanaysha & Majid (2018), the existence of a high and positive relationship between employee motivation and productivity was found. Rozi & Sunarsi, (2020) showed in their study that motivation has a significant effect on employee performance. Finally, Vanesa

et al. (2019) again affirmed the existence of a positive and significant influence between organizational culture and employee motivation and a company's productivity.

Therefore, the existence of a strong and positive connection between employee motivation and productivity is more than evident. If companies want to improve the overall results of the organization and gain a competitive advantage from their workforce, they will need to implement management strategies that foster a motivating culture.

However, this conclusion poses a challenge for the case of Spain. A study carried out by the multinational Steelcase analysed the degree of commitment and motivation of 12,000 workers in the 17 most economically powerful countries in the world. According to the results of the study, 47% of Spaniards are not very committed to their work and only 7% of workers in Spain (the global average is 13%) feel highly motivated and involved in the work environment. In fact, in all the measures that the study analyses on job satisfaction and commitment, Spain is at the bottom, leading the ranking of the most demotivated workers along with Turkey and Poland.

As mentioned in the introduction, this paper will try to analyse the reason for this lack of motivation of Spanish workers in the business environment, analysing the organizational practices that could be behind it. To this end Sweden, recognized in Europe for its progressive approach to the workplace, is taken as the reference country. In addition, its notable differences with Spain in terms of economy, work culture and legislation are of special interest to analyse the divergences with Spain in terms of productivity.

Therefore, in this first analysis existing literature on the importance of motivation in company's productivity was found. On the other hand, there were also some studies indicating that motivation levels in Spain were lower than in other countries. Consequently, we firstly wanted to test whether the lack of motivation of Spanish employees compared to Swedish employees was real, establishing the following hypothesis:

***Hypothesis 1.** The work motivation of Spanish workers is lower than that of Swedish employees.*

2.2. The participation and involvement of workers in the company.

Frederick Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, distinguishes between motivators and hygiene factors, asserting, "The job factors that

result in satisfaction (achievement, recognition, the work itself) are separate and distinct from those that prevent dissatisfaction (company policy, supervision, salary, interpersonal relations, working conditions)." Herzberg underscores the dual nature of these factors, indicating that motivators, such as achievement and recognition, contribute to job satisfaction, while hygiene factors, like working conditions and salary, address potential sources of dissatisfaction (Herzberg, 1959).

In contrast, Self-Determination Theory, as articulated by Edward Deci and Richard Ryan, focuses on intrinsic motivation, stating, "People are most happy and fulfilled when three basic psychological needs are satisfied—autonomy, relatedness, and competence." This theory underscores the importance of internal fulfillment derived from autonomy, competence, and relatedness. Deci and Ryan suggest that creating a work environment that supports employees in these intrinsic needs can enhance motivation. They argue, "Providing employees with opportunities for self-direction, skill development, and positive social interactions can enhance their intrinsic motivation and, subsequently, productivity" (Richard M. Ryan & Edward L. Deci, 2000)

Indeed, the Self-Determination Theory supports the notion that the active involvement of the employee in decision-making within the company can have a significant impact on intrinsic motivation. Granting autonomy and responsibility, by allowing employees greater control over their work, fulfills the need for autonomy identified by Deci and Ryan as crucial for motivation. In the words of Deci and Ryan, "autonomy involves experiencing one's behavior as emanating from the self." Allowing employees to make decisions related to their work provides a sense of control and a personal connection to their tasks.

This active involvement can also generate a sense of competence, another crucial element according to the theory, as it implies that employees are contributing significantly and feeling competent in their roles. Furthermore, positive interaction with colleagues and superiors during decision-making can satisfy the need for relatedness, thereby strengthening intrinsic motivation.

Ultimately, the connection between participation in decision-making, autonomy, competence, and intrinsic motivation can create a positive cycle. When employees feel intrinsically motivated, they are more likely to actively engage in their tasks, which, in turn, can lead to an increase in productivity. This approach reflects the concept of reciprocity, where the company that provides opportunities for participation and personal

growth is rewarded with more engaged and productive employees.

That is why it is important to see that even those companies that have a decentralized organization (which encourages creativity, innovation, and development of their employees) (Carbonell & Rodriguez Escudero, 2016) should increase the degree to which they directly involve their subordinates because of the many advantages that this entails. Workers who at first glance may seem to perform an irrelevant and simple task within the organization, have access to very valuable information. It is these employees who, first-hand, can become aware of the daily problems. Therefore, giving them the power to contribute their thoughts and ideas will increase the flow of information within the organization, which is a clear competitive advantage for the company (McShane & From Glinov, 2015).

Over the years, employee participation has been defined by different authors from numerous perspectives. However, if there is a common denominator in all of them, it is the analysis and consideration of this practice as a competitive strategy from which organizations can benefit. The explanation is simple: the evidence that increasing the participation of employees in the organization makes them more committed, feel more motivated, increase their effort and, consequently, also their efficiency and productivity in the workplace (Doucouliagos, 1995).

According to Strauss (2006), employee engagement is a business process by which workers gain greater control over organizational decisions that affect them. Sofijanov & Zabijakin-Chatleska (2013) refer to involvement as the active participation of the employee in problem solving and decision-making within the company, which leads to an increase in the autonomy of work processes.

Marchington et al. (1991), argued that worker involvement was a process initiated by the organization's management. With it, senior managers aim to improve communication with employees, increase their commitment and, therefore, increase their sense of responsibility to the organization.

Also referred to as participatory management, employee engagement refers to the degree to which employees share information, knowledge, power, and rewards within an organization (Konovsky et al., 1990).

A few key components emerge from all the definitions of employee engagement found in the literature. First, it is a procedure that must be initiated by the management of the organization and that allows employees to be part of the company's decision-making

process. In addition, this practice increases the feeling of unity among employees as they all consider themselves participants within the organization. The greater the degree of employee involvement, the more power they have over the company's decisions, process, and results. While it is true that it requires delegating responsibility and authority to workers with the risks that this entails, participation positively affects productivity and business development (Obiekwe et al., 2019).

