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JOB SATISFACTION

Case: Lillbacka Powerco

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JOB SATISFACTION, Case: Lillbacka Powerco

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The purpose of this thesis was to study the job satisfaction in the case company, Lillbacka Powerco. Lately they have given some of the employees notice after co-operation procedure negotiations and, therefore, it was important to find out if the employees still are satisfied with their work, what their level of motivation is, and what decreases or improves them. The respondents for this study consisted of employees in the factory and the office workers.

Organizational culture and climate are discussed in the first chapter of the theoretical part. The following chapters are about leadership and motivation and how they connect to the job satisfaction. The last chapter of the theoretical part is job satisfaction itself and what are its effects in an organization.

The empirical part followed the quantitative research approach by doing a survey study. In the questionnaire respondents were asked to give opinions about job satisfaction, climate, work design, communication, leadership, motivation, work load, and their own behaviour. The respondents answered to the surveys at work without their supervisor being there. All the 35 employees working at time in three shifts answered the questionnaire.

The results of the study showed that the employees are not satisfied at work and the job satisfaction had decreased within a year. Comparing to the average points, the organizational climate, the work itself and motivation to the work are not really bad, as well as the respondents said that they try to enhance the climate and are responsible and flexible. Unfortunately the better averages were only in some individual questions and not in the whole topic. For example, in the leadership, communication, and motivation in general the averages were quite low. The biggest reasons for the low averages were constant hurry, lack of advantages, and lack of appreciation of the management and owners. With the analysing the results the aim was to find what there is to improve.

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1 INTRODUCTION

1.1 Background of the study

The idea from this study came when I was working in PowerPark, the latest part of the Lillbacka Powerco Oy, during summer 2009. They have been measuring the customer satisfaction earlier but I was more interested on investigating the employees' job satisfaction. Unfortunately, end of the summer 2009 they had just started to measure that. But then, Mikko Kiviluoma, the manager of the PowerPark gave me the idea that Lillbacka Powerco could be interested on measuring their employees' job satisfaction. I knew they have been downsizing the personnel lately and so I thought that it would be interesting and challenging.

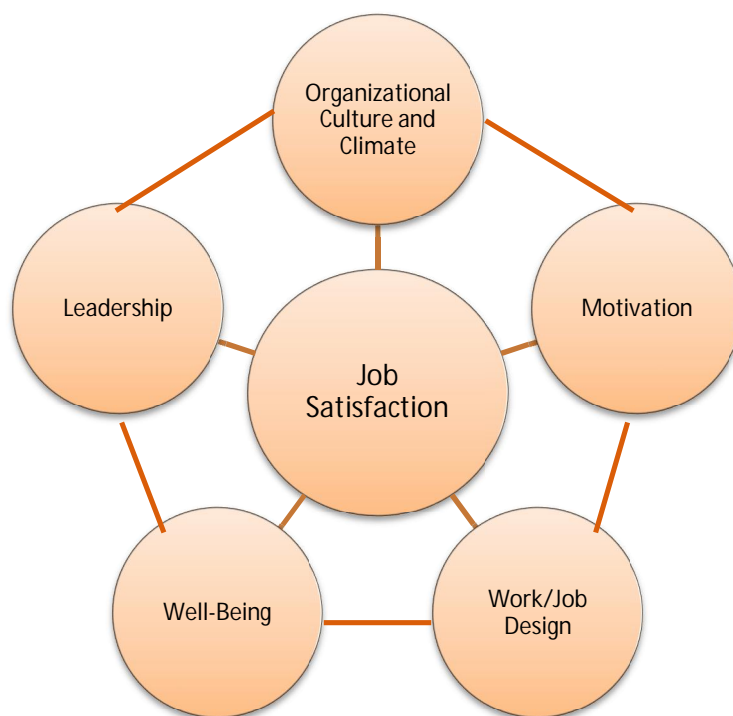
Earlier, I was working only in customer service and from the experience I knew that the job satisfaction is very important. In the beginning of this study I did not know about working in a factory and the attitudes there, and that made me want to measure the job satisfaction there.

1.2 Conceptual Framework

There are many things affecting to an employees' job satisfaction. In order the employee to be satisfied with his work all the sections (see picture 1) need to be in good order. Those sections are organizational culture and climate, motivation, leadership, well-being, and also the work itself. In addition, the employee's personal life effects on the job satisfaction but I do not concentrate it on this thesis.

There are no arrows in the conceptual framework not only because the sections effect on job satisfaction and vice versa but also to each other's. Satisfied employees are a big competitive advantage to the organization because it reduces turnover and absenteeism and it is a signal of good leadership, climate, and well-being. Leadership also influences on the motivation; good leaders are able to motivate the personnel, which then may lead to better productivity, commitment and job satisfaction. The leader-

ship has also a huge impact to organizational culture and climate; bad or ignorant leaders can destroy them fast and a good leader can enhance support them. Even if the personnel do not enjoy the work, the culture and climate, the team spirit can help them to cope and stay the organization. Work and job design is not discussed separately a lot because it is spoken under motivation and job satisfaction.



Picture 1. Conceptual framework of the study (Self-made 20.1.2011)

1.3 Introduction of the case company

Finn-Power, the so called ground company, was originally formed in 1969 by Jorma Lillbacka. Hydraulic hose crimping and cutting machines were the first products manufactured by the company under the trade name Finn-Power.

Nowadays Lillbacka Powerco Oy manufactures hydraulic swaging and hose cutting machines, as well as model crimping machines and nut crimping machines. Approximately 95% of this equipment is exported to approximately 60 countries from the company's factory in Finland. The factory is located in Alahämä, Kauhava, and the number of employees is about 65.

