

INTI INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

**The Factors Affecting Employee motivation in the Shipping
Companies in Dalian**

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Ethics Number: cBUS/PGT/CP/03463

Final Word Count: 12019

DECLARATION

I hereby declare that this is thesis is my own work and effort and it is not been submitted by anywhere from any other award. Where the other sources of information have been used, they have been duly acknowledged.

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ACKNOWLEDGEMENT

I would like to take this opportunity to thank my supervisor Miss **KUMARASHVARI Subramaniam** who had helped from beginning until the end of my project. I am grate and humble upon his effort in helping me to finish my project paper. I would also like to thank my second supervisor Miss **Liew Heong Shya** in helping me to amend my work accordingly. Also, I would like to thank all my respondents upon helping me completing my research.

With love,

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ABSTRACT

Professional shipping employees are important human resources in the shipping companies, they make up a significant share of the number of all the employees in the companies, to maintain a sufficient quantity, reasonable structure, high quality talent team has the vital role, for example, they can ensure the ship safety and life safety, protect the marine environment, guarantee the sustainable development of shipping industry and so on. Faced with the shortage of professional shipping human resources and the significant loss, it is of great significance for the healthy development of shipping companies to study the factors that affect employee motivation in shipping companies and thus reduce the loss of employees.

Finally, through the analysis of the questionnaire research, which found that salary, work environment and leadership style have influence on employee motivation shipping companies in Dalian, and the salary is one of the biggest influence on employee motivation, therefore, how to improve employee motivation through reasonable salary is imported to the shipping companies in Dalian.

The research of this paper is based on the analysis of the factors that influence employee motivation in salary, work environment and leadership style, and it profoundly summarizes and analyzes the reasons for the loss of professional seafaring talents. This paper is divided into five chapters, the first chapter summarizes the purpose and significance of the topic; The second chapter is literature reviews; The third chapter is the research methodology; The fourth chapter analyzes the collected data; The fifth chapter gives some suggestions and discuss results.

Key words: Shipping company; Employee motivation; Salary; Working environment; Leadership style;

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Chapter 1 Introduction

1.1 Introduction

The chapter focuses on research background of the factors affecting the employee motivation in the shipping companies in Dalian, and makes the problem statement for research subject, this chapter will also make a detailed explanation and illustration to research question. At the same time, the purpose and research hypothesis of the research are also introduced in this chapter. Through the above introduction and explanation, this chapter gives the general thesis structure and the research process for the topic. Finally, the importance of the research is given for shipping industry and academia in the end of chapter.

1.2 Background of Study

1.2.1 The Contribution of the Shipping Industry to the World Economy

Table1.1 The shipping industry contributes to the world economy from 2007-2017

The Rate of Shipping Industry in the World Economy											
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Rate	1.4	1.2	1.4	1.5	1.7	1.8	1.9	1.8	1.9	2.1	2.4

(Source: UNCTAD database)

The rate of contribution to the world economy by the shipping industry shows in table above. The table indicates contribution of the shipping industry to the world economy is increasing in the last ten years.

Nowadays, international shipping is closely related to people's life, and international shipping economy is a weathervane of the world economy. The development of the world economy is inseparable from the shipping economy, and the development of the shipping economy is also inseparable from the development of the world economy, they are mutually reinforcing.(Verhetsel and Sel, 2009) Seventy percent of the earth's surface area is covered by the oceans, and ninety percent of the world's economy is done by the sea, and half of the world's population would starve without ocean transportation.(Lee, Chang and Lee, 2013)

Nowadays, the world economic competition is increasingly fierce, and in the end, it is the competition of shipping economy. Whoever grabs the sea first is the winner of the future.(Panayides and Wiedmer, 2011)

Every country in the modern world is dependent on cheap raw materials that allow the factory to function properly and to make homes or offices light or heated. Some countries produce large quantities of cheap fuel to meet the needs of countries around the world, which are mined from mines and shipped to the rest of the world by oil tankers. Some countries produce goods are transported to other countries by container, the connection between the different countries in modern society has become so close, it is because the international shipping has formed the network transport system for centuries, transportation systems to efficiently has put the world closely linked together, therefore, international shipping plays an important role in promoting modern economy, especially economic globalization.(Jacks and Pendakur, 2010) If there is international trade, people always have to engage in activities related to international shipping directly or indirectly, so international shipping can influence people's life to some extent. In addition, the international shipping is an important scarce resource to human in the sense, it is not only to carry passengers or goods from one region to another region, but also it is an important behavior affects human activities.

In some of the items used in life, especially those imported goods are almost through the international shipping transportation on a global scale, because of shipping cost has low freight relative to other modes of transportation, the characteristics of large capacity, people can use relatively cheaper and high-quality goods. As the continuous development of science and technology and economy, our living standards are improving day by day, and people's quality of life has also taken a qualitative leap. International shipping has reached the technology sharing, resource sharing, product sharing in worldwide, if there is no international shipping, now our standard of living will not be at this level, the level of economic development of the world will not develop so fast. International shipping has accelerated the pace of world development and shortened the distance between the two countries(Lew and Cater, 2006).

International shipping economy depends on international shipping market. International shipping market is a trading place or contact point for international shipping services, which is in common with the general commodity market and has its own particularity. The common

manifestation is the "periodicity" of the shipping market and other commodity markets, namely the cycle of "prosperity and depression"(Han, 2010). Review the change of shipping market freight rate over the past century, it shows that the shipper and the ship owners in the international shipping market always seems to be a pair of invisible hand in manipulating, sometimes shipping market prosperity, and suddenly it brings a lot of profit; Sometimes the market continued to stagnate and even for decades, which led to a large number of shipowners' losses and even bankruptcies, the ebb and flow of the shipping market, which was the cycle of the shipping market. The periodicity of the shipping market determines the periodicity of the whole international shipping economy, and the changes of international shipping economy reflect the development and trend of the world economy from the side. Now is the trough of the shipping market, the downturn in the shipping economy reflects a downturn in the world economy. Therefore, the international shipping market is a bellwether of the world economy.

Timely, accurate and all-round service are the main trend of the development of shipping industry. People are increasingly demanding on the service level and service quality of the shipping industry, they strongly urge the shipping industry to provide faster, more reliable and flexible supply chain management(Luo, Fan and Liu, 2009).

The competition of the shipping industry will become more and more fierce, and the participating enterprises not only include the liner companies, but also the intermediary agents, inland transport enterprises and so on(Maddison, 2005). To be successful in the future, company must ensure that the service level not only meets the basic requirements, but also provides value-added services, therefore, the importance of employees is fully reflected in the process of service, the stability of employees and the improvement of their personal qualities are very important to the development of shipping companies.

1.2.2 The Contribution of the Shipping Industry to the China Economy

Table 1.2 The shipping industry contributes to the China economy from 2007-2017

The Rate of Shipping Industry in the China Economy											
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Rate	3.5	2.8	2.9	3.1	3.1	3.4	4.0	4.2	4.5	5.0	5.6

(Source: cinic.org.cn)

The ratio of shipping industry to China's economic contribution is shown in the table above. The table indicated the contribution rate of shipping industry to China's economy is increasing in the last ten years.

China gradually realized the importance of shipping industry in national economy, so it constantly increasing investment in marine economy, and actively support and promote the development of the shipping market, to drive the further development of the state economic and trade (Vanecko, 2011). As the rapid development of technology progress and economy in China in recent years, it has also led to the rapid development of shipping industry, China's shipping industry is in their own singular gestures holds the more say in the international arena. China's shipping industry is influencing and changing the world after it has experienced the process of being influenced and changed by the world.

China's national economy has entered a new stage of development, it will realize the scale expansion of heavy industry, processing industry and other industries through industrial layout adjustment, the implementation of the coastal port layout planning will provide the conditions for the Chinese shipping industry to achieve large-scale transportation, it will be the biggest positive factors affecting the development of shipping industry in the next few years. On the road of the prosperity and development of China's shipping industry, shipping enterprises and their professional fleets are changing from traditional comprehensive to specialized, large-scale.

First, the comprehensive competition ability of China's shipping industry will further improve, it can measure the size of a national capacity on the use of international economic resources through the judgment of a country's development in the shipping industry. The global

economic integration trend provides the conditions for the further development of China's shipping industry, and it also requires the shipping enterprises to improve their comprehensive competitiveness.

Secondly, to meet China's energy, raw materials and other key material transportation safety requirement, China will further speed up the pace of the fleet structure adjustment, especially in the case of accelerate the construction of the tanker fleet, it can maintain China's oil transportation safety. In addition, China will also speed up the construction of major ships such as dry bulk cargo and container, develop new ships such as LNG and dangerous chemical ships, and improve the technical level and international competitiveness of the maritime fleet.

Third, the shipping industry will continue to improve the service function, improve service ability, and will continue to stretch on both ends of the supply chain, gradually form a complete logistics system, it includes terminal construction, the core business of shipping, logistics, and the development of Chinese shipping industry from the traditional shipping enterprises into global logistics operator.

In terms of energy strategic reserve, the shipping industry plays an important role. In recent years, China's dependence on oil imports has been increasing, and China's coal imports have continued to grow, and the Marine industry as the backbone of the national energy reserve strategy is irreplaceable.

China's shipping industry has both opportunities and challenges in the context of world shipping economy. With the continuous improvement of China's economic strength, China is gradually strong, and the influence of China's shipping industry is more and more big to the world shipping economy, its function is more and more obvious in the world shipping economy. In the tide of the great development of the world shipping economy, China's shipping economy is also rolling forward in a new way.

1.2.3 The Contribution of the Shipping Industry to the Dalian`s Economy in China

Table1.3 The shipping industry contributes to the Dalian economy from 2007-2017

The Rate of Shipping Industry in the Dalian Economy											
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Rate	15.3	14.2	14.5	15.0	16.2	17.2	16.5	16.7	17.0	17.3	18.6

(Source: cinic.org.cn, 2018)

The ratio of shipping industry to Dalian economic contribution is shown in the table above, it indicates the contribution rate of shipping industry to Dalian economy is increasing in the last ten years. Shipping industry occupies an important position in Dalian economy, and the development of shipping industry directly affects Dalian economic development.

China has established pilot free trade zones in 11 provinces since 2013, including Shanghai and Dalian. China has raised the reform and opening to a new level. The Liaoning free trade zone overlapped with Dalian's northeast Asia international shipping center in a geographical position, which has put forward new standards and higher requirements for the construction of international shipping centers(Sun, 2017). It should make full use of the mature experience of international and domestic construction shipping centers and free trade zones and speed up the construction of northeast Asia shipping center in Dalian.

After years of efforts, the construction of Dalian international shipping center of northeast Asia has achieved remarkable success, it mainly displays in the port transportation system has been formed, and continuously improve dredging port railway and highway construction, port soft environment improvement.

In the ability to give full play to the strong shipping and use the free trade area preferential policies and convenient conditions of opening to the outside world, Dalian developed entrepot trade and shipping logistics industry, to broaden the international shipping enterprises in the limit of Sino-foreign joint venture and cooperation, to implement and improve of modern port management system, to develop of modern shipping service system, to improve relevant support policies, and realize the integration development of shipping and railway and highway.

Three provinces in the northeast of China, it's 98.5% of the foreign trade container import and export goods transport by Dalian port, the implementation of place of tax rebates will bring great convenience to the foreign trade company and will continue to attract more goods to transit to Dalian(Sun, 2017).

By the end of 2017, Dalian has a total of 682 domestic waterway transport service enterprises and international maritime auxiliary enterprises, it includes 272 international marine auxiliary industry, 88 international shipping agents, 50 international ship management enterprises and 134 non-ship carrying enterprises; There are 410 domestic waterway transport service enterprises, it is including 90 shipping agents and 320 freight forwarding enterprises. The annual ship agency capacity reached 30,000 vessels, and the ship management volume reached 4.4 million tons(technip, 2018). With the rapid development of Marine auxiliary industry and water transportation services, they have greatly improved the overall level of Dalian shipping service industry and the strength, they act as the intermediary services and logistics guarantee for the sustainable development of shipping industry in Dalian.

As a microcosm of China's shipping industry, Dalian shipping industry also faces many problems in human resource management, how to solve the problem of large turnover of employees is facing each shipping company in Dalian, therefore, to study what factors influence employee`s motivation in shipping enterprises is very necessary in Dalian.

1.3 Problem Statement

Science and technology are the primary productive forces, and the innovation and development of knowledge and technology depend on talents, and knowledge and technology need to be developed through talents. Human resources are the key resources of national competitive strategy under the new situation, and the innovation of enterprise products and services and the progress of national science and technology society are all from the opening of the intellectual factors of the people, human resources are the most valuable and important resource. As the era of "knowledge economy" is coming, the importance of human resource development and management has become increasingly prominent. The enterprise should develop the talent team, fully develop the employee's potential, and exert the maximum effect of human resources.

In this context, China shipping enterprise staff resources situation is very serious, especially senior employee resources serious shortage and erosion is serious, it has produced a very adverse effect on the healthy development of China's foreign trade and the improvement of competitiveness of shipping enterprises and the all-round development of individual employees.

Table1.4 The employee turnover's rate in China shipping industry from 2007- 2017.

The Employee Turnover's rate in China Shipping Industry											
Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Rate	15.9	8.9	10.0	12.6	13.7	14.2	14.5	16.7	18.3	18.9	19.4

(Source: chinacpda.org, 2018)

The above table shows the employee turnover rate in China's shipping industry, which indicates that the employee turnover rate is increasing at past ten years, at the same time, it also shows how to solve the problem of employee turnover rate is an important issue in China shipping industry.

Shipping industry is the most basic guarantee is the safety of navigation, but the Marine science and technology progress not reduce sea accidents occur frequently, the reason is human factors, it is the lack of a strong sense of responsibility of employees. The company lacks effective planning in the construction of employees' team and is not sure about employees' mentality and macro environment, resulting in the loss of excellent employees or the reluctance of employees to enter the company. The increasing loss of employees has had a profound impact on the competitiveness and economic benefits of shipping enterprises, therefore, it is of great urgency and practical significance to discuss the employee turnover in this context and what factors affect the employee motivation for work.

1.4. Research Objective

The objectives of this research are as follow:

1. To find out if leadership style affects employee motivation of the shipping companies in Dalian.
2. To find out if salary affect employee motivation of the shipping companies in Dalian.
3. To find out if work environment affects employee motivation of the shipping companies in Dalian.

1.5 Research Questions

According to the research background and problem statement, there will be three research questions as follows:

1. Does leadership style affect employee motivation of the shipping companies in Dalian?
2. Does salary affect employee motivation of the shipping companies in Dalian?
3. Does work environment affect employee motivation of the shipping companies in Dalian?

1.6 Research Hypotheses

According to research objectives and research questions, there are three hypotheses as follows:

- H1: There is a relationship between leadership style and employee motivation.
- H2: There is a relationship between salary and employee motivation.
- H3: There is a relationship between work environment and employee motivation

1.7 Significant of Study

The significant of study in this paper lies in two aspects:

1.7.1 For Shipping Companies in Dalian

Through the actual investigation and research on the influence of employee motivation factors in the shipping companies in Dalian, It can figure out what factors affect employee motivation, the results of this study will bring some reference value to the shipping enterprises in Dalian to solve the problem of increasing employee turnover year by year, at the same time, it also enables Dalian's shipping enterprises to better train employees, thus reducing or overcoming employee turnover problems. When the turnover rate of employees of shipping enterprises is reduced, the labor cost of shipping enterprises is greatly reduced, thus further reducing the operating cost of shipping companies. On the other hand, many high-quality employees can greatly improve the competitiveness of shipping companies in the whole shipping industry.