2.3. The different forms of participatory management and their impact on work motivation.

Although implementing employee engagement practices positively affects employee satisfaction and motivation, different forms of participation can have different effects. In this section, we will try to analyse the impact on workers motivation of the two existing forms of direct participation; consultative participation (when the company asks employees for their opinion) and delegative participation (when the company allows the employees themselves to have a say in the decision-making process).

Consultative participation.

Consultative participation can be understood as an employee engagement practice in which managers encourage workers to participate in the organization's decision-making. In this process, employees provide input to managers in the form of suggestions or recommendations, with the latter retaining control over final decisions (Gómez-Ruiz & Rodríguez-Rivero, 2018). In this type of participation, management gives employees the opportunity to give their opinion on all labour issues. In this way, the direct exchange of views between the organization's management and its employees is allowed. However, it is the company's senior management who ultimately reserve the right to act (Fleetwood & Hesketh, 2013).

Examples of consultative engagement business practices could include meetings between employees and managers, the dissemination of information via e-mail or websites, the conduct of surveys, or the establishment of online discussion forums. (Cabrera et al., 2003)

Despite considering it as a positive business management practice, for some authors consultative participation is the lowest level at which a company can involve its employees. And, although it is true that they are questioned individually to transmit their

opinion on various organizational aspects, in most cases the workers do not provide solutions nor are they aware of the problem for which the information they are providing will be used in the company (McShane & Von Glinow, 2015).

Delegative participation.

Another alternative to directly involve employees within the organization is delegative participation. Unlike consultation practices, delegation practices give employees a greater degree of responsibility and autonomy to organize and perform their work. (Cabrera et al., 2003).

Delegative participation allows employees to influence the way they carry out their day-to-day tasks and responsibilities, giving them discretionary power to execute them (Khalid & Nawab, 2018). Delegating means that tasks, work, and responsibilities are divided between managers and their subordinates. Therefore, through delegation, the workload of the company's senior managers will be reduced, allowing them to focus on other relevant issues to the organization.

Obviously, the transfer of responsibilities has more pronounced motivating effects compared to simple consultation, since the act of being consulted does not guarantee that the employee's suggestions will be implemented. On the other hand, from a satisfaction perspective, delegation is also expected to generate greater impacts than consultation for similar reasons: when an employee is consulted, there is a reduced probability that the decision he supports will be the one finally adopted. Delegation gives the employee the effective capacity to take decisions which will have a greater impact in his commitment and in his work satisfaction.

Considering the above, the second hypothesis is proposed:

Hypothesis 2. *Both consultation and delegation practices have a positive influence on employee motivation. However, the impact on employee motivation will be greater when delegative participation is chosen.*

The particular case of the Spanish context.

Research conducted by Ortega Diego & F.Cabrera (2001), showed empirical evidence about differences in employee participation in decision-making in European firms. After analysing a database of more than 5,700 establishments across Europe, the study

concluded that Spain had significantly lower levels of participation than in the rest of Europe. In addition, after analysing four types of participation (individual consultation, collective consultation, individual delegation, and collective delegation), it was concluded that delegation practices were the ones that had less content in Spain than in the rest of the countries of the European Union.

Various factors and challenges may influence this absence of delegation which, a priori, seems to affect Spanish companies. First, the very definition of delegation gives rise to the idea of the transfer of responsibility to subordinates. In this sense, some managers fear that ceding responsibility to employees will mean a reduction in their position of authority. In addition, when a company involves its workers by giving them the ability to make decisions, it is because it trusts them considering that they are competent and skilled enough. According to Obiekwe et al. (2019) some managers who believe that their subordinates will not be able to make sound decisions, hide behind them a fear that they will be more skilled than them and therefore may expose their ignorance.

On the other hand, implementing effective delegative engagement programs may be more costly for the organization than implementing simple consultation programs (Cabrera et al., 2003). Delegative participation involves the transfer of responsibilities and the granting of a greater degree of autonomy to employees. In addition, building relationships of trust, acquiring decision-making skills by employees, and establishing a decentralized organizational culture that encourages effective participation are processes that require time and continuity.

It therefore seems clear that in countries where delegative participation is an entrenched and customary practice, there is a greater likelihood that organizations will have perfected these dynamics over time. In nations with a long tradition of workplace democracy (such as Sweden or Denmark), delegative participation is seen not only as an effective business practice, but also as an integral part of the workplace identity. In contrast, in countries such as Spain, where it seems that the adoption of these delegation practices may be a more recent trend, the introduction and consolidation of these programs may encounter greater challenges related, as mentioned, to cultural adaptation, high costs and resistance to change on the part of managers, among others.

In this sense, and in line with the previous literature, we want to check whether Spain has a greater reluctance to delegate compared to Sweden and what practices it usually chooses among those we have mentioned. We are committed to the fact that in Spain there is a

greater predisposition to consultative participation than to delegative participation. Therefore, our third hypothesis will be:

Hypothesis 3. *In Spain there is a greater reluctance to delegate than in Sweden and the most common practice is consultative rather than delegative.*

The impact of consultation and delegation practices on employee motivation in Spain and Sweden.

Considering the previous literature on the impact of delegative and consultative practices on motivation, and recognizing that in Spain, these practices are not frequently implemented, we posit that, in the event of their implementation, the resulting effect will be significantly greater than in Sweden. This proposition is grounded in the understanding that, given the infrequent utilization of such participatory practices in the Spanish work environment, the introduction of delegation and consultation is likely to have a more profound and transformative impact on employee motivation compared to the scenario in Sweden, where these practices might be more commonplace. The assumption here is that the relative scarcity of these practices in Spain could amplify their effectiveness, potentially yielding a more substantial improvement in motivational outcomes when compared to a context where such practices are already part of the established norm, as may be the case in Sweden.