Lillbacka Powerco is a part of a family-owned company Lillbacka Powerco Oy. Besides Powerco, the Lillbacka group consists of Lillbacka Global which offers logistic services, shipping and forwarding services, Lillbacka National offering transporting in Finland, PowerLine offering merchant shipping, Finn-Power specializing in pressing technology, and PowerPark the experience park. In 2010 there were more than 400 000 visitors in the PowerPark during the summer.

2 PURPOSE OF THE STUDY AND RESEARCH OBJECTIVES

The aim of this project is to measure the job satisfaction in the case company, Lillbacka Powerco. The object is to make a good job satisfaction survey to Powerco and that the case company, and especially its management, would use the results of the survey to improve their employees' job satisfaction. The aim is also that Powerco could use the results of the survey to develop their employees job satisfaction and also possibly to renew the study later on to see if the situation has changed.

Lately Powerco has given some of the employees notice after co-operation procedure negotiations and, therefore, I would like to find out if the employees still are satisfied with their work and what is their level of motivation. Also the organizational climate is a big factor increasing or decreasing the job satisfaction. Therefore, there are the research questions

1. What is the level of the employees' job satisfaction in the company?
2. What increases the job satisfaction?
3. What decreases the job satisfaction?
4. How to improve the job satisfaction?

Measuring the job satisfaction will be conducted with a questionnaire to all the workers. With the help of CCO Mr Timo Taipalus I will collect the workers into one place, introduce myself and the idea of the survey to them, give the questionnaires to them and also collect them. The employees work in three shifts which makes the distribution of the questionnaires a bit more challenging. Collecting them immediately

is done to ensure the confidentiality and to get as honest answers as possible. Some of the questions will be open questions where the employees have the opportunity to be specific about their opinions. Another reason is that on this way it is easier for them to write idea of how to improve the job satisfaction. The research method used is quantitative method.

3 ORGANIZATIONAL CULTURE AND CLIMATE

Organizational climate is part of organizational culture. Armstrong (1996) claims that in the organization the organizational climate is more easily measured than organizational culture because it covers fewer subjects. Basically, organizational climate is how employees feel and see the culture in their company or unit. (Armstrong 1996, 316. Strömmer 1999, 63)

3.1 Organizational Culture

Michael Armstrong defines organizational culture in the same way as the core values in a company. According to him they both should be used by the managers and gang leaders as a guideline in order to encourage the behavior expected from the employees. This is mainly made in a way that the managers show the wanted behavior in practice and in that way showing it by an example. The organizational culture in a company should be developed in a way that employees' physical and mental well-being and taking care of their health would be a value that everyone is encouraged to. (Armstrong 1996, 316. Strömmer 1999, 290)

Organizational culture is a big concept and it is a key component in achieving organization's goals and missions and improving the organization's effectiveness. In the organization the organizational culture basically determines the conditions to think, behave inside and outside the organization, and also what is and is not allowed, what to believe and what to be committed to. In other words, it covers the mental models, operations and traditions. Sydänmaanlakka (2007) claims that intelligent organiza-

tion understands the organizational culture as “conceptual framework” from where the members of the organization see the reality. (Armstrong 1996, 361. Sydänmaalakka 2007, 222. Course material from lectures “Organizational Behavior” 2007)

The iceberg model of organization culture by French and Bell divides the organizational culture in two parts: visible and invisible or hidden parts. The visible part consist of the objectives, technology, skills and abilities, economy, resources, artefacts and the formal organization structure including positions, division of work, and power and responsibility. The invisible and hidden part consists of values and attitudes, positions, roles, feelings, communication, norms, myths, rituals, informal organizational structure, and real commitment and motivation. According to other theory, for example by Schein 1991, there is also so called grey area that can be seen a few meters under the water surface. There belongs the value that French and Bell situated to the hidden part: values. Armstrong defines the values as what is regarded as important. In practice they are shown in beliefs what things are good or the best for the organization and what kind of behavior is wanted. (Course material from lectures “Organizational Behavior” 2007, Armstrong 1996, 362)

The functions of organizational culture can be divided into three main functions. The first one is that it produces identity to the members of the organization by answering to the questions who and what kind they are. The more clearly the values and principles are public and acknowledged the better and clear the common identity will form. The second is how well the organization can engage the members to itself. The common culture can engage the members towards the goals and the whole organization instead of the members are only thinking what is best for them as individuals. The thirds function is that it forms a basis on how it is appropriate to behave and dress in the organization. These kind or rules stabilizes the everyday action and cooperation. (Lämsä&Hautala 2005, 179)

Great Place to Work Institute Finland has ranked the best places to work in Finland for ten years. This year they made big surveys to 25000 people asking about the employees' experience of their job and leadership structure. Every year they publish 50 best companies. In 2011 the top 50 companies created up to 1000 new jobs in

Finland, they have low turnover rate and their sales increased in average 14 per cent. (Great Place to Work[®] Institute Finland 2012)

After conducting the latest Great Place to Work Institute Finland ranking in February 2012 they wrote in an article that the international home products company Ikea was chosen for the second time in a row as the best big employer in Finland. In Finland they employ over 1000 people and over 10 000 people apply a job from there every year. The reason why Ikea is so popular and highly appreciated place to work is that their organizational culture is so strong. They hire people who are suitable to their organizational culture and also to the other employees. Many Ikea's way of recruiting is different comparing to the other companies, for example, when they hire a person to the warehouse they do not ask about the job experience but the level of customer service and teamwork, and they evaluate if the person can success working for this company. If they have a vacancy open they do not need to market that in a normal ways: they get a lot of applications anyway. They also put posters on the doors and walls inside the store. This is how they get a lot of applications from people who are interested of home decoration: their customers. (Great Place to Work[®] Institute Finland 2012)