1.7.2 Body of Knowledge

In this paper, the research results will provide theory and concepts to the later scholars on knowledge about employee`s motivation in shipping industry especially in Dalian, China. At the same time, it has certain reference significance for future research, it also strengthens the affect employee motivation research in the field of shipping.

1.8 Research Methodology

The study will take a quantitative questionnaire based on the nature of the research question, specifically, this article will analyze the problem through the method of quantitative analysis, the answers to these questions may use charts, bar charts and percentage to express, and quantitative analysis of a problem using numbers and calculations.

The questionnaire consists of 25 questions, which are expressed in a clear and direct way and presented in a logical order. The questionnaire`s advantages include the improvement of data collection speed, low or no cost requirements, and higher objectivity compared with other data collection methods. However, the questionnaire also has some disadvantages, such as

choosing a random answer when there is no correct reading problem, in addition, because there are no related issues, respondents are usually unable to express their additional thoughts on the matter.

In this paper, the mode of mail questionnaire will be adopted. In this case, the questionnaire can be sent directly to the respondents by mail, usually with a prepaid envelope. The mail questionnaire's advantage is to provide more accurate answers because respondents can answer questionnaires in their spare time.

1.9 Gaps of Study

Although there are involved in the study of factors affecting employee motivation in the shipping industry in the past, the influence factors include the working environment, salary standard, leadership style, and so on, but it did not give a factor which is the main factor that affect the employee motivation in numerous studies, and how does it affect employee motivation is not very clear in the shipping industry in China, therefore, Gaps of Study in this paper are described above.

1.10 Limitations of Study

1.10.1 Sample Size Limitation

In this paper, 25 questions will be designed, and 300 questionnaires will be distributed. For many shipping companies in Dalian, the number of the questionnaire will not be able to response the status of the research question completely, at the same time, the questionnaire in the process of collecting, its number can't guarantee to achieve the requirement of the study, therefore, for the whole research, the size of the sample is some limitations.

1.10.2 Company Type Limitation

In this paper, the main factors influencing employee motivation are in the shipping companies in Dalian. There are nearly 700 shipping companies in Dalian, including public enterprises, international joint ventures, private enterprises, therefore, it is not possible to fully reflect the

whole shipping industry in Dalian when selecting the companies to be investigated, and for the whole research, the choice of company type has certain limitation.

1.10.3 Time and Cost Limitation

Due to the completion of graduation thesis and a complete data collection is completed in a semester, therefore, to complete a high quality of the thesis, it apparently some rush in time, in addition, as a result of the surveyed area in Dalian, China, as a result, it surveys the cost is higher, it has certain cost pressures for a student, above all, this study has some limitations in time and cost.

1.10.4 Data Collection Limitation

This article is in the form of questionnaire to study the data collection, it must be the respondents did not seriously the questions in the questionnaire in the process of collecting, they are just random answer, in addition, because of the lack are fixed in the questionnaire, in this case, the respondents would not be extra expression of other real idea, so it can't be more objective response research question, above all, the problem of data collection is has certain limitation.

Chapter 2 Literature Review

2.1 Introduction

The chapter is to review the previous literature of scholars on the factors affecting the motivation of employees in shipping enterprises. The paper also elaborates on the research status of the former scholars on the factors affecting employees' motivation in the shipping enterprises, they respectively explain the working environment, salary and leadership style to the employees' motivation impact in the shipping enterprises. Through extensive literature review, the research results of previous scholars have laid a theoretical foundation for the research of this paper.

2.2 Employee Motivation in Shipping Companies

2.2.1 The Meaning and Characteristics of Employee Turnover

Employee turnover is defined as the employee's voluntary outflow from the organization's career choice (Steger, Dik and Duffy, 2012). The outflow of employees puts the enterprise in a passive position and situation, the enterprise does not want this situation to happen, because it often brings special negative effects and losses to the enterprise (Hancock, 2013). Since employees' resignation may bring inestimable losses to enterprises, enterprises must establish corresponding feedback mechanism to retain them to maintain adequate human capital (Hom, 2012). The talent leaves the original service object and selects another service object, actually it is the regular state of the talent flow, the key is whether the enterprise can get the supplement in time after the talent flow (Stanley, 2013). Usually the brain drain is mainly referring to the enterprises with the competitive relations of the two-main body, they vary widely in terms of environment, power and status, in the competition, weak enterprise brain drains into a powerful enterprise, both sides of the talent gap is more and more big, leading to a huge imbalance and inequality (Kalemci Tuzun and Arzu Kalemci, 2012).

General characteristics of employee turnover include:

a. Timeliness

Staffs turnover is a regular on the timing, in general, prone to employee turnover phenomenon is in after the year-end bonus or degree level increase, or the title to improve after(Medina, 2012);

b. Group Resignation.

In general, staff turnover is relatively easy to occur in people who lack of career planning, on the other hand, poor staff turnover also includes the groups of poor enterprise's management, wrong profession, treat unfairly and poor interpersonal relationship(Kabungaidze, Mahlatshana and Ngirande, 2013);

c. Profit-Derived

Staff turnover is always flow suitable for their own career planning or goal, they are all in order to achieve the established, and has the obvious purpose and fickle kinds some employees pursue material benefits, such as some employee's pursuit of stability, some employees pursue occupational prestige, no matter for which purpose(Arokiasamy, 2013).

Through the above the characteristics of employee turnover, we know employee motivation is key factor of employee turnover, this paper will focus on launched research and analysis to the employee motivation, finally, it is determined which major factors affect employee motivation in shipping companies.

2.2.2 Motivation

Golzadeh (2001) said that human factors are one of the most important factors in achieving organizational goals in industrial or commercial organizations. As a result, incentives within the human race have been recognized that it can increase efficiency and productivity and thus meet their needs. In addition, the motivation for field management is a complex and multidimensional behavior, so the understanding and application of motivation depends on the knowledge and skills required(Di Serio, Ibáñez and Kloos, 2013). The author does a

questionnaire survey on employees, and their answers can find the motivation of employees, therefore, managers can take some actions to achieve organizational goals by cooperating with employees(Deterding, 2012). It is important to train employees' work enthusiasm and make them more interested in the work, which is very important for achieving organizational goals, when employee dissatisfaction becomes apparent, it will definitely affect productivity and quality(Vance, Siponen and Pahnla, 2012).

Ostovar(2003) conducted a descriptive study of the "factors affecting employees", and he analyzed the collected data using chi-square test and SPSS. The result showed that manager and employee had a consistent view of the hierarchy of needs, in other words, there was no significant difference in motivational factors between manager and employee.

Others point out that wages and job security are the most important predictors of motivation, Vioasami(2001) studied this issue, he probes into the factors affecting the motivation of the employees, these factors include communication skills, crisis management, interpersonal relationship, the relationship between decision conflict management, error management, incentive management, trust, supervision and guidance, the results show that employees' motivation increases when they participate in the decision-making process.

2.2.3 Employee`s Motivation

Motivation is the internal passion of employees, which drives employees to complete work (Chaudhary & Sharma, 2012). They indicate that motivation's process is the process of pursuing demand, and in order to meet that demand, set a goal, the incentive mechanism is set up to better accomplish the goals, and they also point out that motivation can improve the efficiency of the organization and improve employees' willingness to work.

2.2.4 Theories of Motivation

Motivation theory can be divided into process motivation theory and content motivation theory(Jones and Page, 1987). The former focuses on human behavior motivation, while

content motivation theory focuses more on what motivation is. In practice, they have had a great impact on management policies and practices. In academia, however, they are rarely recognized. Earliest human motivation theory is content motivation theory, to some extent, it is a kind of demand theory content theory is to determine the basis of human needs, which will be linked to these needs and motivation(Stecher and Rosse, 2007). Clearly, content theory does not fully explain the meaning of motivation. Process theory focuses on which processes affect human motivation and how motivation occurs(Ramlall, 2004).

From the current theoretical system, the content theory mainly includes the ERG theory of alderfer, maslow's hierarchy needs and the achievement motivation of McClellan, hertzberg's two-factor theory. The process theory mainly includes the expectation theory of victor verum, the goal setting theory of Locke, the reinforcement theory of skinner and the theory of fairness of Adam(McNaughton and Corr, 2009). See figure 1.

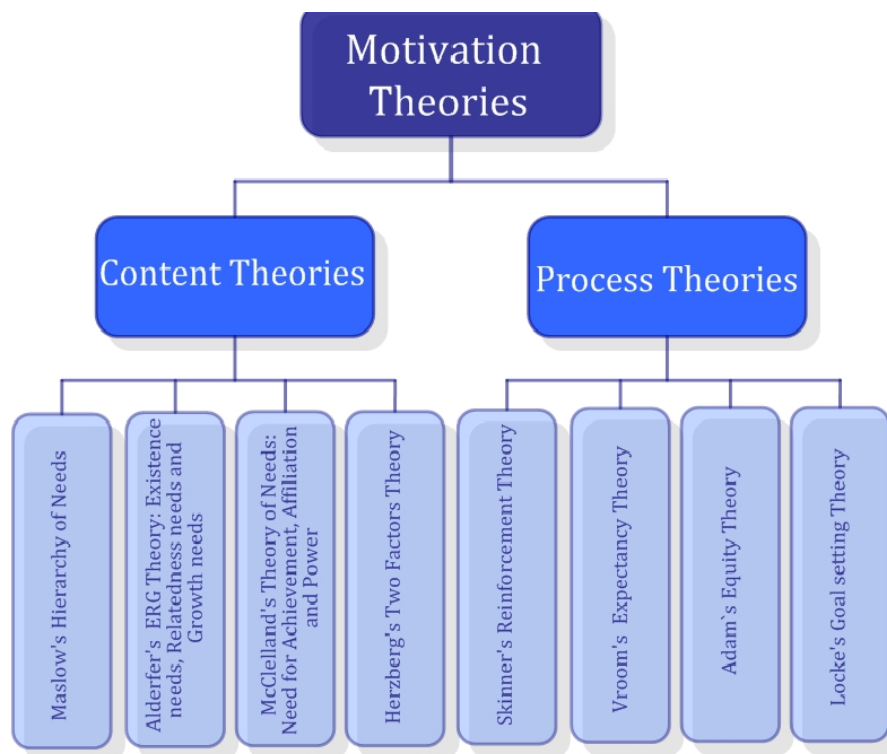


Figure 1: Motivation theories (Source: Author's own figure)

2.2.4.1 Maslow - hierarchy of requirements structure analysis

This was the first and most widely known motivation theory, and the hierarchy of needs was established by Abraham Maslow (1943). His theory of motivation was first and most widely accepted.

Maslow's demand theory divides demand into five categories. As shown in figure 2, in his theory, he takes the main human needs as the dominant demand, and it can activate the human to realize it. Satisfying needs do not inspire a higher human desire, humans will seek higher demand when humans are in lower demand(Gawel, 1997).

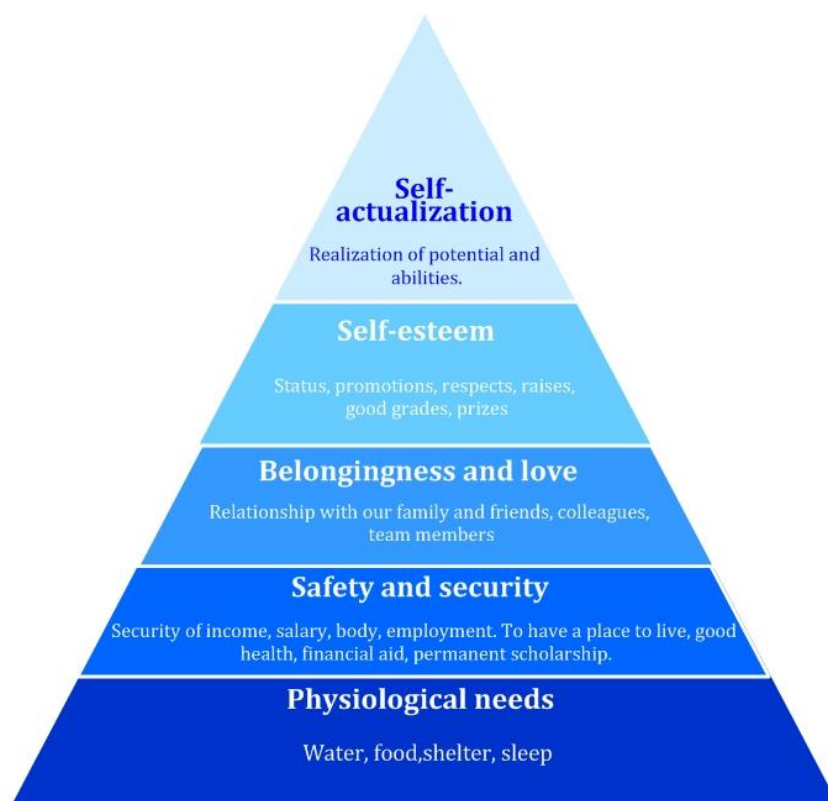


Figure 2: Maslow's Hierarchy of Needs (Source: Author's own figure)

Maslow divided people's needs into five levels, from low to high(Joomis, 2007):

1. Physiological needs. It is the basic need of personal survival, such as eating, drinking and living.
2. Security needs. Including psychological and physical security, such as the threat of theft, prevention of dangerous accidents, occupational safety, social insurance and pension funds,

etc.

3. Social needs. People are members of the society and need the sense of friendship and community. Interpersonal communication requires mutual sympathy, mutual assistance and approval.

4. Respect your needs. It involves asking for respect from others and having an inner self esteem.

5. Self-actualization needs. It means to realize your expectations of life through your own efforts, and thus make a real sense of life and work.

Among them, physiological need is the basic need to maintain human survival, which is the most primitive and basic needs of human beings, such as clothing, food, shelter, travel and sex. After the physiological needs are satisfied, people will have safety needs, such as avoiding occupational diseases and accidents, and getting rid of the need of unemployment threats and certain social security(Koltko-Rivera, 2006). A layer of need is the need of social, such as meet the sense of belonging, hope to get love. Respect needs can be divided into internal and external respect(Pardee, 1990). The former refers to the hope I have the strength, the latter refers to the need for status and prestige(Kaur, 2013). The need for self-actualization is the highest requirement of the individual(Gambrel and Cianci, 2003). Maslow argues that these five needs are ascending in order. When the next level needs to be satisfied, the need to pursue the next level becomes the motivation for action(Steers, Mowday and Shapiro, 2004).

2.2.4.2 Alderfer's ERG Theory

ERG theory holds that there are three kinds of human needs: survival demand, relationship demand and growth demand(Arnolds and Boshoff, 2002). The need for survival, namely the physical and security needs, is related to the existence or survival of the human being, which is in fact the first two requirements of the Maslow theory(Cheng-Liang Yang, 2011). When demand is in contact with people respected needs, this need through work or work in contact and exchanges with others, it is equivalent to Maslow theory in the third and fourth levels of demand(Caulton, 2012). Growing demand that individual self-development and self-perfection of demand, the demand by the development of the creative individual potential and talent, to complete the challenging job satisfaction. This is equivalent to the fourth and fifth level of demand(Chiu and Lin, 2004).

Survival needs to be related to people's basic material survival needs. It includes the physical and security needs of Maslow. The second need is the need for interrelationships, that is, people's demands for maintaining important relationships(Rao and Kumar, 2014).