Building upon the aforementioned considerations, it is essential to recognize that the cultural and organizational context plays a pivotal role in the effectiveness of participatory practices. Spain's traditionally hierarchical work culture, characterized by a greater reliance on authoritative decision-making, contrasts with Sweden's more collaborative and egalitarian approach. Consequently, the introduction of delegative and consultative practices in Spain might not only be infrequent but could also be met with heightened novelty and perceived value by employees. The cultural shift required for the integration of these practices could potentially lead to a more pronounced impact on motivation, as the departure from established norms may create a sense of empowerment and engagement not as readily experienced in a context where participatory practices are already familiar. Therefore, the anticipated effect of implementing these practices on employee motivation may indeed be more transformative in Spain than in Sweden, given

the distinctive organizational landscapes and cultural predispositions.

Therefore, compiling the conclusions obtained a fourth hypothesis is made:

Hypothesis 4. *The impact of both delegation practices on employee motivation will be greater in Spanish workers than in Swedish workers.*

3. METHODOLOGY.

For the analysis of the different hypotheses, it has been used the fourth edition of the European Company Survey (ECS), carried out jointly by Eurofound and Cedefop in 2019 (Gijs van Houten & Giovanni Russo, 2019). The aim of this survey, which is now in its fourth edition, is to assess, map and quantify information on the policies and practices of European companies in a harmonised manner.

The European Company Survey 2019 (ECS) compiled data through a questionnaire to 24,492 companies in the Member States of the European Union and the United Kingdom. This representative sample survey is based on a questionnaire that in 2019 consisted of 74 questions. When possible, the interview is conducted with the manager responsible for human resources of each selected commercial establishment which must have at least 10 employees. The survey conducted in 2019 collected information from 21,869 Human Resources managers.

The European Business Survey is unique both for its unquestionable size (it reaches some 25,000 organisations in the European Union) and for being the first survey of establishments at European level to use a push-to-web methodology. To do this, each of the establishments was contacted by telephone to identify the respondents and ask them to complete the online questionnaire. The questionnaires were distributed to companies in various sectors and fields of activity, which were then divided into six categories: industry (22%), construction (10%), trade and hospitality (31%), transport (6%), financial services (4%) and other services (28%).

In the fourth edition of the ECS, used for the study of this analysis, the questions asked to respondents focus on workplace organisation, innovation, employee participation, social dialogue, the use of skills and strategies, and business digitalisation.

However, it should be noted that due to the comparative purpose of this work, the initial sample has been restricted and only the data related to Spain and Sweden are studied

(N=2557).

3.1. Variables.

- Dependent variable: the degree of employee motivation.

The European Business Survey 2019 (ECS) assesses the degree of employee motivation through a specific question in which managers answer about the degree of motivation of employees in their establishment. The question is presented with the following four categories of response: "not at all motivated", "not very motivated", "quite motivated" and, finally, "very motivated".

Therefore, the four categories provide an ordinal scale that reflects the variability in workers' levels of motivation from a minimum level of motivation (corresponding to number 1) to a maximum level in the degree of motivation (corresponding to number 4).

- Independent variables: consultative and delegative participation.

The European Business Survey 2019 (ECS) included nine items related to the direct participation of workers in organizations. However, the survey did not distinguish between consultative participation practices and delegation practices. However, a review of the existing literature showed that four of these issues could be more related to the consultation, while the remaining five appeared to be more related to delegation.

In the first four questions, managers were asked whether they regularly carried out different business practices, such as meetings between employees and bosses, or meetings open to all employees in the organization. In addition, respondents were also asked if it was common among the company's practices to disseminate information through newsletters, website, bulletin boards, email, etc. Finally, it sought to analyse whether it was a recurrent practice in the company to hold debates with employees through social networks and online discussion forums.

Conversely, the remaining five items seemed to be more related to the frequency with which the company engaged in delegated participation practices. In these questions, respondents were asked to what extent workers directly influenced managers' decision-making in various organizational aspects. The survey aimed to inquire whether employees directly influenced the efficiency and organisation of work processes, training and skills development, payment systems, dismissals and working hours.

Although it is true that, as noted, the survey does not distinguish these questions as consultation practices and delegation practices, a reduction of dimensions by factors was

carried out in SPSS to determine if the structure of the response data could indeed be simplified and underlying patterns and relationships could be identified in the 9 variables. As can be seen in Table 1, the results of the analysis revealed the presence of two significant factors, which together explained 49.39% of the variance. The first factor, which has been called "Consultative Participation", grouped precisely the four variables that a priori were considered as consultative business practices. In turn, the second factor, which has been called "Delegative Participation", groups together the remaining five issues associated with business practices of delegative participation. Therefore, this procedure based on factor analysis allowed the synthesis of the information contained in the initial set of the 9 variables, serving as a very useful tool for the understanding and simplification of the present study.

Table 1. Forms of participation

Factor 1: "Consultative Participation".
<ul style="list-style-type: none"> 1.1. Meetings between employees and their direct managers. 1.2. Meetings open to all employees. 1.3. Dissemination of information through newsletters, website, bulletin boards, e-mail, etc. 1.4. Discussions with employees via social media or online discussion forums
Factor 2: "Delegative Participation"
<ul style="list-style-type: none"> 2.1. Efficiency and organization of work processes. 2.2. Training and skills development. 2.3. Payment systems. 2.4. Dismissals. 2.5. Working hours.

○ Variable dummy: "Spain Sweden".

As mentioned above, the European Business Survey 2019 (ECS) collects data from organisations in the 27 Member States of the European Union and in the United Kingdom. However, to simplify the comparative analysis, Sweden has been chosen as the reference country in this study. The selection of Sweden as a comparison country with Spain in terms of levels of employee engagement and motivation is based on several essential reasons. First, Sweden is renowned for its forward-thinking approach to the workplace, evidenced by a long history of adopting policies and practices that encourage the active participation of employees in organizational decision-making. The Swedish model, characterized by democracy in the workplace and the search for consensus, has been selected as it can establish a significant contrast with the Spanish labour structure. Its

reputation for adopting progressive labour practices and its notable differences with Spain in terms of economics, work culture and legislation are of particular interest in analysing divergences in terms of employee engagement.

Therefore, by focusing the study on the differences between these two European countries (Spain and Sweden), a recording of one of the original variables of the survey was implemented.