3.2 Organizational Climate

Organizational climate is one of the most humane parts of the organization which is strongly formed by the interaction of people inside the organization. The climate can be experienced good or bad, liberating and inspiring or pressuring and stressful. Open and confidential climate can be linked to well-being, efficient and learning organizational climate. If the organization is task orientated, appreciated by the results and low-hierarchical it is more likely to be flexible, adaptive and sensitive to environmental changes. A culture like this is usually linked to participative management style, feedback and recognition. All of these factors have a strong influence on the climate. (Strömmer 1999, 63)

In the best case the climate in an organization can encourage the employees and also the management into much better innovation and professional recurrence, according

to Pekka Ruohotie. In order to achieve that there should be freedom, support, good resources, suitable timetable, good management, challenges, and sometimes some pressure. Things like asking for approval from the management for every small issue, high hierarchy, and systematically punishing from mistakes and failures are just some examples of the ways to discourage the personnel and suffocate their want to get and apply new knowledge and skills. The more there is strict systems and rules the less there are room for creativity in an organization. Therefore it is important to produce a positive attitude and climate to the organization. (Ruohotie 1999, 61. Skyttä 2005, 147)

According to Armstrong the organizational climate is affected by eight different aspects. The first one is the structure, opportunity to influence, and the decision making. It also includes the atmosphere and its formality. The second one is responsibility, satisfaction, motivation, and the feeling of being trusted. The third is the degree of risk-taking both in the organizational and individual level. The next one is the warmth in the organization between other colleagues and leaders, and the fifth is the support, helpfulness, and the emphasis on mutual support. Performance standards, goal setting and the emphasis on doing a good job is the sixth aspect, and the seventh is conflicts and the way of dealing with them. The last is the identity; if the worker feels to be a valuable member of a team and belongs to the company. Besides these eight aspects, Rensis Likert (1967) added the utilization of technology and internal and external communication to the list. (Strömmer 1999, 63. Armstrong 1996, 364-365)

The organizational climate influences on the work motivation, performance, job satisfaction, and positive group attitude according to Strömmer (1999). West (1990) has a theory where he defines the four factors that has an effect on the social relationships at work, productivity, innovation and job satisfaction. They are the vision (should be clear and developing), safe organizational climate (no need to be afraid of negative criticism) goal-orientation (should be common and feedback provided), and supporting of innovation (supporting of new ideas). As a conclusion, these all aspects are linked together and cannot operate without each others. Therefore, they all affect to job satisfaction. (Strömmer 1999, 63-64)

4 LEADERSHIP

Ben Nanus (1989) defines the differences between the management and leadership. According to him, management is more doing the things right, is goal-orientated, and is concentrated on present, whereas leadership is more doing the right things, emphasizes flexibility and change, human centralized, and concentrates on the future. Still, this division has been made long time ago but, later on, it was noticed that these two elements cannot be separated from each others. (Strömmer 1999, 69-71)

Although the leadership and the world have been changing a lot, the meaning of the leadership remains the same: to achieve results. No matter what the sector is the development of the leadership is one of the keys in enhancing performance and results. This is because every manager has usually the crucial impact on their own group's and organization's results. Excellent leaders are able to create a climate to the organizations where the good results are generated and achievement is possible. Bad leaders ruin the climate and reaching good results is rather impossible. (Sistonen 2008, 17)

Good leadership could be at the same time target-orientated, productive, responsible and innovative. The aim is not to make the changes and improvements fast and reach for the short-term results but rather continuous and long-term. The concept of good leadership is not invariable: it has to be adapted to the situation, the organization, the group, and to the individuals in question. In the good leadership the individuals' unlikeness and exploiting of the unlikeness is the source of the innovation and making results. That is also what Hilikka Poutanen (2010) found in her research where she investigating good leaders. She found that the most important skill of the leaders is that they are able to learn to know the employees as individuals; how they act and react in different situations and what their interests are. This makes it possible to lead them easier and also to earn their trust. Good leaders are also able to see and feel in what mood the employees are which then helps the leaders to cope in the meetings, problematic situations and giving the tasks. When the employees feel that the leaders

care about them as individuals they also feel better both mentally and psychically. (Sistonen 2008, 233. Poutanen 2010, 157)

According to Sydänmaanlakka (2003) there are numerous leadership theories, and some of them are working well and used widely in practice. Still, most of the most know and used theories and models were developed on the sixties and seventies, and they are developed specially for industrial organizations. (Sydänmaanlakka 2003, 39, 72)

4.1 Leadership and Job Satisfaction

According to Brooke the impact of leadership in job satisfaction is a researched topic. From a management perspective the dissatisfied employees can easily lead to decreased employee performance, tardiness, absenteeism, turnover, early retirements, and strikes. (Brooke 2006)

The relationship of leadership style on job satisfaction is a big concern when thinking, for example, turnover. For employees it can be stressful to work with a leader who does not provide support, show consideration, or engages in hostile behaviors. Negative leader-employee interactions can result in decreased job satisfaction and pleasure of work, questioning the person's skills on the job, reacting harshly to the leader, and, in the end, leaving the organization. The quality of the leader-employee relationship has also an impact on the employee's self-esteem. The direct and indirect costs to the organization can be quite high in terms of worker stress, reduced productivity, increased absenteeism, and turnover. (Brooke 2006)