The satisfaction of such social and status needs is achieved with other needs interacting with others(Inglis, 1994). They correspond to the social needs of Maslow and the external parts of the classification of self-esteem. The ERG need theory also suggests that people may have more than one need at the same time. If the higher level of satisfaction is suppressed, the desire for a lower level of need becomes stronger(Tan, Yusoff and Rajah, 2014).

Clayton Alderfer has the following instructions for his ERG theory:

1. The various needs of a person can have an inspiring effect at the same time. People can pursue various levels of needs at the same time, or they can transform between various needs under certain conditions(Ball, 2013).
2. Management should understand every worker needs at first, and then take appropriate measures to meet the different needs of the worker, in order to motivate and control the worker's behavior, to achieve organizational and individual goals(Chang and Yuan, 2008).
3. Various kinds of need of people in general is developing gradually from low to high, the higher and lower needs satisfaction, for high-level need more desire, this is a kind of "meet - forward" logic(Singh, 2011).
4. The needs of the people are not entirely innate, but some need to be acquired after learning and training, especially at higher levels(Saks, Wiesner and Summers, 1994).
5. A person may have more than one need at the same time. If higher levels of need are suppressed, the desire for a lower level of need is more intense(Chiu and Lin, 2004).
6. People need to have a good interpersonal relationship so that people can get along with each other and build up friendship with each other. Therefore, it is very important to analyze the motivation of interpersonal relationship and to understand others' desire for harmony(Caulton, 2012).

2.2.4.3 Adams Equity Theory

Stacey Adams put forward the theory of fairness in 1965. Adams thought in an organization, the members to consider not just income simply equal in quantity, but put yourself in your work and get the results of comparison, and then compares the results of the corresponding

measure and others. If they are equal, then there is a sense of fairness, or it will feel unfair. When it feels unfair, people take steps to correct it. Figures 3 and 4 show the basic meaning of Adams equity theory.

a. The essence of fair theory is fair standards

The ways in which individuals acquire and lose their sense of fairness are varied. This is mainly reflected in the selection and quantification of reference materials (Huseman, Hatfield and Miles, 1987). Individuals can choose multiple reference materials at the same time to compare and can also change the reference material at any time. It is not fully understood how much input and output after the reference is selected (Cropanzano and Folger, 1989). Because of the asymmetry of information, it is impossible to know completely, so estimates of the input and output of others are more likely to be subjective, generally underrated and overrated. How we should grasp the high degree of uncertainty (Bakker, 2000).

Reference is not affirmatory, reference index is not accurate, this suggests that individuals feel a sense of fairness when the comparison is not the objective reality, but self-heart produce fair standards. We call it fair standards for short (Bell and Martin, 2012). When the ratio of individual input to output reaches or exceeds this standard, there will be a sense of fairness, otherwise it will feel unfair (Goodman and Friedman, 1971). In this case, the reference is merely a projection of this standard in real life. Once the individual discovers that the reference is no longer compatible with his or her fair standard, he or she may abandon the original reference and seek a new suitable reference (Schaufeli, Wilmar & Van Dierendonck, 1994). This explains the constant changes in the reference and the inaccuracy of the indicators themselves or the causes of distortions. Because individuals don't need or need to know their exact values when choosing a reference, they can only feel comfortable with their own level of fairness (Griffeth, Vecchio and Logan Jr, 1989).

b. The core of fair standards is self-worth

Corresponding to the demand hierarchy theory, the so-called sense of fairness is the satisfaction of self-respect and self-realization needs in the hierarchy of needs (Greenberg, 1988). People live in the society, it is the aggregate of various social relations, hope to get the respect of others, obtain others' recognition, find their own place in social life. This sense of

fairness is the confirmation process that individuals place in their society. And the basis of this orientation -- the fair standard is essentially the individual's perception of self-worth(Kanfer, 1990). People will have a certain understanding of their value and see whether they are useful to the society. This knowledge of their own value is produced in society and must be tested in society. Generally speaking, to oneself position is to have certain assurance(Greenberg, 1987). Under the influence of the concept of first entry, it is true that in the subconscious mind, the position is correct, but it needs to be verified in reality. That's why people come to look for referrals, but when people find out they're not, there's a threat to self-worth, and that creates tension. That's the sense of injustice(Judge and Colquitt, 2004).

The knowledge of self-worth is not innate, and people who are not socially connected will not know how much weight they have(Huseman, Hatfield and Miles, 1987). People recognize self-worth first through the experience of past experience and estimate their future earnings by comparing the past inputs and outputs. On the other hand, by comparing with the people around, the experience of the past and the people around it become a reference. Therefore, the selection process of reference is nothing more than a process of self-worth(Cropanzano and Folger, 1989).

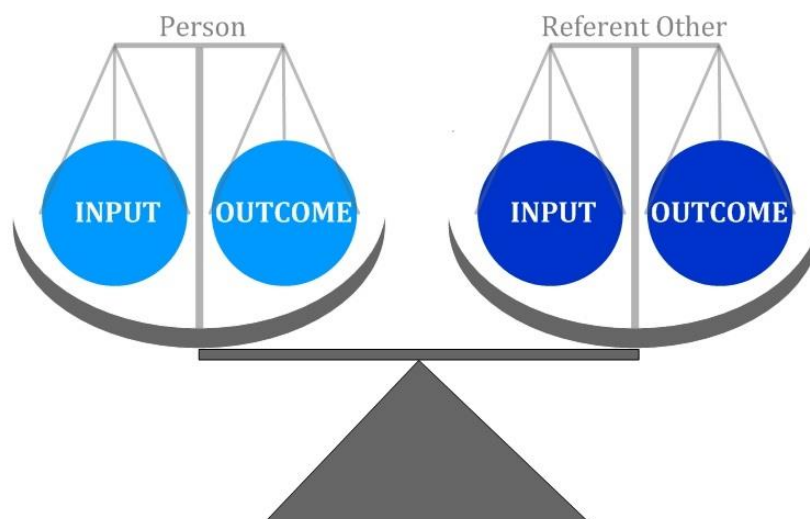


Figure 3: Adams' equity theory (Source: Author's own figure)

In the workplace, the staff will put into work, such as education, experience, effort, energy, etc., and hope to get some results, such as salary, bonus, promotion, and verbal recognition, as well as interesting and challenging job (figure 4).

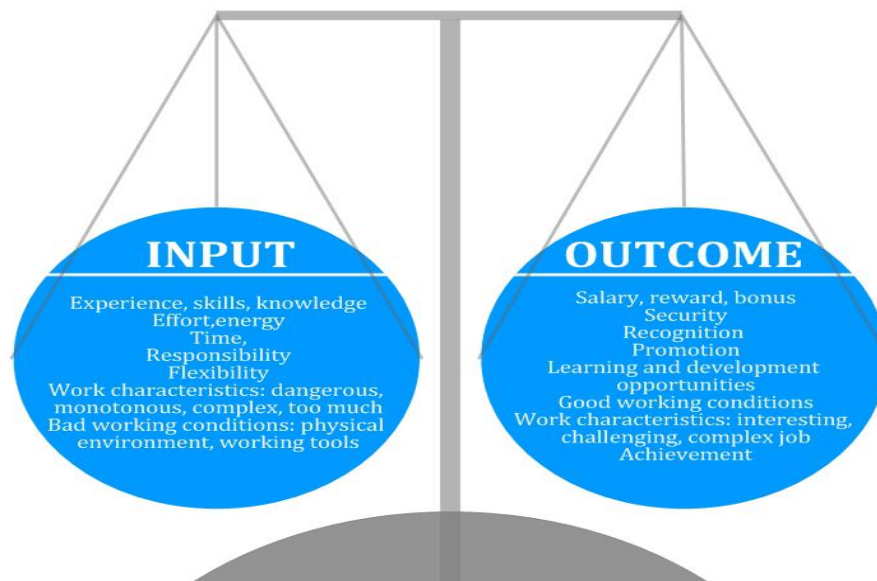


Figure 4: Examples for the inputs and outcomes in the equity theory
(Source: Author's own figure)

2.2.4.4 Goal Setting Theory

Locke proposed the goal setting theory, which believes that the clarity of the work objective can improve the performance of the work (Locke and Latham, 2006). Because people have the desire to understand the results and the cognitive tendency of their behaviors, this tendency can reduce the blindness of behaviors and improve the degree of self-control of behaviors (Locke and Latham, 2002). Clear goals can help people figure out what they want to accomplish and how much effort they can make. In particular, the goal is more difficult than the employee's ability, but it can be achieved through a certain degree of effort (Erez and Judge, 2001). This goal can provide a challenge, and through the completion of the goal, the employee can achieve a sense of accomplishment and meet the need of self-growth. The goal setting theory emphasizes the timely feedback of the employee's work situation, so that employees have a clear understanding of their work completion (Locke, 1996).

Locke and Latham designed a complex model of individual goal setting and performance (Gilson, 2006). The following diagram shows a simplified version of this model (Covington, 2000). It can be seen from this model that the variables that result in individual high-performance level and their relationship. The basic idea of the model is to see the goal as a motivator, because it allows people to compare the current performance with the desired goal (Griffin and Moorhead, 2007). To some extent, it is generally assumed that they will not be satisfied if their current level does not meet the requirements of the target, but as long as they believe that they can achieve their goals through hard work, they will work hard and achieve their goals (Schunk, 1991). Setting goals can improve your performance, because goals can make the desired type and level of performance more explicit (Pintrich, 2000).

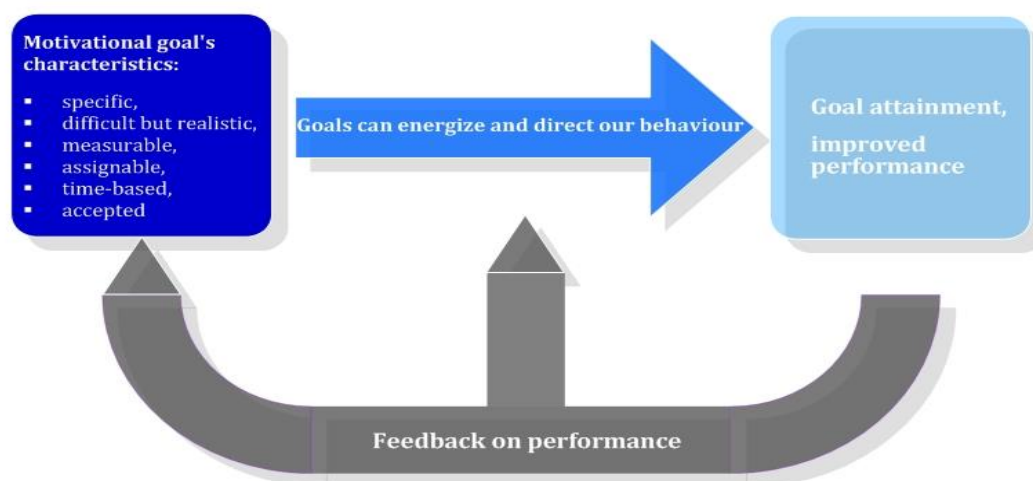


Figure 5: Process of motivation according to goal-setting theory
(Source: Author's own figure)

2.3 Salary Affect Employee Motivation

Past research has shown that money is a motivator and is seen as a success's symbol in world (Engelberg and Sjoberg, 2006). Money is an advantage for managers to manage employee because money is a good manage way, and it have a huge impact on employees' performance. Some researchers point out that motivation is the main tool in motivating employees, they

know that there is a direct relationship between wages and outcomes (Androniceanu, 2011). Nohria (2008) says managers should reward employees for the hard work they do, there are other important factors, a satisfactory salary is one of the most important factor.

Svecova(2009) pointed out that the improvement of productivity, the increase of innovation and the improvement of product quality are the main manifestation of the increase of employee satisfaction, therefore, employers must improve employee's job satisfaction and then they will to be loyal to the company, the main factors of satisfaction included diversity of work, salary, good supervision of subordinates, work environment and welfare, and personal development opportunities of employees. Main(2008) believes that employee turnover costs are almost three times the monthly salary of employees, which includes recruitment, loss of work efficiency, turnover and loss of opportunity, salary compensation can attract good employees.

In the shipping industry, although salary must be the main consideration for employees, just relying on salary is not enough to guarantee their enthusiasm (Angott, 2007).

2.4 Work Environment Affect Employee Motivation of the Shipping Company

The employer should provide safe working conditions, decent living conditions and reasonable employment conditions, in addition, they should also provide competitive salary, bonus plan, share out bonus, paid vacation, and tuition reimbursement, pension and health plans, etc., so employers will convey to employees a powerful message: their importance in the company (Saks, 2006). Just relying on pay does not keep them in the job, although salary must be a major consideration for potential employees (Angott, 2007). Employees are more likely to work in a safe and comfortable working environment where benefits other than monetary compensation can attract and retain employees according to management theory. Yazinski (2009) found that 70% of managers believe that the reason for employee turnover is not only related to salary but also the working environment. Branham (2005) found that 88% of employees quit for other reasons. Therefore, shipowners and operators should implement the strategy of retaining talent and meet the needs of employees in shipping companies.

2.5 Leadership Style Affect Employee Motivation of the Shipping Company

For new managers, being an effective leader is a challenge, but it provides more work in return, and manager should be the best and most effective in the team(Quested, 2017). The understanding of the principles of motivation, strategic thinking, communication and direction setting is a springboard to development skill and an effective management style, to further adapt to your personality and leadership skills(Echeita, 2009).

Leadership style is a universal human phenomenon, but the research on leadership style is not a new phenomenon. Leadership is universal in all cultures regardless of cultural level (Bass, 1981). From ancient times to modern times, scholars, politicians and military officers were interested in leadership. Although leadership styles have been widely studied, the effectiveness of leadership has not been solved (Gordon, 1982).

Talley (2002) believes that human factors are the most important cause of maritime accidents. In fact, international organizations and associations rely on people trained in advanced management systems to some extent. Therefore, how to retain skilled and experienced employees in shipping companies is a very important issue. In addition, the manager's leadership style will directly affect employee's work mood, bad mood will affect employee motivation, it brought the ship safety operation of uncertain safety problems, therefore, good relationship between managers and employees is the important factor to affect employee motivation. Squire (2006) believes that the contribution of employees depends on seven requirements, such as competence, motivation, attitude, safe working environment, happy and healthy lifestyle, and self-cognitive ability.

2.6 Research Framework

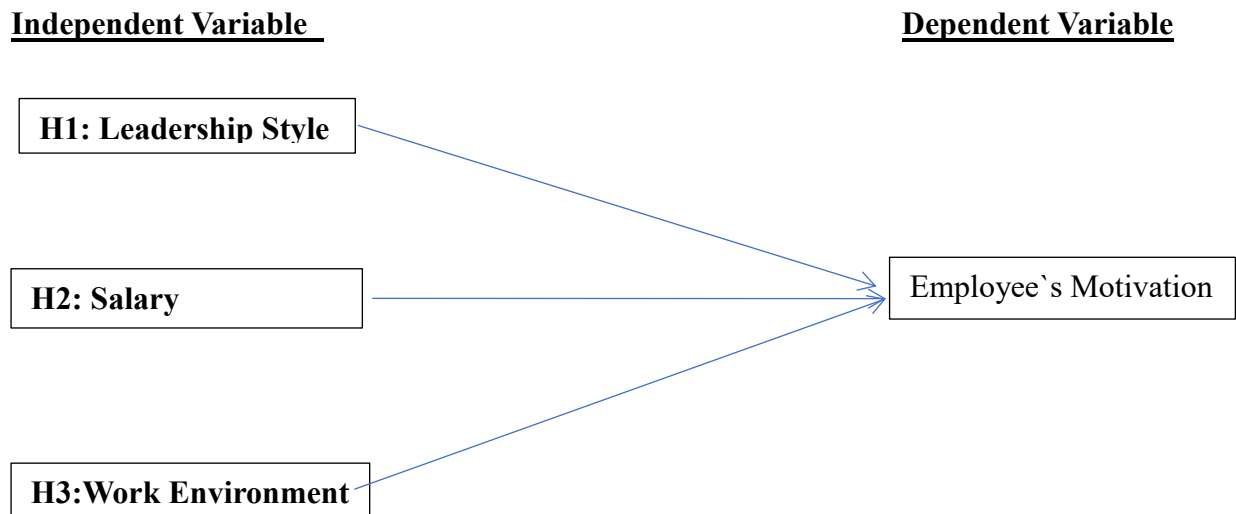


Figure 6: Research Framework (Source: Berg ,2013; Zhu, 2015; Bhatti, 2012.)