The original variable, called "country", represented each country with a number from 1 to 28 and was recoded into a dummy variable called "Spain_Sweden". This new variable takes the value of 1 for Spain and 0 for Sweden. Among these mutually exclusive categories, Sweden was chosen as the comparative category (value 0) and Spain as the reference category (value 1). This categorization facilitates the subsequent interpretation of results in the different statistical models and regressions carried out in the study.

- Control variables.

To ensure that the observed effects are attributable to the dependent variable of interest and not to possible external influences, two control variables have been included in this analysis: the size of the company and the sector of activity.

The choice of company size as a control variable is because several authors such as Cabrera et al. (2003) show that the largest organizations are those that carry out more recurrent participatory management practices. In addition, other studies have concluded that there is a positive relationship between company size and employee engagement practices (Boxall et al., 2015).

On the other hand, the sector of activity was chosen as the second control variable since, according to some authors, it could also be related to the degree of worker participation. Yeung & Berman (1997) argued as early as the late 1990s that many companies had realized that employee satisfaction was directly related to consumer satisfaction. Therefore, it seems logical to think that when the work is directly related to customer service (as it is in the case of the services sector), there is a greater interest by the company in motivating the workers (Cabrera et al., 2003).

Controlling both variables reduces the possibility that differences in employee motivation are simply related to the size of the organization or the sector of activity rather than to the degree to which the firm engages in consultative or delegative participation practices.

In the European Business Survey 2019 (ECS), establishments are divided into three types of size: firstly, establishments with 10-49 employees are categorised as "small". Second,

establishments with 50-249 employees are categorized as "medium-sized" and, finally, those establishments with more than 250 workers are considered "large". In addition, it should be noted that micro-enterprises with fewer than 10 employees were not included in the survey.

On the other hand, the sectors of economic activity have been divided into three broad categories: construction, production, and the services sector.

3.2. Statistical methods used.

The application of advanced statistical techniques has been very useful in this study for the identification of patterns, relationships and trends that help to explain and correct the initial problem posed: the lack of motivation of Spanish workers and the implication that this may have on the productivity of companies in Spain. The statistical methods used in this research are discussed in detail below.

3.2.1. Principal components factor analysis.

Principal components factor analysis is a technique that simplifies the complexity of a dataset by identifying underlying patterns or "factors" that explain the observed variability in multiple variables.

Due to the number of variables related to employee participation in the company that the European Business Survey 2019 (ECS) contained, the reduction of dimensions through factor analysis has been a key strategy in the present study. Through this method, it has been possible to determine that, by reducing the dimension of these variables, we find two factors that explain 49.39% of the variance. The first factor groups together those practices that a priori had more to do with consultative participation and, the second, those that were more related to delegative participation.

Therefore, the purpose of using this statistical technique was none other than to identify underlying patterns and latent structures in the dataset among the different participation practices, which facilitates the management and understanding of the information contained in the survey.

3.2.2. Descriptive methods

Another of the essential statistical tools used in this work are descriptive methods. Descriptive methods are a critical part of statistical analysis, as they provide an overview

of the sample data. These methods are indispensable to understand the distribution, central tendency, dispersion, and other key properties of the different variables under study, facilitating an initial understanding of the patterns present in the data.

In this analysis, measures of central tendency have been used, specifically the mean, which allows us to identify for the two countries (Spain and Sweden), the average value of the main variables under study: employee motivation and the degree of consultative and delegative participation. In addition, standard deviation was used as a measure of dispersion to assess data variability.

Descriptive methods do not seek to make inferences about the general population, but rather to provide an accurate description of the sample collected. This approach is essential in the initial phase of any statistical analysis, as it lays the foundation for the application of inferential methods in later stages of the study.

3.2.3. Analysis of variance (ANOVA).

Once the different descriptive analyses of the variables under study were carried out, Analysis of Variance (ANOVA) was also implemented to assess whether there were statistically significant differences between the groups.

Analysis of Variance (ANOVA) divides the total variability of data into two main components: variability between groups and variability within groups. At this point, two hypotheses are posed. First, the null hypothesis assumes that there are no significant differences between the group means. Conversely, the alternative hypothesis suggests that at least two of the group means are significantly different. The ANOVA test calculates an F-statistic, which is used to compare the variability between groups with the variability within the groups.

In the specific context of this study, ANOVA was applied to determine whether the difference in the motivation level of Spanish and Swedish employees was significantly different. In the same line, the Analysis of Variance (ANOVA) was also used to clarify whether the mean difference between Spain and Sweden in terms of participation levels (consultative and delegative) was also statistically significant.

3.2.4. Multiple linear regression.

Finally, within the statistical analysis carried out in this work, Multiple Linear Regression was implemented. This statistic is a valuable tool that allows us to understand the nature

of the relationship between variables and to make predictions.

Specifically, throughout the study, Multiple Linear Regression has been used on two occasions to test two of the hypotheses proposed. First, to determine the relationship between forms of consultative and delegative participation (independent variables) and employee motivation (dependent variable). Another linear regression model was used to determine the interaction between forms of consultative and delegative participation and the dummy variable (Spain vs Sweden). The main objective of this linear regression was to detect the greater or lesser impact of these practices with respect to employee motivation in the Spanish context compared to the previous one.

The Multiple Linear Regression model is defined mathematically as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_k X_k + \varepsilon$$

Where:

- Y is the dependent variable
- X_1, X_2, \dots, X_k are the independent variables.
- β_0 is the constant
- $\beta_1, \beta_2, \dots, \beta_k$ are the coefficients representing the slopes of the independent variables.
- ε is the term error.

The main objective of the regression was to estimate the beta coefficients that best fit the observed data. In addition, the significance of these coefficients was assessed using statistical ANOVA tests to determine their significant contribution to the model.

4. RESULTS

4.1. Level of work motivation.

First, a descriptive analysis was carried out to determine whether there were indeed differences between Spain and Sweden in terms of the degree of motivation of their workers.