Employees are more satisfied when their managers are good leaders. It is the task of every leader to ensure or create possibilities and circumstances to the employees where they can do their job properly and good. In practice, the leader makes sure constantly that the basic elements are in good order: there are necessary tools for everyone and they are trained how to use them, employees have the opportunity to have their breaks, and the goals are achievable. By doing that the employees can feel like they are doing the job well which creates job satisfaction and motivation. Lead-

ership includes motivating employees to do a good job, striving them for excellence which then might be shown as higher productivity and higher performance. Effective communication is must for leaders as this is vital for achieving the organizational vision. Leadership is multi skilled. (Järvinen 2002, 31-32. Kumari 2011, 13-15)

Robbins claims that there are four factors that enhance the job satisfaction that are controllable by the managers. Those are mentally challenging job, equitable rewards, supporting working conditions, and supporting colleagues. The first one, mentally challenging job means that the leader gives the employees' a job that gives them opportunity to use their skills and abilities and offer a variety of tasks, freedom and feedback. The equitable rewards improves the job satisfaction when the leader gives a pay system that the employees think is just, fair, and in line with their own expectations and job description. People prefer job that is not dangerous or uncomfortable, but is close to home, in clean and relatively modern facilities with modern and suitable equipment and tools. By ensuring the supporting working condition the manager increases the job satisfaction of the workers. Still, this is not always possible, for example, if the place of work is far away from center of population. Supporting colleagues means that the employees also have the feeling of fulfilling their social needs at the working place and, therefore, the relationship with coworkers and boss needs to be good in order to increase the job satisfaction. (Robbins & Judge 2007, 94)

4.2 Feedback

Giving feedback and the ability to receive it is the basic requirement of all learning, growth and development. The meaning of feedback is not important only to the individual but also to the team and the whole organization. The feedback should be given regularly and continuously because it often prevents the development of problems in the community. (Sydänmaanlakka 2007, 62)

A good feedback is based on understanding each other's and a tool to develop trust and cooperation. It is important for the leader to understand that even though employee knows he is doing good job he needs leader's confirmation to that. It is also the way

for the employee to evaluate his own performance. Otherwise the employee might think that the organization does not care or appreciate his input. In long term this decreases employee's motivation and commitment which leads to decreased job satisfaction. (Järvinen 2002, 112-113, Kaivola 2003, 148–149)

In an organization giving the feedback should be improved and developed continuously. Many organizations consider the sales as the only feedback which, in practice, is only looking to the past. However, recently many companies have started to follow not only the sales figures but also customer satisfaction, internal processes, and employees' skills and satisfaction. In best case everyone is getting enough feedback from superior, colleagues, customers etc. Without continuous, diversified and systematic feedback the organization cannot accomplish top performance. (Sydänmaanlakka 2003, 85. Sydänmaanlakka 2007, 64)

Often not giving the feedback is unplanned, and, for example, in Finland people might be modest and are not eager to give or receive positive feedback. Quite often there is also the fear that the positive feedback is not taken as actual positive feedback and the receiver doubts if the giver is serious. Also if a person is, for example, jealous, insecure or unsuccessful he will most probably not give positive feedback. (Kaivola 2003, 148–149)

4.3 Development Discussions

Development discussion is an essential leadership tool. It is also an effective two-way feedback channel between the leader and the employee. The leader can ensure in the development discussion that the employee has understood the organization's goals, individual's goals and evaluate the employee's performance. The aim of these discussions is employee's evaluation of the performance, planning and development of the next period, development of the cooperation between the leader and employee, solve the unclarities within the distribution of the work, and also to better the climate and working conditions. (Sydänmaanlakka 2007, 92. Juuti & Vuorela, 2002, 108)

Development discussions between the leader and the employee should be kept at least once a year. It is very important that the meaning and the goals of the develop-

ment discussions are understood well by the both parties: the technical details of the discussions are not as important. (Sydänmaanlakka 2007, 92)

In the development discussion the employee gets valuable feedback of his work. In best case that motivates the employee and he feels like the company appreciates him and his work which then increases the job satisfaction. Still, in the development discussions also the leaders have an opportunity to get feedback and, therefore, also get opportunity develop their selves and the leadership style. However, a really good development discussion cannot compensate bad leadership between the discussions. (Hätönen 2000, 41-42. Järvinen 2002, 113)

Preparation to the development discussions is essential. Therefore, both parties should know the schedule at least two weeks ahead. There should be enough time so that both parties can talk about the subject they wish. The most essential is to listen to each other's when they talk about opinions and points of view. Especially the manager has to be interested of the workers opinions. The development discussions are the best time and place to correct, for example, misunderstandings. A good development discussion is a nice and genuine experience to both of the parties. The key to a good development discussion is that both parties trust each other's. (Juuti & Vuorela 2002, 108-113)

5 MOTIVATION

Juuti defines motivation as the system of the factors that sets and directs the behavior. Motivated behavior is goal oriented and rational, and typically it is volunteer and controlled action. Motivation is often discussed of how the action and behavior gets started, maintained and ended, and also how strong, into which direction it is directed, and how hard the action is maintained. In other words, when talking about motivation, it is meant how the behavior is led and what kind of reactions the behavior creates on a person. (Juuti 2006, 37)