The graph above is show that on the right is the dependent variable, on the left is the independent variable and independent variables including wages, working environment, leadership style, the dependent variable is the staff enthusiasm, the three independent variables are factors affecting employee motivation. After reviewed past research, different researchers made research respectively on the different factors that affect employee motivation, they claim salary, working environment, leadership style have significant influence on employee motivation, but one which is the most important factor is unknown. In this study, the aim is to find out which one is major factors that affect employee motivation.

Chapter 3 Research Methodology

3.1 Introduction

This chapter will introduce the research methodology which is used in study, and constraints related to data collection and work constraints. Based on the investigation and research on the enthusiasm of employees in Dalian shipping enterprises, this paper finds out which factors affect the employee motivation in the shipping companies in Dalian. In fact, methodology determines the outcome of the research, so choosing the right and effective approach is critical to solving the problem of research and achieving good goal.

3.2 Research Design

Polit and Hungler (1999) describe research design as the overall solution for researchers' answers to research questions. Research design is a blueprint or an outline that is used to study how best to control factors that may affect the effectiveness of the study's results. Burns and Grove (2001): designing a study to help them achieve the desired results, thereby increasing the chances of obtaining information relevant to the actual situation. In this research, quantitative descriptive design was used to identify and analyze the main factors influencing employee motivation.

3.2.1 Quantitative Methods

Brassington (2003) indicated quantitative research involves a set of information that can be expressed numerically. However, it includes not only sales data, market size, market share and population data, but also aspects of other data which are usually derived from major studies (Adcoco, 1995). Pettitt (2003) indicated quantitative research usually involves large-scale investigations which enable the formation of the factual basis and sufficient force to conduct statistical rigorous analysis. Therefore, the quantitative research's success depends on whether a large representative sample is established to ensure that the collected data is objective and

reliable. Due to capital and time constraints, it is unrealistic to study the progress and project's requirements.

3.2.2 Exploratory Descriptive Design

Because this article explores the factors that affect employee motivation, it is an exploratory study. Exploratory research is to study what has not been studied before and to discover new insights, knowledge, understanding and meaning, and to explore the relevant factors. (Brink, 1998) The results of exploratory research have a better understanding of the samples being examined, but it is not necessarily universal to the larger population. (Burns, 1999). The researchers believe this approach can better understand why wages, working conditions, and leadership styles can influence employee motivation in shipping companies in Dalian. A descriptive design can identify the problems of current practices, use them to develop theories, make judgments, and prove current practices. (Waltz, 1981). Descriptive research provides a precise description of the characteristics of a particular individual in the actual situation (Polit, 1999). Exploratory research, in order to properly describe the actual situation, analyzes the relevant factors in detail (Brink, 1998). This study attempts to find and describe the main factors that affect the motivation of employees in Dalian shipping enterprises.

3.3 Research Approach

The study's purpose is to evaluate which factor is the determinants influence the employee motivation in shipping company in Dalian. Through exploratory factor analysis, the salary, working environment, leadership style and employee motivation of the shipping company are determined. Cronbach's alpha value was tested for reliability. Then, multiple regression analysis was adopted to investigate the influence of the salary, working environment and leadership style of the shipping company on employees' enthusiasm. SPSS was used to analyze the Windows statistical software package.

3.4 Research Population and Sample

Population refers to a group of people who conform to a set of norms, including the whole group interested in the researcher, and the group of people who study the results. (Polit, 1999) A sample is a subset of the research group that is used to study and represent the study population. (lobiondo-wood, Haber, 1998)

3.4.1 Population

The people of research included employees of all levels in the Dalian's shipping companies. The qualification criterion is the guarantee of the study of impartiality, which stipulates the characteristics that must be possessed in the population. (Polit & Hungler 1999). In the study, participants had to work in a shipping company in Dalian. They must be distributed among shipping companies of different natures and are willing to participate in the study.

3.4.2 Sample

This research will use non-probability sampling or convenience sampling because the questionnaire is distributed to employees in various shipping enterprises in Dalian. Not all employees have equal opportunities to be surveyed, therefore, without a sampling frame, it can randomly select samples to ensure that every employee has equal opportunities to be included in the sample. Therefore, the researchers used non-probability or convenience sampling. Convenience sampling is a reasonable option when it is impossible to identify all populations (De Vos, 1998).

According to the research needs, five shipping companies were selected in the investigation and research, and the chosen companies are the top shipping companies in Dalian, their information is as follows:

Table 3.1 The detail of shipping companies in investigation

Rank	Name	Property	Established (Year)	Transport Capacity (DWT)	Employees (Total)
1	Dalian CNOOC shipping co. LTD.	State-owned	1995	900, 000	500
2	Dalian haihang group international shipping co. LTD.	State-owned	2001	850, 000	450
3	Dalian nakagawa international shipping management co. LTD.	Joint-venture	2008	700, 000	420
4	Dalian changyuan shipping co. LTD.	Private-owned	2001	650, 000	409
5	Dalian li feng shipping group co. LTD.	Private-owned	2002	630, 000	380

(Source: chineseshipping.com, 2018)

3.4.3 Sample Size

This study focuses on the main factors that influence employee motivation. Therefore, this study plans to release 300 questionnaires in five shipping companies in Dalian, So each shipping company will have 60 questionnaires. The survey was conducted between March and April 2018.

3.4.4 Pilot Test

A pilot test is an introduction to the whole questionnaire. Before the formal investigation, the researchers will get a certain number of responses to the questionnaire and encode and analyze it. The question will be deleted which is not providing valid data, and the final questionnaire will be appropriately modified and adjusted (Kløjgaard, Bech and Søgaard, 2012). For the questionnaire in this paper, before distribution of the questionnaire I have done a pilot test among 20 people to check on grammar, clarity of question and wording.

3.5 Factor Analysis

Factor analysis can be used to represent the relationship between variables or to identify relatively few basic dimensions. Factor analysis is mainly to identify potential "factors" that may explain dimensions related to data variability (Bartholomew, 1999). Factor analysis is a

tool that helps identify potential factors which may explain the relative dimensions in big data changes. Factor analysis is not a new method of data analysis. It is widely used as a data analysis technique in the 21st century (Spearman,1994).

3.6 Questionnaire Design

The purpose of questionnaire design is to understand the influence factors to employee motivation in shipping companies. Questionnaire was used to collect data to investigate the impact of salary, work environment and leadership style on job performance. Therefore, according to the recommendations of Churchill and Iacobucci (2004), questionnaires were designed according to interviews and literature, and to collect relevant data. The design of these measures is based on factors such as salary, working environment and leadership style. For salary influence on employee's work motivation, work environment impact on the motivation of the employees, and the influence of leadership style on employee motivation three aspects has carried on the relevant problems of design. The questionnaire includes five parts: demographic characteristics, salary, working environment, leadership style and employee motivation. The problem is that a five-point Likert scale is strongly opposed to very much.

3.7 Data Collection and Analysis Method

3.7.1 Data Types and Sources.

The data used are:

1. Raw data is obtained by the researchers directly through the form of questionnaire, survey information, including personal basic information, salary, working environment, leadership style, employee motivation.
2. Ancillary data is the data obtained by the researcher indirectly. The secondary data in this study included the employee's annual evaluation results, employee data and the type of employee's job.

3.7.2 Data Collection Technique

For opinion data collection technique is done through in the form of questionnaire, the investigation of the employee data mainly is the permanent status of employees and employees have more than one-year term of contract. In the study, the respondents were limited to 300 employees from five shipping companies in Dalian. Each company selected 60 employees who had worked for more than a year. The respondents adopted a purposeful sampling method to represent the overall shipping company in Dalian.

3.7.3 Availability and Reliability of Data.

Effectiveness tests are used to measure whether a tool is valid or valid. If the statement in the questionnaire can show the content measured by the questionnaire, it is an effective questionnaire(Arokiasamy, 2013). It is used to test the correlation coefficient between the score valley instrument and the total score (r-hit). In order to test the reliability of the instrument, reliability coefficient of reliability calculation method was used in the software package SPSS of Windows ver.22.0(Muenchen, 2014).

3.7.4 Analysis Method

Data analysis is the process of simplifying data into a form that is easy to read and easy to understand(Swert, 2012). we can get more accurate results on responses, so the form of these data can be processed by statistical methods. The average attitude of respondents to the dimensions of salary, work environment and leadership style was analyzed with their average scores.

3.8 Summary

This chapter provides a general framework on methodology, and gives a general introduction about the sample, the sample data collection and analysis method, through the introduction of the above, it gives a clear theoretical structure about the research topic.

CHAPTER 4: Research Findings

4.1 Introduction

This chapter will analyze the data collected. First, the demographic data will include gender, education level, age, monthly income level and working years, and the basic information of the employees will be understood through the analysis of the above data. Secondly, the cross-analysis table is used to analyze the internal relations of various factors, for example, the relationship between monthly income level and education level. Then, the data reliability analysis will be performed for all variables including dependent and independent variables. Then, the correlation between dependent and independent variables was analyzed by correlation analysis, and the correlation degree between them was determined. Finally, the relationship between them will be determined by multiple regression analysis.

4.2 Response Rate

300 questionnaires were distributed in this study, and 230 questionnaires were received, and the response rate was about 76.7%, It showed that data collection was effective.

4.3 Descriptive Analysis

The main function of descriptive analysis is to have a general overview of the data, so the commonly used indexes are mean, minimum, maximum, mode, standard deviation, median. The average can reflect the average level of the whole; The minimum and maximum values can reflect the range of data. The mode can reflect the most frequent value (this is less commonly used); The median can be reflected in the middle position; The standard deviation is the result of this set of data fluctuations(Pallant, 2016).

4.4 Reliability Analysis

4.4.1 Reliability Testing on All Variable

Table 4.1: Summary of Demographic Profile

Demographic	Classification	Frequency	Percentage (%)
Gender	Male	191	83.04%
	Female	39	16.96%
Age	20-25 years old	13	5.65%
	26-30 years old	26	11.3%
	31-35 years old	51	22.17%
	36-40 years old	86	37.39%
	Over 40 years old	54	23.48%
Education level	High school and below	70	30.43%
	Diploma	85	36.96%
	Bachelor's degree	59	25.65%
	Master's degree	13	5.65%
	Doctorate degree	3	1.30%
Years of working	Less than 1 year	89	38.70%
	1 to 5 years	94	40.87%
	5 to 10 years	23	10%
	More than 10 years	24	10.43%
Income level per month	Below RMB 4000	56	24.35%
	RMB 4001 to RMB 7000	93	40.43%
	RMB 7001 to RMB 10,000	58	25.22%
	RMB 10,001 and Above	23	10%

The above table shows that among the interviewees, there are 191 males, accounting for 83.04% and 39 females, accounting for 16.96%. In shipping companies, the proportion of male employees is more than four times that of women.

The proportion of respondents in the age range from big to small was 36-40 years old, N=86 and 37.39%. Over 40 years old, N=54, 23.48 percent; 31-35 years old, N=51, 22.17%; 26-30 years old, N= 26, 11.3%; 20-25 years old, N=13, 5.65 percent. This indicates that more than half of the employees over the age of 36 in the shipping companies in Dalian.

The education level of the respondents was 67.39% below the junior college level, which indicates that most employees' education level is medium or below in the shipping company. Among them, the proportion of employees with education is 25.65%, which indicates that the proportion of employees who have received higher education accounts for a quarter. The table also shows that the number of employees is very small that education is higher than the undergraduate level.

Respondents working fixed number of year to 38.70% in less than a year, the proportion of 1 to 5 years is 40.87%, this shows that the employee's work time is not long, the employee turnover is larger in the shipping company, the ratio of working years is roughly equal to 5 to 10 years and more than 10 years.

In terms of income of respondents, nearly 65% of respondents had incomes below 7000RMB, which is a low income for employees working in shipping companies. Nearly a quarter of respondents had incomes of 7001-10000rmb, and only 10% of those surveyed had more than 10000RMB, indicating that employees' income level was low in Dalian's shipping companies.

Table 4.2 Crosstab of question 3 and 5

3. Education level * 5. Income level per month Crosstabulation						
Count						
		5. Income level per month				Total
		Below RMB 4000	RMB 4001 to RMB 7000	RMB 7001 to RMB 10,000	RMB 10,001 and Above	
3. Education level	High school and below	40	13	16	1	70
	Diploma	13	34	35	3	85
	Bachelor's degree	1	10	33	15	59
	Master's degree	0	1	8	4	13
	Doctorate degree	0	0	1	2	3
Total		54	58	93	25	230

From figure 4.2, the education level is lower than the high school respondents were a total of 70, with 40 respondents income less than 4000 RMB/month, indicating that the employee income of high school diploma is lower in the shipping company in Dalian; A total of 85 respondents in the education level is diploma, 34 respondents income level is in 4001-7000 RMB/month, there are 35 respondents monthly income in 7001-10000 RMB/month, this shows that the education level of diploma employees income is higher in the shipping company in Dalian; Education level is the master and doctor of respondents have a total of 16, most respondents income level is higher than 10000 RMB/month, this indicates that the employees with master's degree or above have the highest income in the shipping company in Dalian; The correlation between income and education level is known by the above analysis, and there is a positive correlation between them.

Table 4.3 Crosstab of question 4 and 5

4. Years of working * 5. Income level per month Crosstabulation						
Count						
		5. Income level per month				Total
		Below RMB 4000	RMB 4001 to RMB 7000	RMB 7001 to RMB 10, 000	RMB 10, 001 and Above	
4. Years of working	Less than 1 year	48	27	10	4	89
	1 to 5 years	8	41	36	9	94
	5 to 10 years	0	6	11	6	23
	More than 10 years	0	1	19	4	24
Total		56	75	76	23	230

As shown in table 4.3, among the total 89 people who had been working for less than one year, 48 employees have a monthly income of less than 3,000 RMB, and 27 employees have a monthly income of 4001-7000RMB; among the total 94 people who had been working for 1 to 5 years, 41 employees have a monthly income of 4001-7000RMB, and 36 employees have a monthly income of 7001 to 10,000RMB; Employees with work years of more than five years, most of whom have a monthly income of 7001 to 10,000 RMB and more than 10,001 RMB, therefore, the analysis concluded that there is a positive correlation between working years and income.

Table 4.4 Reliability Statistics on All Variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.715	25

The reliability of the questionnaire can be tested with reliability by Cronbach's Alpha, the above table shows that Cronbach's Alpha is 0.715, which is greater than 0.700, Field believed that the Cronbach's Alpha from 0.70 to 0.80 is good, which indicates that this questionnaire is reliable (Field, 2009).