Table 2 contains the mean and standard deviation for each country in relation to the degree of motivation, which varies on a scale of 1 to 4. If we pay attention to the results obtained, in the case of Sweden we observe a mean of 3.33, with a standard deviation of 0.55. These results indicate that, on average, the degree of motivation of Swedish workers tends to be

high, with slight variability between employees. However, in the case of Spain, the mean is considerably lower (2.72), with a standard deviation quite like that of Sweden (0.59).

Table 2. Level of motivation

	Spain			Sweden		
	N	Mean	D. Typical	N	Mean	D. Typical
Motivation level (1-4)	1459	2.7224	0.59754	1079	3.3336	0.54644

Therefore, the results obtained in this first descriptive analysis indicate that Spanish workers tend to show a lower degree of motivation compared to their counterparts in Sweden. In this sense, it can be stated that there are differences in the degree of motivation of workers between Spain and Sweden, with Swedish workers having the highest average motivation.

To determine whether these differences are statistically significant, an analysis of variance (ANOVA) was performed for the variable "level of motivation".

Table 3. Analysis of variance (ANOVA). Level of motivation.

	Sum of squares	Gl	Quadratic mean	F	Say.
Between groups	231.736	1	231.736	697.575	0.000
Within Groups	842.466	2536	0.332		
Total	1074.202	2537			

Table 3 shows the F-statistic, a measure of the relationship between the variation between the groups and the variation within the groups, with a value of 697,575. A high F-value suggests that the group means are statistically different. In this analysis, the enormously high value of the F-statistic supported by a significantly low p-value ($p < 0.001$) indicates the existence of significant differences in the degree of motivation between Swedish and Spanish workers.

That is, the results of the ANOVA suggest that there is sufficient variation in the degree of motivation between the groups to consider that these differences are not random. The finding supports the idea that belonging to one country, or another will have a significant influence on the degree of motivation of employees.

Therefore, through this first analysis, it can be stated that there is a statistically significant difference in the degree of motivation of workers in Sweden and Spain, with the latter exhibiting a lower motivation. Thus, hypothesis 1 is confirmed.

4.2. Relationship Between Engagement Practices and Employee Motivation

Once the existence of statistically significant differences in the degree of motivation of workers between the two countries was verified, a linear regression was performed to test the predicted relationship between the degree of motivation and the implementation by the company of direct participation practices (consultative and delegative). Table 4 shows the results of that linear regression:

Table 4. Linear regression in motivation.

	Non-standardized coefficients		Coef. Standardized	t	Say.
	β	Desv. Error	β		
Constant (motivation)	2.949	0.004		657.304	0.000
Factor 1: Consultation	0.076	0.004	0.125	16.966	0.000
Factor 2: Delegation	0.190	0.004	0.313	42.406	0.000

In linear regression analysis, the constant term represents the estimated value of worker motivation when the other predictor variables are zero. In other words, when there is no influence of consultation and delegation factors, the degree of motivation of workers in general is 2.95 ($\beta=2.949$, $p=0.000$).

The non-standardized beta coefficient for factor 1 (query) indicates how employee motivation varies when factor 1 increases by one unit, which, as explained in the methodology, includes the survey variables related to the regularity with which the company carries out consultative participation practices with its employees.

Therefore, as expected, the regularity with which an organization carries out consultation practices with its employees is positively related to the degree of employee motivation ($\beta=0.076$, $p=0.000$). Statistical significance suggests that increasing employee consultation practices within the business environment has a significant positive impact on employee motivation.

Analogous to what was explained for factor 1, the non-standardized coefficient of beta for factor 2 (delegation) indicates how employee motivation changes when the frequency with which the firm uses organizational practices of delegative participation increases by one unit. In this sense, a significant positive relationship has again been found between

delegation practices and the degree of employee motivation ($\beta=0.190$, $p=0.000$), thus supporting hypothesis 2.

Finally, the regression results show that the standardized beta coefficient in the case of delegation practices ($\beta=0.313$) is higher than that of consultation practices ($\beta=0.125$). A higher standardized beta coefficient suggests that the regularity with which the company conducts delegation practices has a more significant influence on employee motivation than the frequency with which it conducts consultation practices. In other words, delegation practices have a stronger impact than consultation practices on the degree of employee motivation, thus supporting hypothesis 2.

4.3. Level of consultative and delegative involvement. Comparison between Spain and Sweden

After finding out the positive relationship between the regularity of these two types of participation and employee motivation, a descriptive analysis was carried out again with the aim of analysing the frequency with which these practices are carried out both in Sweden and in Spain. Table 5 shows the results of this analysis:

Table 5. Levels of participation.

	Spain			Sweden		
	N	Mean	Desv.	N	Mean	Desv.
Consultative participation	1230	0.3665	0.0295	752	-0.2844	0.0332
Delegative participation	1230	-0.2312	0.0282	752	0.8065	0.0289

From the descriptive results in the context of Spain, consultative participation practices have a positive average and are higher than in Sweden, which indicates a trend towards a more consultative approach in the decision-making process. On the other hand, delegation practices have a negative average in Spain and are lower than in Sweden, which suggests a lower delegative participation by Spanish employees. We recall that both variables are standardized factors with a mean of zero. Therefore, a positive value indicates a score higher than the mean, while a negative value signifies a score below the mean.

However, to determine whether these differences between the two countries in terms of organizational practices of consultation and delegation were significant, an analysis of variance (ANOVA) was carried out.

Table 6. Analysis of variance (ANOVA). Level of participation.

		Sum of squares	GI	Quadratic mean	F	Say.
Factor 1: Consultative Participation	Between groups	197.733	1	197.733	202.327	0.000
	Within Groups	1935.043	1980	0.977		
	Total	2132.775	1981			
Factor 2: Delegative Participation	Between groups	502.567	1	502.567	593.210	0.000
	Within Groups	1677.453	1981	0.847		
	Total	2180.020	1981			

Table 6 shows the analysis of variance (ANOVA) for each of the forms of employee engagement. For both factors, the value of the F statistic, a measure of the relationship between the variation between the groups and the variation within the groups, is very high. These elevated F values supported by a significantly low p-value ($p < 0.001$) suggest that the group means are statistically different.