Different authors have defined and divided motivation based on the characteristics. Robbins defines motivation as the process that consists of an individual's intensity, direction and persistence of effort towards reaching the goal. In order to concentrate on the work-related behavior, Robbins narrows the focus on the efforts made towards organizational goals. Intensity is considered as the most important element when talking about motivation and it means how hard the person tries. But, there is also a disadvantage: in case the intensity is channeled into a different direction than it is needed, it is not beneficial for the company. Motivated people stay with their task until they achieve their goals: persistence is a measure of how a person can maintain effort. According to Lämsä, job motivation has a shape (amount of energy), direction (motivation is channeled into something), durability (motivation might last from few minutes to years), and strength (high or low level of motivation). Ruohotie identifies three characteristics. Alertness refers that the motivation is the source of energy of the action, direction is goal direction of the action, and systematic refers on the continuous interaction processes between an individual and its environment. (Juuti 2006, 37-38. Lämsä 2005, 80-81. Robbins & Judge 2007, 186)

Kauppalehti wrote on their web page 2011 that up to two thirds of Finnish employees have doubts if they really have enough motivation to perform their job and over one third think about leaving the organization. The main reason in the conducted study was the lack of appreciation: 66% of the women and 56% of the men responded to the survey want more appreciation. The respondents who said that they are appreciated at work only 12% think about changing the job. (Kauppalehti 2011)

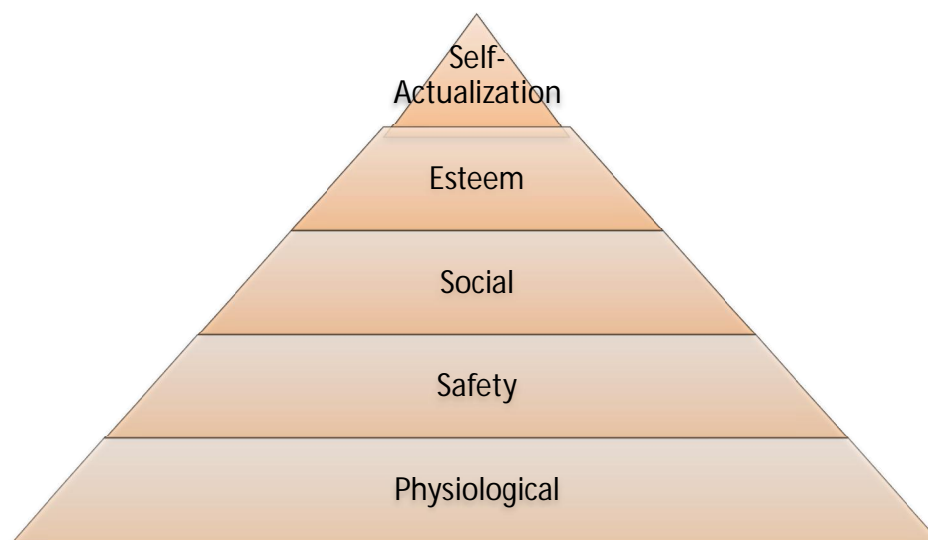
5.1 Motivation and Job Satisfaction theories

The amount of the motivation theories is big and most of the theories have different outcome variables. Some are directed at explaining turnover, while others emphasize productivity. They are also very much culture-bound: what works in the USA, for example, achievement bias, does not work in countries like Chile and Portugal. (Robbins & Judge 2007, 212- 213)

Just like the best know theory, Maslow's hierarchy of needs, several other theories are based on the idea that humans' behavior gets its strengths from internal tension and needs. With the behavior the people tend to try to mitigate them. Still, people only try to achieve their goals when they think it is possible. (Strömmer 1999, 154)

5.1.1 Maslow's Hierarchy of Needs

According to Maslow the main factor in motivation is the unsatisfied need. The hierarchy of needs is usually portrayed in the shape of a pyramid where the most important is on the bottom. (Lämsä&Hautala 2005, 82)



Picture 2. Maslow's Hierarchy of Needs (Robbins& Judge 2007)

The lowest level of this pyramid is the physiological needs such as breathing, hunger, thirst, and sleep. The next one, safety, includes the security and protection of physical and emotional harm and avoiding the danger. At work, secure job, ergonomics, and good occupational safety increase the safety. In the social part of the pyramid belong the acceptance, friendship, love, caring, grouping, and sense of solidarity. The esteem includes autonomy, self-respect, getting gratitude and recognition, and respect. The ways to improve this at work could be, for example, evaluation and feedback, and rewarding. The highest level is associated with self-actualization needs, especially those related to identity and purpose, for example, accomplishment, development, innovation, self-fulfilment, commitment, and development on career. (Lämsä&Hautala 2005, 82. Robbins&Judge 2007, 187)

The meaning of this pyramid shape is that the higher levels of different needs only come into focus when the lower needs in the pyramid are met. Once this “promotion” has taken place the needs of lower levels are no longer being prioritized. If one or some of the needs in some lower levels are no longer being fulfilled the individual will temporarily re-prioritize those needs. However, he will not permanently regress to the lower level. All the people have these needs but on different times they are highlight in different ways. For example, if a person is threatened, he focuses on protecting himself; he is not motivated on peoples’ respect towards him. (Lämsä&Hautala 2005, 83. Strömmer 1999, 157)

5.1.2 McClelland’s Theory of Needs

Based on his research, McClelland discovered that the individuals are motivated based on three needs; need for achievement, power and affiliation. (Robbins & Judge 2007, 192)



Picture 3. McClelland’s Theory of Needs (Zan 2011)