4.4.2 Reliability Testing on Independent Variable

Table 4.5 Reliability Testing on Independent Variable

Factors	Reliability Statistics	
	Cronbach's Alpha (>0.70)	N of Items
Leadership Style	.900	5
Salary	.933	5
Work Environment	.821	5

The table 4.5 shows the reliability test of independent variables, respectively is leadership style, salary and work environment, each independent variable has 5 questions, their Cronbach's Alpha were 0.900, 0.933 and 0.821, all greater than 0.70, indicating that they are reliable independent variables, one of the most reliable independent variable is salary.

4.4.3 Reliability Testing on Dependent Variable

Table 4.6 Reliability Testing on Dependent Variable

Factors	Reliability Statistics	
	Cronbach's Alpha (>0.70)	N of Items
Employee Motivation	.951	5

The above table shows that Cronbach's Alpha value is 0.951, which is much more than 0.70. It indicates that employee motivation is a reliable dependent variable.

4.5 Correlation Analysis

To study the direction and degree of dependence of two or more random variables. Linear correlation is used to measure the linear correlation strength between continuous variables mainly using Pearson correlation coefficient R ; $R > 0$, linear positive correlation; $R < 0$, linear negative correlation; $R = 0$, there is no linear relationship between two variables, but it does not mean that there is no relationship between the two variables. Low correlation R is in 0-0.3, moderate correlation R is in 0.3-0.8 and height correlation R is in 0.8-1.0 (Norušis, 2006).

4.5.1 Correlation of Leadership Style with Employee Motivation

Table 4.7 Correlation of Leadership Style with Employee Motivation

Correlations			
		LS	EM
LS	Pearson Correlation	1	.707**
	Sig. (2-tailed)		.000
	N	230	230
EM	Pearson Correlation	.707**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

In the above table, the p value is 0.000, which indicates that the leadership style has a correlation with employee motivation, and the correlation value is 0.707, which indicates that their correlation is strong. There was a relationship between leadership style and employee motivation at significant level of 1%.

4.5.2 Correlation of Salary with Employee Motivation

Table 4.8 Correlation of Salary with Employee Motivation

Correlations			
		S	EM
S	Pearson Correlation	1	.781**
	Sig. (2-tailed)		.000
	N	230	230
EM	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

In the above table, the p value is 0.000, which indicates that the salary is correlated with the employee motivation, and the correlation value is 0.781, which indicates that their correlation

is strong. There is a relationship between salary and employee motivation at significant level of 1%.

4.5.3 Correlation of Work Environment with Employee Motivation

Table 4.9 Correlation of Work Environment with Employee Motivation

Correlations			
		WE	EM
WE	Pearson Correlation	1	.701**
	Sig. (2-tailed)		.000
	N	230	230
EM	Pearson Correlation	.701**	1
	Sig. (2-tailed)	.000	
	N	230	230

** . Correlation is significant at the 0.01 level (2-tailed).

In the above table, the P-value is 0.000, which indicates that the working environment is correlated with employee motivation, and the correlation value is 0.701, indicating that their correlation strength is strong. There was a relationship between work environment and employee motivation at significant level of 1%.

4.6 Multiple Regressions

Multiple regression analysis of linear dependence of multiple independent variables and multiple dependent variables is also discussed, which is called multiple regression analysis model (Norus, 2006).

Table 4.10 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 ^a	.646	.642	.69955
a. Predictors: (Constant), Work environment, Leadership style, Salary				

As shown above, the R-value is 0.804, which is greater than 0.70. It indicates that the predictive relationship level is better between work environment, leadership style, salary and employee motivation.

Table 4.11 Model ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	202.108	3	67.369	137.664	.000 ^b
	Residual	110.599	226	.489		
	Total	312.707	229			
a. Dependent Variable: Employee Motivation						
b. Predictors: (Constant), Work environment, Leadership Style, Salary						

As shown above, the P-value is 0.000, which is less than 0.0005, indicating that the regression model is applicable to data.

Table 4.12 Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.126	.384		5.535	.000
	Leadership Style	.302	.063	.284	4.762	.000
	Salary	.604	.063	.573	9.600	.000
	Work Environment	.300	.057	.280	4.576	.000
a. Dependent Variable: Employee Motivation						

In table 4.12, the various evaluation coefficients are presented about three proposed hypotheses in the paper, therefore, the above table shows that employee motivation has strong correlation with salary, leadership style and work environment.

4.7 Summary of Hypothesis

Table 4.13 Summary of Analysis

Hypothesis	Description	p-value and b-value	Result
H1	There is a significant relationship between leadership style and employee motivation.	p-value=0.000 b-value=0.284	Supported
H2	There is a significant relationship between salary and employee motivation.	p-value=0.000 b-value=0.573	Supported
H3	There is a significant relationship between work environment and employee motivation	p-value=0.000 b-value=0.280	Supported

Table 4.13 showed that the P-value of salary, leadership style and work environment is 0.000, it is lower than 0.005, their b-value are 0.280 and 0.573, therefore, H1, H2 and H3 were supported.

CHAPTER 5 Results Discussion and Recommendation

5.1 Introduction

Based on the analysis of the above chapters, this chapter will focus on in-depth analysis of research hypothesis problem, based on analysis's result, the article gives the rationalization suggestion on factors affecting the employee motivation in the shipping company in Dalian.

5.2 Results Discussion

Research goal is to determine the relationship between salary, leadership style, working environment and employee motivation in the shipping company in Dalian, through the analysis of the section in the previous chapter, the results show that the H1, H2 and H3 are supported by the investigation of statistical data, therefore, this chapter will focus on the analysis and description of the above three hypotheses.

H1: There is a relationship between leadership style and employee motivation.

H1 is supported by data analysis in the fourth chapter, its p-value = 0.000 and b-value = 0.284, it shows that there is positive correlation relationship between leadership style and employee motivation, at the same time, it also means that leadership style impact on employee motivation is significant in shipping company in Dalian. B-value can be described as adding one unit to a leadership style, and employee motivation will increase by 0.284 units. Zeffanne (2003) believe that the impact of employee motivation is not only to provide the corresponding incentive factors, should also eliminate the corresponding negative factors such as unsuitable for leadership style for the employee's actual situation and their goal, therefore, a correct style of leadership and management is to encourage employees to participate and be able to achieve organizational goals in the process.

H2: There is a relationship between salary and employee motivation.

H2 is supported by data analysis in the fourth chapter, its p-value = 0.000 and b-value = 0.573,

it shows that there is positive correlation relationship between salary and employee motivation, at the same time, it also means that salary impact on employee motivation is significant in shipping company in Dalian. B-value can be described as adding one unit to a leadership style, and employee motivation will increase by 0.573 units. Salary is the most direct reward for employees in work, the salary range of employees at different levels is determined use the way of surveys by many organizations. The right salary can greatly motivate employees, thus increasing the work efficiency and quality of employees (Decenzo, 2005).

H3: There is a relationship between work environment and employee motivation.

H3 is supported by data analysis in the fourth chapter, its p-value = 0.000 and b-value = 0.280, it shows that there is positive correlation relationship between work environment and employee motivation, at the same time, it also means that work environment impact on employee motivation is significant in shipping company in Dalian. B-value can be described as adding one unit to a leadership style, and employee motivation will increase by 0.280 units.

The work environment plays an important role in employee motivation, and it has a great influence on employee motivation, whether it is negative or positive result (Chandrasekar,2001).

5.3 Recommendation

Based on the above analysis results for the leadership style, salary and work environment impact on the employee motivation in the shipping companies in Dalian, this section will give the following recommendations respectively for leadership style, salary and work environment three factors:

1. For leadership style

As a leader of a company should care about employees and pay attention to employees' democratic participation(Bhatti, 2012). leadership style can meet the spiritual needs of the employees a higher class, it can make employees feel enterprise for their recognition and attention, in this case, the staff's work enthusiasm and satisfaction will be greatly improved(Kara, 2013). The company's management should be actively learning modern management theory knowledge, improve the level of education and the overall quality, should

be concerned about the staff more than concerned about the production, this leadership style will be greatly improved staff's work enthusiasm, thus ensure the quality and efficiency of work(Manzoor, 2011).

2. For salary

Salary management is aimed at mobilizing employee motivation, initiative and creativity(Afful-Broni, 2012). Good salary management is in line with the strategic objectives of the enterprise, which can improve the employees' work motivation, stimulate their potential, and create more value for the enterprise. Salary management is involved in every employee's vital interests, it is the most focus on the enterprise internal management by employee(Kjeldsen and Jacobsen, 2013). Fair and reasonable, incentive salary management is not only able to synchronize the employee career development with the enterprise, but also can excite the employee motivation, make employee dedicated and work actively, so as to create more value for the enterprise(Fernet, 2012). Therefore, the good and bad salary management directly affect the employee motivation.

3. For work environment

Enterprises should provide a good working environment for employees, enterprises should provide good workplace and equipment, they are able to improve employee motivation and work efficiency, at the same time, they can also promote the good development of enterprise(Fernet, 2012). Therefore, the enterprise can improve office conditions in order to improve employee motivation, such as to buy some office equipment modernization, optimize the office environment, efforts to create a warm, clean and efficient work environment(Lee *et al.*, no date).

Enterprises need to improve the overall working atmosphere. Good environment can enhance interpersonal harmony atmosphere. If there is not a good working atmosphere, it will make employees feel depressed, loss of positive spirit, lack of work enthusiasm and requirements, and can't achieve the goal of the organization(Fernet, 2012).

5.4 Conclusion

Through the above research and analysis, this paper proves that the influence of leadership style, salary and work environment for employee motivation in different degrees in the shipping company in Dalian, among them, the salary is the most important factor effecting on employee motivation, this research result has certain guiding significance for the shipping company in Dalian, in terms of academic, it also has a certain reference for afterward researchers lately who study similar project.

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Appendix

Appendix 1: Questionnaire (English Version)

Questionnaire for Data Collection

Dear participant,

I am a MBA student from INTI International University, this questionnaire is part of my master research project whose purpose is to find out *The Factors Affecting Employee's Motivation in the Shipping Companies in Dalian*. This survey should take about 10 minutes to complete.

The decision to participate in this research project is voluntary. You do not have to participate and you can refuse to answer any question. There are no foreseeable risks or discomforts to you for taking part in this study.

Your participation in this study is anonymous to the researcher(s). However, because of the nature of web-based surveys, it is possible that respondents could be identified by the IP address or other electronic record associated with the response. Neither the researcher nor anyone involved with this survey will be capturing those data. Any reports or publications based on this research will use only group data and will not identify you or any individual as being affiliated with this project.

Thank you

Sincerely,

Bi Honglu

INTI International University

University of Hertfordshire

Email address: I17012434@student.newinti.edu.my

Phone: +601133512407

Part A: Demographic Profile

1. Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female
2. Age: <input type="checkbox"/> 20-25years old <input type="checkbox"/> 26-30years old <input type="checkbox"/> 31-35years old <input type="checkbox"/> 36-40years old <input type="checkbox"/> Over 40years old
3. Education level: <input type="checkbox"/> High school and below <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Professional degree <input type="checkbox"/> Doctorate degree
4. Years of working: <input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 5 years <input type="checkbox"/> 5 to 10 years <input type="checkbox"/> More than 10 years
5. Income level per month: <input type="checkbox"/> Below RMB 3000 <input type="checkbox"/> RMB 3001 to RMB 6000 <input type="checkbox"/> RMB 6001 to RMB 9000 <input type="checkbox"/> RMB 9001 and Above

Part B: Please Circle Your Agreement on the Leadership Style in Shipping Company

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.					
2. Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.					
3. Leader business is not good, lack effective guidance.					
4. The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.					
5. Leaders don't like communicating with employees					

Part C: Please Circle Your Agreement on the Salary in Shipping Company

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The company's salary plan helps motivate me to improve my performance.					
2. The company's salary and bonuses are evaluated fairly.					
3. The remuneration package offered by our company is very competitive compared with those of other companies.					
4. The salary (salary, bonus, etc.) is in line with my expectations.					
5. The company's compensation system is good.					

**Part D: Please Circle Your Agreement on the Work Environment in Shipping
Company**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The company will help employees to relieve the pressure of work.					
2. Know and acknowledge the company culture.					
3. Employees respect each other at work.					
4. Be satisfied with the company's work and life environment.					
5. The various departments of the company generally do very well in coordinating and cooperating with each other.					

**Part E: Please Circle Your Agreement on the Employee`s Motivation in Shipping
Company**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Love your present job.					
2. Your job can reflect your personal value in the company.					
3. The company provides the resources you need to work.					
4. Have the opportunity to talk to superiors about your feelings and opinions.					
5. Be satisfied with the continuity and stability of company management.					

Thank you for your time and cooperation

Appendix 2: Questionnaire (Chinese Version)



问卷调查

尊敬的员工,

我是来自马来西亚 INTI 大学的 MBA 学生，这份问卷是我的硕士论文内容的一部分，目的是找出影响大连船舶公司员工积极性的因素。这项调查大约需要 10 分钟完成。

填写这个研究论文的决定是自愿的。不是必须参加，您可以拒绝回答任何问题。您参加这项研究没有可预见的风险或不适。

你参与这项研究是匿名的。然而，由于基于网络的调查的性质，可能被调查者可以通过 IP 地址或其他与响应相关的电子记录来识别。研究人员和参与这项调查的人都不会捕捉到这些数据。任何基于本研究的报告或出版物将只使用组数据，并不能识别您或任何个人作为该项目的附属。

非常感谢您的合作！

毕红鲁

英迪国际大学

电子邮箱： i17012434@student.newinti.edu.my

手机号码： +601133512407

A 部分:人口统计学特征1. 性别: 男 女2. 年龄: 20-25 岁 26-30 岁 31-35 岁
36-40 岁 超过 40 岁3. 学历水平: 高中及以下 专科文凭 学士学位
硕士学位 博士学位4. 工作年限: 一年以下 一年到五年 五年到十年
十年以上5. 每月收入: 3000 元以下 3000 到 6000 元
6001 到 9000 元 9001 元及以上**B 部分: 关于领导风格的因素, 请选出合适的选项**

	强烈不 同意	不同意	两者都 可	同意	强烈同 意
1. 领导者的管理策略和理念不清晰, 中层管理理念和价值观也被混淆。					
2. 领导能够主动制定和规范部门内的管理制度					
3. 企业领导地不好, 缺乏有效的指导。					
4. 领导不重视中层管理人员的职业发展规划, 个人晋升的发展遥不可及。					
5. 领导者不喜欢与员工交流。					

C 部分: 关于员工的工资因素, 请选出合适的选项

	强烈不 同意	不同意	两者都 可	同意	强烈同 意
1. 公司的工资计划激励我提高业绩。					
2. 公司的工资和奖金是公平的。					
3. 与其他公司相比, 我们公司提供的薪酬待遇很有竞争					

力。					
4. 薪金(薪金、奖金等)与我的期望一致。					
5. 公司的薪酬制度很好。					

D 部分: 关于工作环境的因素, 请选出合适的选项

	强烈不同意	不同意	两者都可	同意	强烈同意
1. 公司将帮助员工减轻工作压力。					
2. 了解并清楚知道公司文化。					
3. 员工在工作中互相尊重。					
4. 对公司的工作和生活环境感到满意。					
5. 公司各部门在协调和合作方面通常做得很好。					

E 部分: 关于员工积极性, 请选出合适的选项

	强烈不同意	不同意	两者都可	同意	强烈同意
1. 爱你目前的工作。					
2. 你的工作可以反映你在公司的个人价值。					
3. 公司提供你工作所需的资源。					
4. 有机会和上司谈谈你的感受和观点。					
5. 对公司管理的连续性和稳定性感到满意。					

非常感谢您的合作!