In other words, the results of the ANOVA indicate that the differences between Spain and Sweden in terms of levels of participation (both consultative and delegative) are statistically significant.

By way of summary, after the descriptive analysis and the ANOVA, it can be stated that:

- i. On average, Spanish companies consult their employees more than Swedish companies, and this difference is statistically significant.
- ii. On average, Swedish companies delegate more to their employees than Spanish companies, and this difference is also statistically significant.

At this point in the analysis, particular attention should be paid to the first statement. While it is true that the hypothesis 3 stated that Spain was more reluctant to delegate and that the most common practice would be consultation, it is striking that the latter practice is used even more than in Sweden. The finding that the use of consultative participation practices is significantly higher in Spain than in Sweden was something that, a priori, was not envisaged.

Having made this clarification, it can be seen how the results obtained in the descriptive methods and the ANOVA support hypothesis number 3 in which Spanish companies were considered to be more committed to consultative than delegative participation.

4.4. Analysis of the impact of participation practices on motivation: differences between Spanish and Swedish employees.

As established in hypothesis 4, once the absence of delegative participation in Spanish companies was observed, we wanted to determine what impact increasing each of the participation practices (consultative and delegative) would have on employee motivation, depending on the country to which they belonged (Spain or Sweden).

For this last analysis, multiple linear regression was used again, although with some particularities. The dependent variable continued to be the motivation of the workers and, as for the independent variables, the following were included:

- i. The dummy variable "Spain_Sweden", which distinguishes the nationality of employees.
- ii. Second, the type of participation (consultative or delegative) was included.
- iii. Finally, to comprehensively evaluate the impact of participatory practices on motivation, interaction variables, defined as the product of "Spain_Sweden" and each type of participation, were incorporated into the regression.

In addition, to ensure that the observed effects are attributable to the variables of interest and not to possible external influences, two control variables were included in this regression analysis: the size of the company and the sector of activity. In the initial survey, respondents were asked which group their company belonged to depending on size: small (10 to 49 workers), medium (50 to 249 workers) and large (250 workers or more). Companies with fewer than 10 workers were not included in the sample. To facilitate the interpretation of the data, the variable "company size" was recoded and three new dummy variables were created:

- "Small." Take the value 1 when the company is small and the value 0 when the company is medium or large.
- "Medium." Take the value 1 when the company is medium-sized and the value 0 when the company is small or large.
- "Big." Take the value of 1 when the company is large and the value of 0 when the company is small or medium-sized.

The "small" and "medium" variables were included in the regression analysis. However, the "large" variable was left as a benchmark comparative category. In this sense, it is important to highlight that the interpretation to be made of the coefficients of these dummy variables included is particular and the comparative category is always taken as a

reference. By way of example, if we look at the non-standardized coefficient of the "small" variable in table number 6 ($\beta=0.031$), it can be stated that if the size of the company is small instead of "large" (reference category), an increase of 0.031 units in motivation (dependent variable) is expected.

The same simplification was carried out with the control variable "sector of activity". The European Business Survey 2019 included an item asking managers which sector of activity their company belonged to. For this scenario, three dummy variables were recreated:

- "Construction." Take the value of 1 when the company belongs to the construction industry and 0 when the company belongs to one of the other two industries.
- "Production": Takes the value of 1 when the main activity of the organization is production and 0 for when it is engaged in construction or industry.
- "Services": Take the value of 1 when the company belongs to the service sector and the value of 0 when it belongs to the construction or production sector.

In the regression analysis, the dummy variables "services" and "production" were included, and the variable "construction" was left as a comparative reference category.

The Impact of Consultative Engagement Practices

As noted in the first regression analysis, the term constant in table 7 represents the estimated value of workers' motivation when the other predictor variables are zero. In other words, when there is no influence of the independent variables, the degree of motivation of workers in general is 3.314 ($\beta=3.314$, $p=0.000$). The non-standardized coefficient of beta for factor 1 (query) indicates how workers' motivation fluctuates when the degree of consultation increases by one unit ($\beta=0.066$, $p=0.000$). Therefore, it can be seen how it had been established in hypothesis number 2 that the habituality with which a company carries out consultative participation practices with its employees has a positive impact on their motivation. As also indicated above, the variable "Spain_Sweden" takes a value of 1 for Spain and a value of 0 for Sweden. In this case, the non-standardized beta coefficient ($\beta=-0.671$, $p=0.000$) indicates that due to the fact of being a Spanish employee, work motivation decreases by 0.671 units, also in line with what was established in hypothesis 1.

However, if one of the non-standardized beta coefficients is relevant in this part of the analysis, it is that of the interaction variable ($\beta=0.106$, $p=0.000$). As the interaction

coefficient is positive and significant, it indicates that when it takes the value 1 (i.e., in the case of Spain), the effect of consultative participation practices on motivation will be greater. In other words, this finding suggests the existence of a statistically significant difference in the impact of consultative participation practices between Spain and Sweden, with the impact in the case of Spain being greater.

This result may be striking because, in addition to the fact that Spain consults more than Sweden, the impact of these consultation practices on the motivation of workers is also higher in Spain. However, this result can be explained if we consider the different motivational effects of consultation and delegation. Swedish employees, being more accustomed to carrying out actual delegating tasks in their day-to-day work, may find that simple consultation does not have such a motivating effect. However, in Spain, since there is not so much implementation of delegation practices, it seems evident that consultation has a greater effect on employees. If a worker is used to the company giving her power in daily decisions, the fact of being consulted for some issues may not have a great effect on his satisfaction. However, if the employee does not usually have any decision-making power, mere consultation may increase his motivation significantly.