The need for achievement means the individual’s need to do his best and the will to success. People who have high need for achievement are motivated by complex and challenging job where they get feedback and responsibility. They also get themselves to challenging vacancies and stay there for long. They are driven by the performance and outcome, rewarding and money do not motivate them that much. For them it is typical to focus carefully on the task they want to finish, take full responsible of the

tasks, and get frustrated in case of failure. Therefore they seek their way to tasks that are challenging but not too challenging. (Lämsä&Hautala 2005, 85-86)

According to Strömmer, especially entrepreneurs have high need for achievement. They enjoy situations where the tasks are difficult enough, there is room for creativity, success can be measured or they get instant feedback, they can concentrate on the future, and personal efforts can lead to success. (Strömmer 1999, 157)

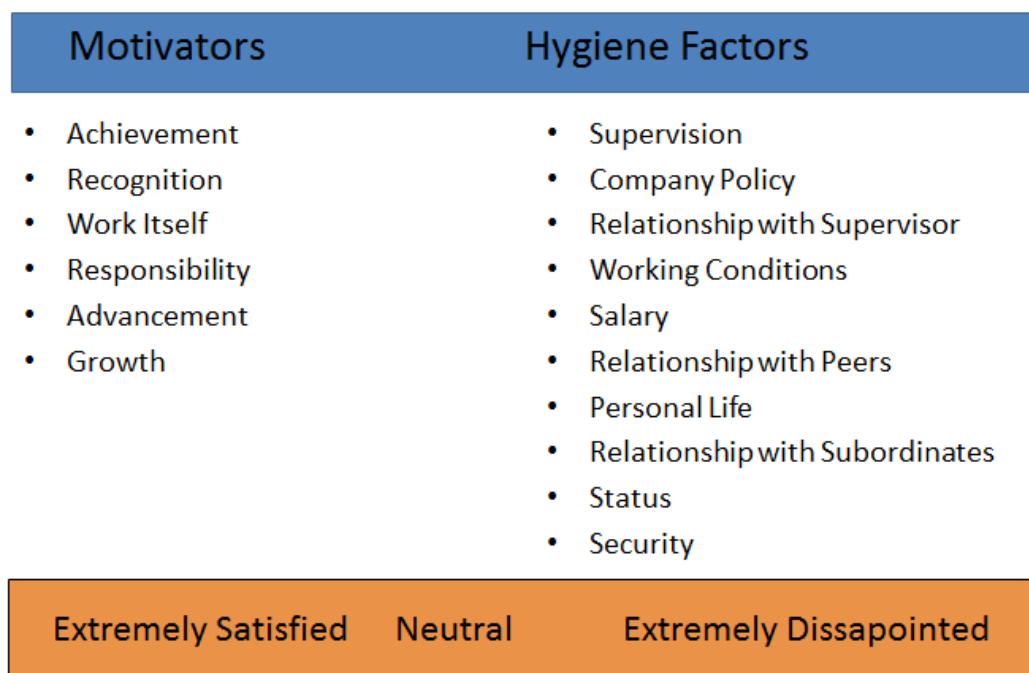
The need for power means that the person has a need to make others behave in a way he wants and in a way they would not otherwise behave. The need for power is usually connected to respect and social status. Therefore, it is estimated that the motivation of the big company leaders is based on this need. The need for affiliation highlights that the desire for friendly and close interpersonal relationships motivates people. If this need is strong the person cares a lot others' opinion and expectations the others set for him and, consequently, they tend to shape their behaviour according to others wishes. The person wants other people to like him and think him as cooperative worker. (Lämsä&Hautala 2005, 86. Robbins & Judge 2007, 192-193)

It is claimed that ten percent of the population have the need for achievement. Still, McClelland believes that even though a person is not naturally motivated by the achievement it can be trained at schools or increasing demanding tasks. Robbins and Judge argue that in case a manager needs an employee with high need for achievement he can choose a person with that quality already or train a person through achievement training. (Strömmer 1999, 157. Robbins & Judge 2007, 194)

The need theories, Maslow's hierarchy, ERG, McClelland's needs, and two-factor theory, have not found widespread support. The strongest of those is still McClelland's needs, especially the relationship between achievement and productivity. In general, need theories, for example, Maslow and ERC, are not valid on explaining the motivation of the employees inside a company. (Robbins & Judge 2007, 213)

5.1.3 Herzberg's Motivation-Hygiene Theory

With his colleagues, psychologist Frederick Herzberg (1959) introduced one of the best known job satisfaction theories, the motivation-hygiene theory, also called as the two-factor theory. They divided the influencing factors of the content of work motivation and job satisfaction into two factors. The satisfaction factors, motivation factors, are work related and the increase the job satisfaction whereas the dissatisfaction factors, hygiene factors are related to working environment and increase dissatisfaction at work. (Juuti 2006, 28. Lämsä & Hautala 2005, 84. Robbins & Judge 2007, 189-190)



Picture 4. Herzberg's Motivation-Hygiene Theory (Lämsä, Hautala 2005)

The hygiene factors are, for example, the relationship to the boss, status, organizational climate, management, salary, security of work, cleanliness and safety, and the relationships at work. Herzberg called these things as hygiene factors because they do not increase the job satisfaction. When they are on bad level they decrease the job satisfaction but if they are on good level, the situation is "normal". When they are badly taken care of, the whole organization sees it, but taken care well they are almost invisible. (Lämsä & Hautala 2005, 84. Strömmer 1999, 156)