Appendix 3: SPSS OutPut

1.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
3. Education level * 5. Income level per month	230	100.0%	0	0.0%	230	100.0%

3. Education level * 5. Income level per month Crosstabulation						
Count						
		5. Income level per month				Total
		Below RMB 3000	RMB 3001 to RMB 6000	RMB 6001 to RMB 9000	RMB 9001 and Above	
3. Education level	High school and below	40	13	16	1	70
	Diploma	13	34	35	3	85
	Bachelor's degree	1	10	33	15	59
	Master's degree	1	1	8	3	13
	Doctorate degree	1	0	1	1	3
Total		56	58	93	23	230

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
4. Years of working * 5. Income level per month	230	100.0%	0	0.0%	230	100.0%

4. Years of working * 5. Income level per month Crosstabulation						
Count						
		5. Income level per month				Total
		Below RMB 3000	RMB 3001 to RMB 6000	RMB 6001 to RMB 9000	RMB 9001 and Above	
4. Years of working	Less than 1 year	48	10	27	4	89
	1 to 5 years	8	41	36	9	94
	5 to 10 years	0	6	11	6	23
	More than 10 years	0	1	19	4	24
Total		56	58	93	23	230

2. Reliability analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
.715	25

Appendix

Item Statistics			
	Mean	Std. Deviation	N
1. Gender	1.17	.376	230
2. Age	2.56	1.590	230
3. Education level	2.10	.947	230
4. Years of working	1.92	.950	230
5. Income level per month	2.36	.960	230
6. The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.	3.20	1.277	230

7. Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.	3.12	1.229	230
8. Leader business is not good, lack effective guidance.	3.13	1.235	230
9. The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.	3.10	1.242	230
10. Leaders don't like communicating with employees	3.14	1.208	230
11. The company's salary plan helps motivate me to improve my performance.	2.74	1.285	230
12. The company's salary and bonuses are evaluated fairly.	2.73	1.225	230
13. The remuneration package offered by our company is very competitive compared with those of other companies.	2.63	1.250	230
14. The salary (salary, bonus, etc.) is in line with my expectations.	2.64	1.283	230
15. The company's compensation system is good.	2.63	1.192	230
16. The company will help employees to relieve the pressure of work.	3.03	1.129	230
17. Know and acknowledge the company culture.	3.05	1.179	230
18. Employees respect each other at work.	2.93	1.129	230

19.Be satisfied with the company's work and life environment.	2.97	1.191	230
20.The various departments of the company generally do very well in coordinating and cooperating with each other.	2.90	1.101	230
21.Love your present job.	2.85	1.340	230
22.Your job can reflect your personal value in the company.	2.75	1.320	230
23.The company provides the resources you need to work.	2.70	1.244	230
24.Have the opportunity to talk to superiors about your feelings and opinions.	2.79	1.243	230
25.Be satisfied with the continuity and stability of company management.	2.75	1.245	230

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1. Gender	66.74	112.491	.107	.715
2. Age	65.35	111.548	-.017	.734
3. Education level	65.80	105.337	.373	.700
4. Years of working	65.99	106.747	.298	.704
5. Income level per month	65.55	105.175	.375	.700
6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.	64.70	127.895	-.555	.766
7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.	64.79	125.528	-.492	.760
8.Leader business is not good, lack effective guidance.	64.78	125.944	-.504	.761

9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.	64.80	125.983	-503	.761
10.Leaders don't like communicating with employees	64.77	125.587	-501	.760
11.The company's salary plan helps motivate me to improve my performance.	65.17	95.536	.649	.673
12.The company's salary and bonuses are evaluated fairly.	65.18	95.958	.668	.673
13.The remuneration package offered by our company is very competitive compared with those of other companies.	65.28	96.062	.648	.674
14.The salary (salary, bonus, etc.) is in line with my expectations.	65.27	95.150	.667	.671
15.The company's compensation system is good.	65.28	96.892	.646	.676
16.The company will help employees to relieve the pressure of work.	64.87	104.285	.344	.700
17.Know and acknowledge the company culture.	64.86	104.208	.328	.701
18.Employees respect each other at work.	64.97	101.432	.474	.690
19.Be satisfied with the company's work and life environment.	64.94	103.795	.341	.700
20.The various departments of the company generally do very well in coordinating and cooperating with each other.	65.01	103.882	.374	.698
21.Love your present job.	65.06	94.141	.675	.669

22. Your job can reflect your personal value in the company.	65.16	94.325	.680	.669
23. The company provides the resources you need to work.	65.21	96.410	.636	.675
24. Have the opportunity to talk to superiors about your feelings and opinions.	65.12	96.095	.650	.674
25. Be satisfied with the continuity and stability of company management.	65.16	95.443	.678	.671

	Reliability Statistics	
	Cronbach's Alpha (>0.70)	N of Items
Leadership Style	.933	5
Salary	.933	5
Work Environment	.821	5

Leadership Style

Item Statistics			
	Mean	Std. Deviation	N
6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.	3.20	1.277	230
7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.	3.12	1.229	230
8.Leader business is not good, lack effective guidance.	3.13	1.235	230
9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.	3.10	1.242	230
10.Leaders don't like communicating with employees	3.14	1.208	230

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.	12.49	18.993	.865	.909
7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.	12.58	19.800	.818	.919
8.Leader business is not good, lack effective guidance.	12.57	19.670	.827	.917
9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.	12.59	19.771	.809	.920
10.Leaders don't like communicating with employees	12.55	20.205	.791	.924

Salary

Item Statistics			
	Mean	Std. Deviation	N
11.The company's salary plan helps motivate me to improve my performance.	2.74	1.285	230
12.The company's salary and bonuses are evaluated fairly.	2.73	1.225	230
13.The remuneration package offered by our company is very competitive compared with those of other companies.	2.63	1.250	230
14.The salary (salary, bonus, etc.) is in line with my expectations.	2.64	1.283	230
15.The company's compensation system is good.	2.63	1.192	230

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
11.The company's salary plan helps motivate me to improve my performance.	10.63	19.467	.843	.913
12.The company's salary and bonuses are evaluated fairly.	10.64	20.466	.785	.924
13.The remuneration package offered by our company is very competitive compared with those of other companies.	10.74	19.940	.822	.917
14.The salary (salary, bonus, etc.) is in line with my expectations.	10.73	19.525	.838	.914
15.The company's compensation system is good.	10.74	20.395	.822	.918

Work environment

Item Statistics			
	Mean	Std. Deviation	N
16.The company will help employees to relieve the pressure of work.	3.03	1.129	230
17.Know and acknowledge the company culture.	3.05	1.179	230
18.Employees respect each other at work.	2.93	1.129	230
19.Be satisfied with the company's work and life environment.	2.97	1.191	230
20.The various departments of the company generally do very well in coordinating and cooperating with each other.	2.90	1.101	230

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
16.The company will help employees to relieve the pressure of work.	11.85	12.269	.709	.758
17.Know and acknowledge the company culture.	11.83	12.942	.568	.800
18.Employees respect each other at work.	11.95	13.019	.596	.791
19.Be satisfied with the company's work and life environment.	11.91	13.137	.533	.810
20.The various departments of the company generally do very well in coordinating and cooperating with each other.	11.99	12.659	.674	.769

3. Correlations

Correlations			
		8.Leader business is not good, lack effective guidance.	25.Be satisfied with the continuity and stability of company management.
8.Leader business is not good, lack effective guidance.	Pearson Correlation	1	-.582**
	Sig. (2-tailed)		.000
	N	230	230
25.Be satisfied with the continuity and stability of company management.	Pearson Correlation	-.582**	1
	Sig. (2-tailed)	.000	
	N	230	230
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlations			
		12.The company's salary and bonuses are evaluated fairly.	25.Be satisfied with the continuity and stability of company management.
12.The company's salary and bonuses are evaluated fairly.	Pearson Correlation	1	.622**
	Sig. (2-tailed)		.000
	N	230	230
25.Be satisfied with the continuity and stability of company management.	Pearson Correlation	.622**	1
	Sig. (2-tailed)	.000	
	N	230	230
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlations			
		19.Be satisfied with the company's work and life environment.	25.Be satisfied with the continuity and stability of company management.
19.Be satisfied with the company's work and life environment.	Pearson Correlation	1	.216**
	Sig. (2-tailed)		.001
	N	230	230
25.Be satisfied with the continuity and stability of company management.	Pearson Correlation	.216**	1
	Sig. (2-tailed)	.001	
	N	230	230
**. Correlation is significant at the 0.01 level (2-tailed).			

5.

Leadership style

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.423	.410	.956
<p>a. Predictors: (Constant), 10.Leaders don't like communicating with employees, 7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult., 9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote., 8.Leader business is not good, lack effective guidance., 6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.</p>				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.957	5	29.991	32.784	.000 ^b
	Residual	204.917	224	.915		
	Total	354.874	229			
<p>a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.</p> <p>b. Predictors: (Constant), 10.Leaders don't like communicating with employees, 7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult., 9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote., 8.Leader business is not good, lack effective guidance., 6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.</p>						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.071	.192		26.381	.000
	6.The management strategy and ideas of the leader are not clear, and the middle management ideas and values are confused.	-.111	.100	-.114	-1.110	.268
	7.Leaders, coordination and lack of coordination, each department is not mutually exclusive, coordination is not enough, coordination is difficult.	-.136	.091	-.134	-1.483	.139
	8.Leader business is not good, lack effective guidance.	-.160	.092	-.158	-1.738	.084
	9.The leader does not attach great importance to the career development plan of the middle management staff, and the development of personal promotion is remote.	-.126	.088	-.126	-1.438	.152
	10.Leaders don't like communicating with employees	-.207	.086	-.200	-2.399	.017

a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.

Salary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.518	.507	.874
<p>a. Predictors: (Constant), 15.The company's compensation system is good., 12.The company's salary and bonuses are evaluated fairly., 13.The remuneration package offered by our company is very competitive compared with those of other companies., 14.The salary (salary, bonus, etc.) is in line with my expectations., 11.The company's salary plan helps motivate me to improve my performance.</p>				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.889	5	36.778	48.181	.000 ^b
	Residual	170.985	224	.763		
	Total	354.874	229			
<p>a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.</p> <p>b. Predictors: (Constant), 15.The company's compensation system is good., 12.The company's salary and bonuses are evaluated fairly., 13.The remuneration package offered by our company is very competitive compared with those of other companies., 14.The salary (salary, bonus, etc.) is in line with my expectations., 11.The company's salary plan helps motivate me to improve my performance.</p>						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.611	.153		4.004	.000
	11.The company's salary plan helps motivate me to improve my performance.	.191	.084	.197	2.278	.024
	12.The company's salary and bonuses are evaluated fairly.	.167	.077	.165	2.180	.030
	13.The remuneration package offered by our company is very competitive compared with those of other companies.	.087	.081	.088	1.079	.282
	14.The salary (salary, bonus, etc.) is in line with my expectations.	.246	.083	.254	2.978	.003
	15.The company's compensation system is good.	.107	.087	.102	1.233	.219

a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.

Work environment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.365 ^a	.133	.114	1.172

a. Predictors: (Constant), 20.The various departments of the company generally do very well in coordinating and cooperating with each other., 19.Be satisfied with the company's work and life environment., 17.Know and acknowledge the company culture., 18.Employees respect each other at work., 16.The company will help employees to relieve the pressure of work.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.246	5	9.449	6.880	.000 ^b
	Residual	307.628	224	1.373		
	Total	354.874	229			

a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.

b. Predictors: (Constant), 20.The various departments of the company generally do very well in coordinating and cooperating with each other., 19.Be satisfied with the company's work and life environment., 17.Know and acknowledge the company culture., 18.Employees respect each other at work., 16.The company will help employees to relieve the pressure of work.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.500	.275		5.446	.000
	16.The company will help employees to relieve the pressure of work.	-.100	.098	-.091	-1.021	.309
	17.Know and acknowledge the company culture.	.035	.083	.034	.427	.670
	18.Employees respect each other at work.	.364	.086	.330	4.239	.000
	19.Be satisfied with the company's work and life environment.	.103	.078	.098	1.311	.191
	20.The various departments of the company generally do very well in coordinating and cooperating with each other.	.026	.096	.023	.270	.787

a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.

The whole one for part 5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.480	.897
a. Predictors: (Constant), 19.Be satisfied with the company's work and life environment., 12.The company's salary and bonuses are evaluated fairly., 8.Leader business is not good, lack effective guidance.				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.845	3	57.615	71.533	.000 ^b
	Residual	182.029	226	.805		
	Total	354.874	229			
a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.						
b. Predictors: (Constant), 19.Be satisfied with the company's work and life environment., 12.The company's salary and bonuses are evaluated fairly., 8.Leader business is not good, lack effective guidance.						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.638	.332		7.937	.000
	8.Leader business is not good, lack effective guidance.	-.364	.056	-.361	-6.477	.000
	12.The company's salary and bonuses are evaluated fairly.	.449	.056	.442	8.004	.000
	19.Be satisfied with the company's work and life environment.	.009	.052	.009	.174	.862

a. Dependent Variable: 25.Be satisfied with the continuity and stability of company management.

Appendix 4: Initial Research Proposal

STUDENT	BI HONGLU
NAME & ID NO	I17012434
BROAD AREA	MANAGEMENT
Concise Title	The Factors Affecting Employee motivation in the Shipping Companies in Dalian
Problem Definition	Science and technology are the primary productive forces, and the innovation and development of knowledge and technology depend on talents, and knowledge and technology need to be developed through talents. Human resources are the key resources of national competitive strategy under the new situation, and the innovation of enterprise products and services and the progress of national science and technology society are all from the opening of the intellectual factors of the people, human resources are the most valuable and important resource. As the era of "knowledge economy" is coming, the importance of human resource development and management has become increasingly prominent. The enterprise should develop the talent team, fully develop the employee's potential, and exert the maximum effect of human resources.
R e s e a r c h Q u e s t i o n s	<ol style="list-style-type: none"> 1. To find out if leadership style affects employee motivation of the shipping companies in Dalian. 2. To find out if salary affect employee motivation of the shipping companies in Dalian. 3. To find out if work environment affects employee motivation of the shipping companies in Dalian.

ti o n s O R O b je ct iv es	
Scope of study	Dalian, China
Significance of the Research	<p>For Shipping Companies in Dalian</p> <p>Through the actual investigation and research on the influence of employee motivation factors in the shipping companies in Dalian, It can figure out what factors affect employee motivation, the results of this study will bring some reference value to the shipping enterprises in Dalian to solve the problem of increasing employee turnover year by year.</p> <p>Body of Knowledge</p> <p>In this paper, the research results will provide theory and concepts to the later scholars on knowledge about employee`s motivation in shipping industry especially in Dalian, China. At the same time, it has certain reference significance for future research, it also strengthens the affect employee motivation research in the field of shipping.</p>
Literature Review	<p>Literature Review will to review the previous literature of scholars on the factors affecting the motivation of employees in shipping enterprises. The paper also elaborates on the research status of the former scholars on the factors affecting employees' motivation in the shipping enterprises, they respectively explain the working environment, salary and leadership style to the employees' motivation</p>

	<p>impact in the shipping enterprises. Through extensive literature review, the research results of previous scholars have laid a theoretical foundation for the research of this paper.</p>
<p>Research Methodology</p>	<p>Research Methodology will introduce the research methodology which is used in study, and constraints related to data collection and work constraints. Based on the investigation and research on the enthusiasm of employees in Dalian shipping enterprises, this paper finds out which factors affect the employee motivation in the shipping companies in Dalian. In fact, methodology determines the outcome of the research, so choosing the right and effective approach is critical to solving the problem of research and achieving good goal.</p>

Appendix 5: Ethic Form

Appendix 5.1: EC1

UNIVERSITY OF HERTFORDSHIRE

FORM EC1A: APPLICATION FOR ETHICS APPROVAL OF A STUDY INVOLVING HUMAN PARTICIPANTS (Individual or Group Applications)

Please complete this form if you wish to undertake a study involving human participants.