Table 7. Linear regression. Impact of consultative participation

	Standardized coefficients		Coef. Standardized	t	Sig.
	β	Desv. Error	β		
Constant (motivation)	3.314	0.021		154.364	0.000
Factor 1: Consultation	0.066	0.023	0.106	2.932	0.003
España_Suecia	-0.671	0.027	-0.504	-24.502	0.000
Inter_consul_suec	0.106	0.027	0.137	3.875	0.000
Small	0.031	0.043	0.024	0.727	0.467
Median	-0.009	0.046	-0.007	-0.200	0.841
Services	0.107	0.043	0.077	2.483	0.013
Production	-0.003	0.050	-0.002	-0.066	0.947

Figure 1 shows how the line representing Sweden (straight line) is always above the line representing Spain (dotted line) in terms of employee motivation. Therefore, for the whole sample it can be appreciated that the motivation of Swedish employees is higher than that of Spanish. In addition, it can also be seen how increased consultation practices improve the motivation of all employees (both Spanish and Swedish). So, in general, the higher the

level of consultation, the higher the level of employee motivation.

However, the most noticeable result is that the slope of the line is steeper in the case of Spain. That is, as determined by the analysis in table number 7, the impact of consultative practices on motivation is greater for employees in Spain.

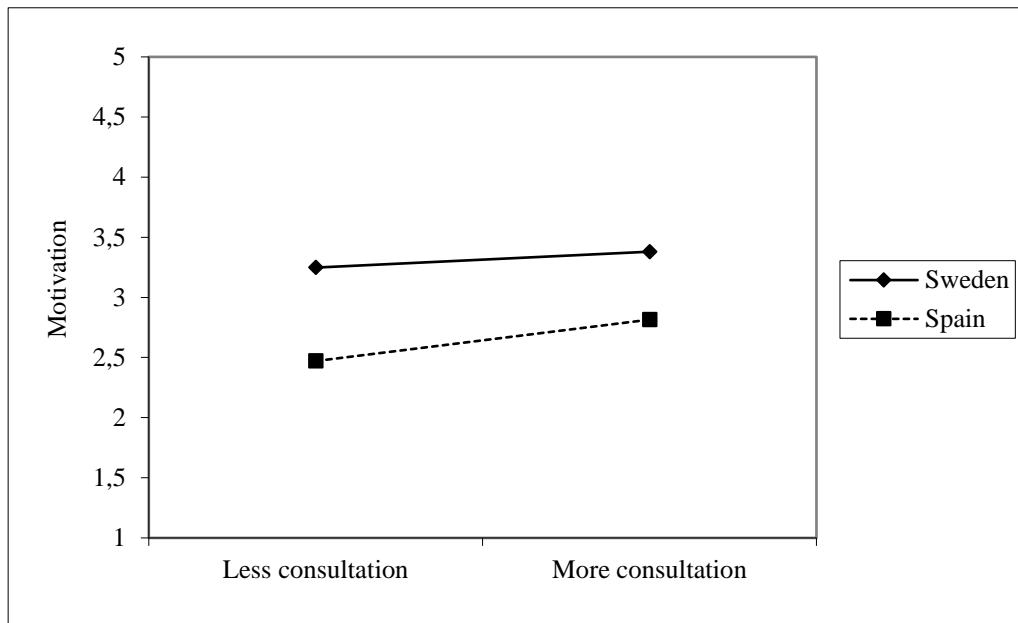


Figure 1. Interaction effect between Spain vs Sweden and consultative practices

The Impact of Delegative Participation Practices

Finally, to determine the impact on employee motivation of the other form of direct participation considered (delegation), the same linear regression process was carried out. Table 8 shows the results of the regression in which, in the same way as for consultative participation, two control variables were included: company size and sector of activity. In addition, the second factor "Delegative Participation" was added, which grouped together delegative participation practices. Finally, to assess the impact of this practice on employee motivation in each of the countries, the interaction variable, defined as the product of "Spain_Sweden" and the "Delegative Participation" factor, was incorporated into the regression.

In Table 8, the constant term represents the estimated value of employee motivation ($\beta=3.194$) when the other predictor variables are 0. The unstandardized beta coefficient for factor 2 "Delegative Participation" ($\beta=0.126$), explains how the degree of employee motivation varies when the degree to which delegative practices are implemented

increases by one unit. The coefficient, being positive and significant, indicates that the more common this type of practice is, the more the level of employee motivation will increase.

On the other hand, as mentioned above, the variable "Spain_Sweden" takes value 1 in the case of Spain and value 0 for Sweden. The standardized coefficient of beta ($\beta=-0.438$) together with a very low p-value ($p=0.000$) indicate that because the employee is Spanish, work motivation decreases by 0.438 units.

However, as was the case for consultative participation, the results shown by the unstandardized beta coefficients of the interaction variable ($\beta=0.088$, $p= 0.003$) are also of special interest in this assumption. Again, the coefficient of the interaction variable is positive and significant, indicating that when it takes the value of 1 (i.e., when Spain is involved), the effect of consultative participation practices on motivation is going to be greater. Therefore, the finding again suggests the existence of a statistically significant difference in the impact of delegative participation practices between Spain and Sweden, with the impact in the case of Spain being greater.

Table 8. Linear regression. Impact of consultative participation

	Standardized coefficients		Coef. Standardized	t	Sig.
	β	Desv. Error	β		
Constant (motivation)	3.194	0.029		111.104	0.000
Factor 2: Delegation	0.126	0.025	0.205	4.956	0.000
ESP_SUEC	-0.438	0.033	-0.329	-13.269	0.000
Inter_deleg_suec	0.088	0.030	0.107	2.934	0.003
Small	0.062	0.042	0.048	1.468	0.142
Median	-0.007	0.045	-0.005	-1.46	0.884
Services	0.024	0.043	0.017	0.553	0.580
Production	-0.050	0.049	-0.032	-1.019	0.308