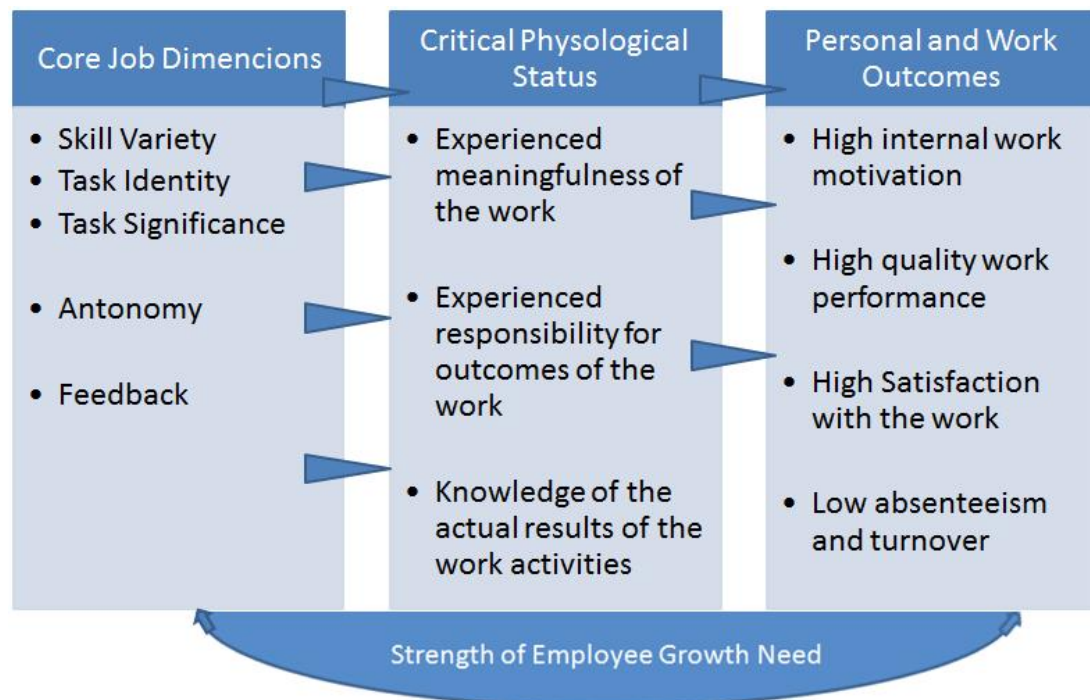
The factors related to content of work are the satisfaction factors which produce the motivation. These are the work itself, accomplishments at work, recognition, responsibility, opportunity to grow and develop, and promotion. With those people can experience job satisfaction and success, inspiring challenge, and accomplishment and gratitude. (Lämsä&Hautala 2005, 84. Strömmer 1999, 156)

The motivation factors determine if the worker is trying his best at work: the lack of motivation factors causes that the worker is doing his job mechanically with minimum effort and outcome. Lämsä and Hautala introduce a good example of this. A person is dissatisfied with his salary (hygiene factor) and he gets a rise in salary which decreases his job dissatisfaction. Still, the raise increases his job satisfaction only for a small while. The person gets used to the new salary and the new level becomes self-explanatory. On the contrary, innovating and challenging job description can be a source of job satisfaction for long time. (Lämsä&Hautala 2005, 84. Strömmer 1999, 156)

However, the researchers have not found clear evidence of job satisfaction affecting on good performance. In conclusion, it is impossible to say if the job satisfaction causes good performance or does the good performance cause job satisfaction. Still, the theory helps us understand that the motivation and job satisfaction are complex matters and they are affected by many factors, even factors that are in contradiction with each others. (Lämsä&Hautala 2005, 84-85)

5.1.4 Job Characteristics Model (Work and Job Design)

Hackman and Oldman developed the job characteristics model (JCM) based on Herzberg's model. By some researchers it considered to be a dominant framework for defining task characteristics and for understanding how these relate to employee motivation and job satisfaction. (McCabe 2006, 13. Robbins&Judge 2007, 226)



Picture 5. Job characteristics model (Robbins&Judge 2007)

According to the JCM any job can be described in terms of five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. The first three dimensions, skill variety, task identity, and task significance, determine if the work is meaningful. If these three characteristics exist in a job, it can be predicted that the person will view his job as achieving, recognizable and worthwhile. Autonomy gives the worker a feeling of empowerment and personal responsibility for the results, and feedback lets the employee know how effectively he is performing. (McCabe 2006, 13-14)

According to this theory, three critical psychological states can be expected to occur when jobs are designed to increase the presence of the five core job dimensions mentioned above: experienced meaningfulness of the work, experienced responsibility for work outcomes and knowledge of results of work activities. Hackman and Oldman also stated that the existence of these three critical psychological states would collectively promote increased work motivation and job satisfaction. (McCabe 2006, 13-14)

5.2 Work itself as a source of motivation

The content of the work is a vital factor affecting to employees' motivation. What makes it significant is the amount the person feels the job is suitable to him and he has taken the goals of the job as his own goals and considers them as a challenge. Also important is that person feels like he is succeeding and doing well and is able to develop and learn while reaching the work related goals. (Juuti 2006, 66)

The organizations today need personnel that are able to work independently without strict supervision. They also need to be innovative and commitment to the work. The old model where people used to perform manual work, step by step with close monitoring differs a lot from the new one. Still, many individuals prefer jobs that have a minimal amount of discretion and variety. Such individuals are obviously a better match to standardized jobs than individuals with strong needs for growth and autonomy. (Robbins & Judge 2007, 225. Juuti 2006, 66)