Applicants are advised to refer to the Ethics Approval StudyNet Site and read the Guidance Notes (GN) before completing this form.

<http://www.studynet2.herts.ac.uk/ptl/common/ethics.nsf/Homepage?ReadForm>

Use of this form is mandatory [see UPR RE01, 'Studies Involving Human Participants', SS 7.1-7.3]

Approval must be sought and granted before any investigation involving human participants begins [UPR RE01, S 4.4 (iii)]

If you require any further guidance, please contact either hsetecds@herts.ac.uk or ssahecds@herts.ac.uk

Abbreviations: GN = Guidance Notes UPR = University Policies and Regulations

THE STUDY

Q1 Please give the title of the proposed study

The Factors Affecting Employee's Motivation in the Shipping Companies in Dalian

THE APPLICANT

Q2 Name of applicant/principal investigator (person undertaking this study)

BI HONGLU

Student registration number/Staff number

I17012434

Email address

I17012434@student.newinti.edu.my

Status:

Undergraduate (Foundation)

Undergraduate (BSc, BA)

Postgraduate (taught)

Postgraduate (research)

Staff

Other

If other, please provide details here:

Click here to enter text.

School/Department:

Faculty of Business, Communications and Law

If application is from a student NOT based at University of Hertfordshire, please give the name of the partner institution: INTI International University

Name of Programme (eg BSc (Hons) Computer Science): MAMS

Module name and module code: MGT7998

Name of Supervisor: kumarashvari.subramaniam Supervisor's email: kumarashvari.subra@newintl.edu.my

Name of Module Leader if applicant is undertaking a taught programme/module:

Dr Syriac Nellikunnel

Names and student/staff numbers for any additional investigators involved in this study

[Click here to enter text.](#)

Is this study being conducted in collaboration with another university or institution and/or does it involve working with colleagues from another institution?

Yes No

If yes, provide details here:

[Click here to enter text.](#)

DETAILS OF THE PROPOSED STUDY

- Q3** Please give a short synopsis of your proposed study, stating its aims and highlighting where these aims relate to the use of human participants (See GN 2.2.3)

This study is aim to find out the factors affecting employee's motivation of the shipping companies in Dalian:

- * To find out if salary affect employee's motivation of the shipping companies in Dalian.
- * To find out if work environment affect employee's motivation of the shipping companies in Dalian.
- * To find out if leadership style affect employee's motivation of the shipping companies in Dalian.

For this study, human participants are needed to get feedback on the factors influencing their motivation and to prove the hypotheses.

- Q4** Please give a brief explanation of the design of the study and the methods and procedures used. You should clearly state the nature of the involvement the human participants will have in your proposed study and the extent of their commitment. Ensure you provide sufficient detail for the Committee to, particularly in relation to the human participants. Refer to any Standard Operating Procedures SOPs under which you are operating here. (See GN 2.2.4).

The design of the study is a quantitative research whereby the data gathered are all primary data. Research strategy that will be adopted for this study is a survey. Questionnaire will be used in obtaining the feedback from employees of shipping companies in Dalian, China. The total sample size required is 120.

Q5 Does the study involve the administration of substances?

Yes No

PLEASE NOTE: If you have answered yes to this question you must ensure that the study would not be considered a clinical trial of an investigational medical product. To help you, please refer to the link below from the Medicines and Healthcare Products

Regulatory Agency:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/317952/Algorithm.pdf

To help you determine whether NHS REC approval is required, you may wish to consult the Health Research Authority (HRA) decision tool: <http://www.hra-decisiontools.org.uk/ethics/>

If your study is considered a clinical trial and it is decided that ethical approval will be sought from the HRA, please stop completing this form and use Form EC1D, 'NHS Protocol Registration Request'; you should also seek guidance from Research Sponsorship.

I confirm that I have referred to the Medicines and Healthcare Products Regulatory Agency information and confirm that that my study is not considered a clinical trial of a medicinal product.

Please type your name here: BI HONGLU

Date: 03/05/2018

Q6.1 Please give the starting date for your recruitment and data collection: Mar 12 2018

Q6.2 Please give the finishing date for you data collection: Mar 23 2018
(For meaning of 'starting date' and 'finishing date', see GN 2.2.6)

Q7 Where will the study take place?

The study will take place among shipping companies employees located in Dalian, China. The questionnaire will be send to through emails which will then be follow-up by second email to get back the response.

Please refer to the Guidance Notes (GN 2.2.7) which set out clearly what permissions are required;

Please tick all the statements below which apply to this study

<input type="checkbox"/>	I confirm that I have obtained permission to access my intended group of participants and that the agreement is attached to this application
<input type="checkbox"/>	I confirm that I have obtained permission to carry out my study on University premises in areas outside the Schools and that the agreement is attached to this application
<input type="checkbox"/>	I confirm that I have obtained permission to carry out my study at an off-campus location and that the agreement is attached to this application
<input checked="" type="checkbox"/>	I have yet to obtain permission but I understand that this will be necessary before I commence my study and that the original copies of the permission letters must be verified by my supervisor by the time I submit my results
<input type="checkbox"/>	This study involves working with minors/vulnerable participants. I/we have obtained permission from the organisation (including UH/UH Partner Institutions when appropriate) in which the study is to take place

	and which is responsible for the minors/vulnerable participants. The permission states the DBS requirements of the organisation for this study and confirms I/we have satisfied their DBS requirements where necessary. NB If your study involves minors/vulnerable participants, please refer to Q18 to ensure you comply with the University's requirement regarding Disclosure and Barring Service clearance.
<input type="checkbox"/>	Permission is not required for my study as: Click here to enter text.

HARMS, HAZARDS AND RISKS

Q8 It might be appropriate to conduct a risk assessment for the proposed study. Please use Form EC5 if the answer to any of the questions below is 'yes'.

You may also be required to complete a School specific Risk Assessment form as some Schools have indicated that their risk assessment paperwork is mandatory for any study. **Please consult your supervisor for guidance.**

If you are required to complete and submit a School specific risk assessment, please append it to your completed EC5 form. If there are no additional risks, other than the ones noted in your School specific Risk Assessment, you may state 'Included in <names of School> Risk Assessment' in the relevant sections of the EC5 form.

Will this study involve any of the following?

- | | | |
|--|------------------------------|--|
| Invasive Procedures/administration of any substance/s? | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Are there potential hazards to participant/investigator(s) from the proposed study? (Physical/Emotional) | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Will or could aftercare and/or support be needed by participants? | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |

IF 'YES' YOU MUST COMPLETE EC1 APPENDIX 1 AND INCLUDE IT WITH YOUR APPLICATION

Is the study being conducted off-campus (i.e. not at UH/UH Partner?) YES NO

It might be appropriate to conduct a risk assessment of the proposed location for your study (in respect of the hazards/risks affecting both the participants and/or investigators) (this might be relevant for on-campus locations as well). Please use Form EC5 and, if required, a School-specific risk assessment (See GN 2.2.8 of the Guidance Notes).

If you do not consider it necessary to make a risk assessment, please give your reasons:

Questionnaires will be distributed to shipping companies in Dalian. I will give full description and explanation about the purpose of the questionnaire. They will be informed that the purpose of the study is strictly for academic purpose. The questionnaire answer will not endanger the health of the participant and will not put their lives in danger. They may participate answering the questionnaire by using their computer or phone without asking them to move around.

ABOUT YOUR PARTICIPANTS

- Q9** Please give a brief description of the kind of people you hope/intend to have as participants, for instance, a sample of the general population, University students, people affected by a particular medical condition, children within a given age group, employees of a particular firm, people who support a particular political party, and state whether there are any upper or lower age restrictions.

The employees of shipping company, anyone over the age of 18.

- Q10** Please state here the maximum number of participants you hope will participate in your study. Please indicate the maximum numbers of participants for *each* method of data collection.

The maximum number of participants that I am aiming for include in the survey is 120. The reason I believe a maximum of 120 participants will be sufficient to carry out my research is also because of the time constrain. Since there is a time limit and a due date to hand in my work, it would only be reasonable to target 120 participants.

- Q11** By completing this form, you are indicating that you are reasonably sure that you will be successful in obtaining the number of participants which you hope/intend to recruit. Please outline here your recruitment (sampling) method and how you will advertise your study. (See GN 2.2.9).

To successfully complete this study, I will contact participants from Dalian. An invitation letter will be send out with the objective of the study. Upon the potential participants' confirmation, the questionnaire will be send to the respective participants via email. . The languages that shall be used in the questionnaire will be English and Mandarin that shall enable the respondent to clearly understand the questions.

CONFIDENTIALITY AND CONSENT

(For guidance on issues relating to consent, see GN 2.2.10, GN 3.1 and UPR RE01, SS 2.3 and 2.4 and the Ethics Approval StudyNet Site FAQs)

- Q12** How will you obtain consent from the participants? Please explain the consent process for each method of data collection identified in Q4

- Informed consent using EC3 and EC6 (equivalent)
- Implied consent (e.g. via participant information at the start of the questionnaire/survey etc)
- Consent by proxy (for example, given by parent/guardian)

Use this space to describe how consent is to be obtained and recorded for each method of data collection. The information you give must be sufficient to enable the Committee to understand exactly what it is that prospective participants are being asked to agree to.

A copy of the Consent Form (Form EC3) is attached at the end of this document. For every participant that agreed to participate in this study will need to sign at the end of the consent form indicating that they understand the content of the consent form. The content of the consent form basically indicates that the

participant agrees on giving their information such as nationality and educational level in this study. In addition, Participant Information sheet is also given to the participants explaining particulars of the study, including its aim(s), methods and design, the names and contact details of key people and, as appropriate, the risks and potential benefits, and any plans for follow-up studies that might involve further approaches to participants.

Besides, if in the event of any significant change to the aim(s) or design of the study, the participant will be informed and asked to renew their consent to participate in it. Participant will also be informed that their information will be kept confidential. Upon agreeing to all these, only then the participant will sign the consent form. After the participants finish the consent form, the data will be entered and stored in a computer and no one can access it and meanwhile the data file will be encrypted.

If you do not intend to obtain consent from participants' please explain why it is considered unnecessary or impossible or otherwise inappropriate to seek consent.

[Click here to enter text.](#)

Q13 If the participant is a minor (under 18 years of age) or is unable for any reason to give full consent on their own, state here whose consent will be obtained and how? (See especially GN 3.6 and 3.7)

Due to the people involved in the survey are employees of the shipping companies, they are all adults.

Q14.1 Will anyone other than yourself and the participants be present with you when conducting this study? (See GN 2.2.10)

YES NO

If YES, please state the relationship between anyone else who is present other than the applicant and/or participants (eg health professional, parent/guardian of the participant).

[Click here to enter text.](#)

Q14.2 Will the proposed study be conducted in private?

YES NO

If 'No', what steps will be taken to ensure confidentiality of the participants' information. (See GN 2.2.10):

[Click here to enter text.](#)

Q15 Are personal data of any sort (such as name, age, gender, occupation, contact details or images) to be obtained from or in respect of any participant? (See GN 2.2.11) (You will be required to adhere to the arrangements declared in this application concerning confidentiality of data and its storage. The Participant Information Sheet (Form EC6 or equivalent) must explain the arrangements clearly.)

YES NO

If YES, give details of personal data to be gathered and indicate how it will be stored.

The data will be gathered using a questionnaire where personal information such as age, years of experience, gender, education level. The personal information question will be addressed only if it is relevant to the study. The respondents' personal information will be secured with the researcher and used for this study only, it will not be revealed to any other parties or for any purpose other than this

study.

Will you be making audio-visual recordings?

YES NO

If YES, give details of the types recording to be made and indicate how they will be stored.

[Click here to enter text.](#)

State what steps will be taken to prevent or regulate access to personal data/audio-visual recordings beyond the immediate investigative team, as indicated in the Participant Information Sheet.

1

Indicate what assurances will be given to participants about the security of, and access to, personal data/audio-visual recordings, as indicated in the Participant Information Sheet.

The data will be entered and saved by SPSS software and the file recording results will be encrypted by the researcher. No one else will have any kind of access to it. After the study, the data will be deleted permanently in order to prevent the leakage in data to the third parties. In between the collecting period and data analysis, researcher's laptop is shield with antivirus to prevent attack from interested parties and spams. Password will be set in the document file, to increase the protection level. Therefore, the security level should be enough to secure the respondents' information.

State as far as you are able to do so how long personal data/audio-visual recordings collected/made during the study will be retained and what arrangements have been made for its/their secure storage, as indicated in the Participant Information Sheet.

Data retain period will be for 2 years' period in offline environment and erased after. Reason for this is because examiners might request to show proof of the data in order to confirm that the data is accurate and not of self-filled results.

Will data be anonymised prior to storage?

YES NO

Q16 Is it intended (or possible) that data might be used beyond the present study? (See GN 2.2.10)

YES NO

If YES, please indicate the kind of further use that is intended (or which may be possible).

[Click here to enter text.](#)

If NO, will the data be kept for a set period and then destroyed under secure conditions?

YES NO

If NO, please explain why not:

[Click here to enter text.](#)

Q17 Consent Forms: what arrangements have been made for the storage of Consent Forms and for how

long?

Data retain period will be for 2 years' period in offline environment. Reason for this is because examiners might request to show proof of the data in order to confirm that the data is accurate and not of self-filled results. The data will be password protected.

- Q18 If the activity/activities involve work with children and/or vulnerable adults satisfactory Disclosure and Barring Service (DBS) clearance may be required by investigators. You are required to check with the organisation (including UH/UH Partners where appropriate) responsible for the minors/vulnerable participants whether or not they require DBS clearance.

Any permission from the organisation confirming their approval for you to undertake the activities with the children/vulnerable group for which they are responsible should make specific reference to any DBS requirements they impose and their permission letter/email must be included with your application.

More information is available via the DBS website - <https://www.gov.uk/government/organisations/disclosure-and-barring-service>

REWARDS

- Q19.1 Are you receiving any financial or other reward connected with this study? (See GN 2.2.14 and UPR RE01, S 2.3)

YES NO

If YES, give details here:

[Click here to enter text.](#)

- Q19.2 Are participants going to receive any financial or other reward connected with the study? (Please note that the University does not allow participants to be given a financial inducement.) (See UPR RE01, S 2.3)

YES NO

If YES, provide details here:

[Click here to enter text.](#)

- Q19.3 Will anybody else (including any other members of the investigative team) receive any financial or other reward connected with this study?

YES NO

If YES, provide details here:

[Click here to enter text.](#)

OTHER RELEVANT MATTERS

- Q20 Enter here anything else you want to say in support of your application, or which you believe may assist the Committee in reaching its decision.

Through the research and analysis how salary/work environment/leadership affect the employee's

motivation in shipping company in Dalian, it would make the shipping company management to understand the factors affecting employees motivation.