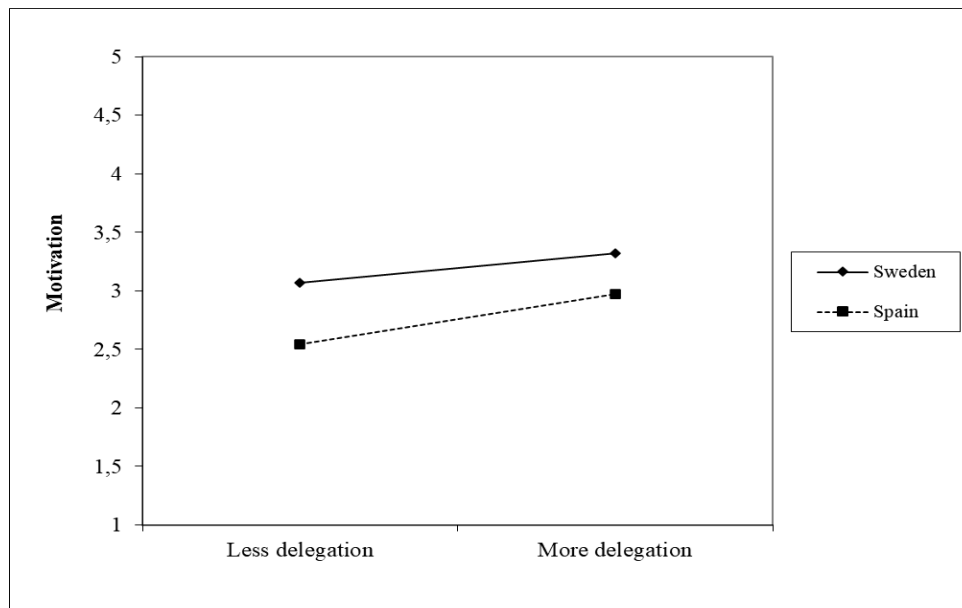


Figure 2. Interaction effect between Spain vs Sweden and delegative practices

Figure 2 shows again how the line representing Sweden (straight line) is above the line representing Spain (dotted line) in terms of the degree of employee motivation. Thus, for the sample, employee motivation is higher in Sweden than in Spain. In addition, it can also be seen how increasing the regularity with which the company carries out delegation practices improves employee motivation in general (both in Sweden and Spain).

Furthermore, even though this type of delegative practices have been found to be more common in Sweden, the slope of the line is steeper in the case of Spain. This steeper slope indicates that delegation practices have a more pronounced impact on the motivation of Spanish employees than on that of Swedish employees. As already mentioned, this could be due to the habituality with which these practices are carried out in the two different countries. As delegation is less widely implemented in Spain, it may have a more pronounced effect on employee motivation than in Sweden.

5. CONCLUSIONS.

This paper has tried to investigate in depth the problem of the lack of motivation among Spanish workers compared to Sweden, one of the reference countries of the European Union. Work motivation has been highlighted as a key factor in increasing productivity and organizational efficiency (Gurcanli et al., 2021; Manoharan et al., 2022). In this context, employee participation in decision-making has emerged as a crucial element (Obiekwe et al., 2019).

The results obtained in the analysis show statistically significant differences in the levels

of motivation between Spanish and Swedish employees, with the motivation of Spanish workers being considerably lower. Therefore, the data obtained underline the importance of specifically addressing the reason for this disparity in the Spanish work environment. It has also been identified that delegative participation practices have a more significant impact on employee motivation than consultative participation practices. However, in Spain there is a lower degree of delegation and a higher degree of consultation. Obviously, the implementation of consultation practices in the company is much simpler because it does not involve, as in delegation, establishing a new organizational structure in which employees are able to make decisions.

While not the goal of this study, evidence has been found that the way a company's organizational structure is designed directly affects the degree to which responsibilities are delegated to employees. In companies with a more decentralized organizational structure, senior managers and their employees share business autonomy without the latter feeling useless or irrelevant during the decision-making process (Safari et al., 2018). Delegating responsibilities and authority to a greater number of members within the company improves the work environment and increases employee morale, positively affecting the productivity of the organization (Al-Nawafah & Almarshad, 2020).

In the same way, authors such as Carbonell & Rodriguez Escudero (2016) and Garbuio & Lovallo (2017) mention in their studies that business decentralization fosters creativity, innovation, and development in the members of the company and in its policies, which causes a direct increase in its productivity and effectiveness.

Decentralized businesses evidence, to some extent, that managers trust the ability of their staff not to make wrong decisions for the company (Andrews, 2017). Therefore, one of the fundamental aspects of organizational decentralization is that it allows employees to acquire a greater degree of participation in the company's decision-making.

On the other hand, in companies where the organizational structure is more centralized, the tendency to delegative participation is much lower. In this type of organization, a vertical business hierarchy is fostered in which the consent of senior managers is needed to perform any action, as they are the ones who understand the overall vision of the organization (Kaufmann et al., 2019).

In Spain, it seems that the organizational culture has been based more on centralization, where the implementation of delegative participation practices is more complicated.

Likewise, the cultural context could also influence the relationship between participation

in decision-making and motivation. Broadening the global comparative scope to understand variations in levels of motivation and participation practices in different cultural and economic contexts could also be interesting.

This paper also has some important practical implications. It has proven a structural problem in the Spanish economy: Spanish employees are not motivated in their jobs, which has a direct impact on the productivity of companies. However, it has also been proven that by introducing practices of both consultative and delegative participation, the margin for improvement in the motivation of Spanish workers is even greater than in reference countries such as Sweden. Likewise, it has been detected that between the two practices of direct participation, the implementation of delegative practices in the company is more relevant for motivation.

In this way, this analysis is launched as a powerful tool for Spanish employers and can be very useful to improve the motivation of their employees and, therefore, their productivity. By developing strategies for the effective implementation of delegated participation practices, Spanish companies will be able to exponentially improve motivation in their work environment.

However, despite the efforts to comprehensively address the subject matter raised in this Final Degree Project (TFG), it is essential to recognize some limitations. First, the research has focused on contrasting the levels of motivation and participation between Spanish and Swedish employees. However, if the comparison were made with countries with different cultures or work contexts, the data might vary slightly. In addition, as indicated, the study is based on data collected by the European Business Survey 2019, which implies that the information available is limited to the methodology and scope of this survey. Finally, it should be noted that, as noted at the beginning of the analysis, motivation is a complex concept that depends on the environment and on the characteristics and situations of each individual (Latham & Ernst, 2006). Several factors influence motivation, and therefore additional variables could provide a more nuanced understanding of this concept.

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