DOCUMENTS TO BE ATTACHED

Please indicate below which documents are attached to this application:

<input type="checkbox"/> Permission to access groups of participants from student body
<input type="checkbox"/> Permission to use University premises beyond areas of School
<input type="checkbox"/> Schools Permission from off-campus location(s) to be used to conduct this study
<input type="checkbox"/> Risk Assessment(s) in respect of hazards/risks affecting participants/investigator(s)
<input checked="" type="checkbox"/> Copy of Consent Form (See Form EC3/EC4) Copy of Form EC6 (Participant Info Sheet)
<input checked="" type="checkbox"/> Copy of Form EC6 (Participant Info Sheet)
<input type="checkbox"/> A copy of the proposed questionnaire and/or interview schedule (if appropriate for this study). For unstructured methods, please provide details of the subject areas that will be covered and any boundaries that have been agreed with your Supervisor
<input type="checkbox"/> Any other relevant documents, such as a debrief, meeting report. Please provide details here:
Click here to enter text.

DECLARATIONS

1 DECLARATION BY APPLICANT

- 1.1 I undertake, to the best of my ability, to abide by UPR RE01, 'Studies Involving the Use of Human Participants', in carrying out the study.
- 1.2 I undertake to explain the nature of the study and all possible risks to potential participants,
- 1.3 Data relating to participants will be handled with great care. No data relating to named or identifiable participants will be passed on to others without the written consent of the participants concerned, unless they have already consented to such sharing of data when they agreed to take part in the study.
- 1.4 All participants will be informed (a) that they are not obliged to take part in the study, and (b) that they may withdraw at any time without disadvantage or having to give a reason.
- (NOTE: Where the participant is a minor or is otherwise unable, for any reason, to give full consent on their own, references here to participants being given an explanation or information, or being asked to give their consent, are to be understood as referring to the person giving consent on their behalf. (See Q 12; also GN Pt. 3, and especially 3.6 & 3.7))

Enter your name here: BI HONG LU

Date 03/05/2018

2 GROUP APPLICATION

(If you are making this application on behalf of a group of students/staff, please complete this section as well)

I confirm that I have agreement of the other members of the group to sign this declaration on their behalf

Enter your name here: [Click here to enter text.](#)

Date [Click here to enter a date.](#)

DECLARATION BY SUPERVISOR (see GN 2.1.6)

I confirm that the proposed study has been appropriately vetted within the School in respect of its aims and methods; that I have discussed this application for Ethics Committee approval with the applicant and approve its submission; that I accept responsibility for guiding the applicant so as to ensure compliance with the terms of the protocol and with any applicable ethical code(s); and that if there are conditions of the approval, they have been met.

Enter your name here: Kumarashvari SUBRAMANIAM

Date 03/05/2018

Appendix 5.2: EC3

**UNIVERSITY OF HERTFORDSHIRE
ETHICS COMMITTEE FOR STUDIES INVOLVING THE USE OF HUMAN PARTICIPANTS
(‘ETHICS COMMITTEE’)**

**FORM EC3
CONSENT FORM FOR STUDIES INVOLVING HUMAN PARTICIPANTS**

I, the undersigned *[please give your name here, in BLOCK CAPITALS]*

of [please give contact details here, sufficient to enable the investigator to get in touch with you, such as a postal or email address]

hereby freely agree to take part in the study entitled *[insert name of study here]*

The Factors Affecting Employee’s Motivation in the Shipping Companies in Dalian

(UH Protocol number)

1 I confirm that I have been given a Participant Information Sheet (a copy of which is attached to this form) giving particulars of the study, including its aim(s), methods and design, the names and contact details of key people and, as appropriate, the risks and potential benefits, how the information collected will be stored and for how long, and any plans for follow-up studies that might involve further approaches to participants. I have also been informed of how my personal information on this form will be stored and for how long. I have been given details of my involvement in the study. I have been told that in the event of any significant change to the aim(s) or design of the study I will be informed, and asked to renew my consent to participate in it.

2 I have been assured that I may withdraw from the study at any time without disadvantage or having to give a reason.

3 In giving my consent to participate in this study, I understand that voice, video or photo-recording will take place and I have been informed of how/whether this recording will be transmitted/displayed.

4 I have been told how information relating to me (data obtained in the course of the study, and data provided by me about myself) will be handled: how it will be kept secure, who will have access to it, and how it will or may be used.

5 I understand that if there is any revelation of unlawful activity or any indication of non-medical circumstances that would or has put others at risk, the University may refer the matter to the appropriate authorities.

6 I have been told that I may at some time in the future be contacted again in connection with this or another study.

Signature of participant.....Date.....

Signature of (principal) investigator.....Date.....



Name of (principal) investigator *[in BLOCK CAPITALS please]* **BI HONGLU**

Form EC3 – 1 August 2017

UNIVERSITY OF HERTFORDSHIRE

ETHICS COMMITTEE FOR STUDIES INVOLVING THE USE OF HUMAN PARTICIPANTS ('ETHICS COMMITTEE')

FORMEC6: PARTICIPANT INFORMATION SHEET

1 Title of study

The Factors Affecting Employee's Motivation in the Shipping Companies in Dalian

2 Introduction

You are being invited to take part in a study. Before you decide whether to do so, it is important that you understand the study that is being undertaken and what your involvement will include. Please take the time to read the following information carefully and discuss it with others if you wish. Do not hesitate to ask us anything that is not clear or for any further information you would like to help you make your decision. Please do take your time to decide whether or not you wish to take part. The University's regulations governing the conduct of studies involving human participants can be accessed via this link:

<http://sitem.herts.ac.uk/secreg/upr/RE01.htm>

Thank you for reading this.

3 What is the purpose of this study?

This study is aim to find out the factors affecting employee's motivation of the shipping companies in Dalian:

* To find out if salary affect employee's motivation of the shipping companies in Dalian.

* To find out if work environment affect employee's motivation of the shipping companies in Dalian.

* To find out if leadership style affect employee's motivation of the shipping companies in Dalian.

For this study, human participants are needed to get feedback on the factors influencing their motivation and to prove the hypotheses

4 Do I have to take part?

It is completely up to you whether or not you decide to take part in this study. If you do decide to take part you will be given this information sheet to keep and be asked to sign a consent form. Agreeing to join the study does not mean that you have to complete it. You are free to withdraw at any stage without giving a reason.

5 Are there any age or other restrictions that may prevent me from participating?

Participants below age of 18 years old are not eligible to participate.

6 How long will my part in the study take?

If you decide to take part in this study, you will need to spend 10-15 minutes to answer the questionnaire. The 10-15 minutes that you spend would contribute vital information that would help to make this study a success.

7 What will happen to me if I take part?

None

8 What are the possible disadvantages, risks or side effects of taking part?

None

9 What are the possible benefits of taking part?

It will help your company's management.

10 How will my taking part in this study be kept confidential?

The data collection from data entry to analysis will be conducted outright by the researcher individually. Third parties are not allowed to access the data and the data will be stored with a password, which is only accessible to the researcher. The results and findings will not release to other for viewing.

11 Audio-visual material

None

12 What will happen to the data collected within this study?

12.1 The data collected will be stored electronically, in a password-protected environment, for 12 months, after which time it will be destroyed under secure conditions;

12.2 The data will be anonymised prior to storage.

13 Will the data be required for use in further studies?

The data will be stored for 12 months in an offline environment for the purpose of cross checking by examiners.

13.1 The data will not be used in any further studies.

14 Who has reviewed this study?

This study has been reviewed by supervisor. She is currently in FOBCAL office in INTI International University, Malaysia. Besides, this study will also be reviewed by;

14.1 The University of Hertfordshire Social Sciences, Arts and Humanities Ethics Committee with Delegated Authority

The UH protocol number is <enter>

15 **Factors that might put others at risk**

Please note that if, during the study, any medical conditions or non-medical circumstances such as unlawful activity become apparent that might or had put others at risk, the University may refer the matter to the appropriate authorities.

16 **Who can I contact if I have any questions?**

If you would like further information or would like to discuss any details personally, please get in touch with me, in writing, by phone or by email: 01133512407 or i17012434@student.newinti.edu.my

Although we hope it is not the case, if you have any complaints or concerns about any aspect of the way you have been approached or treated during the course of this study, please write to the University's Secretary and Registrar.

Thank you very much for reading this information and giving consideration to taking part in this study.

If an extension is required, a Form EC2 will need to be completed and submitted.

Have any of the participants within the study experienced or reported any of the following: (if you answer YES to any of these, you must provide the details)

Physical reaction/harm	YES/NO
Mental/emotional harm	YES/NO
Intrusion of privacy	YES/NO
Breach of confidentiality	YES/NO

Did the UH Protocol Approval you were originally sent include any conditions, for example permission letter to be evidenced, supervisor to approve interview schedule prior to data collection? YES/NO

If YES, please include any documents and/or information with this form.

DECLARATION (overleaf)

DECLARATION

Staff applicants

Declaration by staff applicants:

I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply

Signed (staff)

Date

.....

..... **Student applicants**

Declaration by student applicants:

I confirm that I have followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply

Signed (student)BI HONGLU.....

Date 12/04/18

Declaration by supervisor:

As far as I can ascertain, the above student has followed the approved Protocol for this study and, where appropriate, the relevant code(s) and/or practice(s) that apply

Signed (Supervisor)

Please print name:

Date

This completed form, together with any relevant documents (where applicable) must be returned to the relevant ECDA (ssahecda@herts.ac.uk stecda@herts.ac.uk hhsecda@herts.ac.uk) when you submit your project/dissertation. Failure to submit this Form may result in a breach of the University’ s regulations (UPR RE01, ‘Studies Involving Human Participants’ ,



SOCIAL SCIENCES, ARTS AND HUMANITIES ECDA

ETHICS APPROVAL NOTIFICATION

TO Bi Honglu
CC Kumarashvari Subramaniam
FROM Dr Timothy H Parke, Social Sciences, Arts and Humanities ECDA Chairman
DATE 08/03/18

Protocol number: cBUS/PGT/CP/03463

Title of study: The Factors Affecting Employee's Motivation in the Shipping Companies in Dalian.

Your application for ethics approval has been accepted and approved with the following conditions by the ECDA for your School and includes work undertaken for this study by the named additional workers below:

Approval Conditions:

Prior to recruitment and data collection, the supervisor should see and approve the following:

- The questionnaire
- Relevant permission letters

This approval is valid:

From: 12/03/18

To: 23/03/18

Additional workers: no additional workers named

Please note:

Your application has been conditionally approved. You must ensure that you comply with the conditions noted above as you undertake your research. You are required to complete and submit an EC7 Protocol Monitoring Form once this study is complete, available via the Ethics Approval StudyNet Site via the 'Application Forms' page <http://www.studynet1.herts.ac.uk/ptl/common/ethics.nsf/Teaching+Documents?Openview&count=9999&restricttocategory=Application+Forms>

If your research involves invasive procedures you are required to complete and submit an EC7 Protocol Monitoring Form, and your completed consent paperwork to this ECDA once your study is complete.

Failure to comply with the conditions will be considered a breach of protocol and may result in disciplinary action which could include academic penalties. Additional documentation requested as a condition of this approval protocol may be submitted via your supervisor to the Ethics Clerks as it becomes available. All documentation relating to this study, including the information/documents noted in the conditions above, must be available for your supervisor at the time of submitting your work so that they are able to confirm that you have complied with this protocol.

Any necessary permissions for the use of premises/location and accessing participants for your study must be obtained in writing prior to any data collection commencing. Failure to obtain adequate permissions may be considered a breach of this protocol.

Approval applies specifically to the research study/methodology and timings as detailed in your Form EC1A. Should you amend any aspect of your research, or wish to apply for an extension to your study, you will need your supervisor's approval (if you are a student) and must complete and submit form EC2. In cases where the amendments to the original study are deemed to be substantial, a new Form EC1A may need to be completed prior to the study being undertaken.

Should adverse circumstances arise during this study such as physical reaction/harm, mental/emotional harm, intrusion of privacy or breach of confidentiality this must be reported to the approving Committee immediately. Failure to report adverse circumstance/s would be considered misconduct.

Ensure you quote the UH protocol number and the name of the approving Committee on all paperwork, including recruitment advertisements/online requests, for this study.

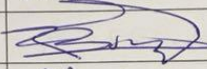
Students must include this Approval Notification with their submission.

Mail
E-Form (2/Feb)
↓
22-26 Jan
5-9 March 18

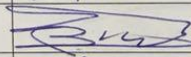
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companies in shipping industry

MBA PROJECT LOG BOOK - TEMPLATE

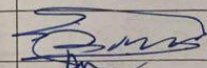
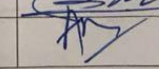
Meeting #1

Date of Meeting	18/1/2018
Progress Made	-Topic title -Ethics Form -chapter 1 -current issue → be specific
Agreed Action	-5 journals -Identify the current issues. Get data for justification → problem statement.
Student Signature	
Supervisor's Signature	Adhwi S.

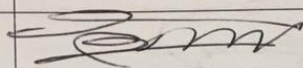
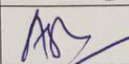
Meeting #2

Date of Meeting	25/1/2018
Progress Made	Identify the aim - 3P
Agreed Action	-to clearly identify the R-P and the variables. - proceed with chapter 1
Student Signature	
Supervisor's Signature	AB

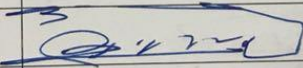

Meeting #3

Date of Meeting	5/2/18
Progress Made	Checked on E-Form
Agreed Action	To do some minor changes.
Student Signature	
Supervisor's Signature	

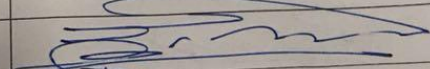
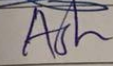
Meeting #4

Date of Meeting	1/3
Progress Made	Raise Ethics from RO, RQ, problems.
Agreed Action	
Student Signature	
Supervisor's Signature	

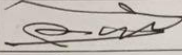

Meeting #5

Date of Meeting	8/3
Progress Made	PPT Arch
Agreed Action	minor changes.
Student Signature	
Supervisor's Signature	

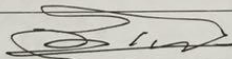

Meeting #6

Date of Meeting	15/3
Progress Made	PD feedback - satisfaction.
Agreed Action	chpt 1, 2 + 3
Student Signature	
Supervisor's Signature	

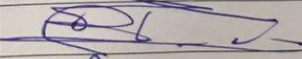
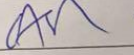
Meeting #7

Date of Meeting	11/3
Progress Made	Questionnaire
Agreed Action	Toprowd with d-collect
Student Signature	
Supervisor's Signature	


Meeting #8

Date of Meeting	02/04.
Progress Made	Adm on chapt 1, 2 + 3.
Agreed Action	Amend account
Student Signature	
Supervisor's Signature	


Meeting #9

Date of Meeting	5/4
Progress Made	PP Tsheds.
Agreed Action	rowe amending
Student Signature	
Supervisor's Signature	

Meeting 10

12/4
 chapter 1-5 | postread .


Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Confirm Title with the supervisor	█	█												
Chapter 1		█	█	█	█	█	█	█	█	█	█	█	█	
Chapter 2			█	█	█	█	█	█	█	█				
Chapter 3			█	█	█	█	█	█	█	█				
Meeting with the supervisor	█	█												█
Proposal Defense									█					
Enhancement										█				
Interview questions confirmation											█			
Data Collection											█	█		
Chapter 4												█	█	
Chapter 5												█	█	
VIVA													█	
Feedback													█	
Submission Soft Copy													█	
Submission Hard Copy														█




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