The nature of the work that people perform can also have an impact on individual motivation, job satisfaction, performance, and the willingness to remain in the organization. The baseline of the relationship between job design and motivational theory is that the nature of the work itself is a key contributor to overall employee motivation. (McCabe 2006, 10-11)

6 JOB SATISFACTION

Job satisfaction reflects the employees' positive relationship to the work. That expresses the experience of the work as a positive feeling, and that leads to devotion to the work. (Vesterinen 2006, 41)

Job satisfaction is basically an emotional reaction and the sum of items that affect on person's attitude towards work. There are several factors affecting to job satisfaction, like the job itself, work load, organizational climate, and leadership style. Job satis-

faction is also affecting significantly to the employee morale. (Juuti 2006, 28. Sarma 2009, 229)

Job satisfaction is an extensively researched topic, especially the relationship between leadership style and job satisfaction. For the individual, job dissatisfaction can result in feelings of helplessness, burnout, resentment, anger, and tiredness. Further, these emotions can lead to aggression, regression, complaining, fighting, psychological withdrawal, and, in the end, leaving the company. These kinds of emotions and behaviors affect on physical and mental health. From a management perspective, these emotions can lead to decreased employee performance, tardiness, absenteeism, turnover, early retirements, and strikes. (Brooke 2006)

In companies where the turnover is relatively high the company wants to keep their best employees. The people get positive feedback, recognition, pay raises and it increases promotion possibilities. In poor performing companies the things are the opposite. There are fewer attempts are made to keep the employees, the future does not look that good meaning that there are no promotion opportunities, and they might even encourage the employees to quit their job. Researchers have found that the poor performance companies the job satisfaction affects are more clear and visible than that in good performance companies. (Robbins & Judge 2007, 91, 92)

In service sector the job satisfaction effects also on the customer satisfaction. That is because satisfied employees are more happy, friendly and responsive, which are the features the customers value. Also, satisfied employees are more likely to stay in the company and be loyal to the company which decreases the turnover. But it also works on the other way around: if the customers are rude, thoughtless and unsatisfied, it clearly affects to job satisfaction of the employees. (Robbins & Judge 2007, 91)

6.1 Job Satisfaction and Productivity

For decades it has been argued if satisfied employees are actually more productive than the ones who are not. Robbins and Judge write in their book that after hundreds

of surveys it is proved that they really are. They say that, for example, if the data is gathered inside the company where there is a unit with satisfied customers and a unit of dissatisfied, the difference in the productivity is obvious. (Robbins & Judge 2007, 90)

Juuti disagrees with Robbins and Judge. He says that in many research there has been correlation between job satisfaction and productivity but it is very small. Therefore, it can be said that link between them is very complex. In his book Juuti mentions the study conducted by Lawler and Porter. According to them the small correlation is because the job well done causes job satisfaction and the opposite dissatisfaction and not because the job satisfaction would effect on productivity. Lawler and Porter highlight that it is the rewards that make the difference. There is an easy way to put it: first a person performs his work in a certain level and he sees the consequences which could be rewarding by himself or by the organization. Then he evaluates them comparing to the input he did and also to how did the others perform their work and how did they get rewarded. Then he reacts to the consequences by being satisfied or unsatisfied. (Juuti 2006, 32-33)

6.2 What Makes People Satisfied

Most of the people prefer challenging job with some variety and independence much more than a job that is only the same routine and tasks every day. Still, the most important thing about job satisfaction is the person itself. If the person is grumpy, unhappy, or otherwise negative, it is sure that the person is not satisfied with his job in any case. (Robbins & Judge 2007, 87, 88)

Sarma writes in his book about different findings done in different research about what makes people satisfied with their job. For example, Morse (1953) “considers job satisfaction as dependent upon job content, identification with the company, financial and job status and pride in group performance”. Another research, conducted by Pestonjee, found that employee’s job satisfaction is affected by four area: job (the job itself, co-workers, machines and tools, and working hours), management (praising, blaming, rewarding, punishing, holiday policy, participation, and favouritism)

social relations (sociability, friends and associates, neighbours, and attitudes towards people in the community), and personal adjustment (health and emotionality). (Sar-
ma 2009, 230)

One of the most obvious factors, money, motivates especially younger people. A re-
search by UCLA and the American Council on Education found it concerning that it
motivates people more than other, more important things; the entering freshmen
rated money as the highest over things like helping others or raising a family. Anoth-
er research, conducted by University of Florida, found an interesting relationship be-
tween the salary and the job satisfaction. They found that usually on people with low
salary, especially who live below the poverty line, the amount of salary does not af-
fect on the job satisfaction. For example, in the USA it can be seen that the people
whose income is on the level of comfortable living or more are less satisfied with
their salary and that affects on the overall job satisfaction significantly. (Robbins &
Judge, 2007, 87)

According to Graham and Shier many of the people relate burnout, stress and turn-
over with the job satisfaction and social work. The negative feelings are widely re-
searched but not many have studied the other side, what actually makes people happy
at work. Subjective well-being (SWB) is an idea born out of the social sciences that
represent how someone evaluates his life and measures of life satisfaction, a lack of
depression and anxiety, and positive moods and emotions. (Graham & Shier 2010,
40)

The table below illustrates mostly the work environment characteristics in which job
satisfaction can be influenced generally and in regard to particular roles. The work
environment factors are significant and improve the job satisfaction and decrease the
turnover of qualified workers. In addition, the job satisfaction has been shown to also
have connections to overall life satisfaction. (Graham & Shier 2010, 40)

Workplace factors contributing to job satisfaction	
Work Environment Characteristics	
Perceived autonomy	Task significance
Role conflict	Task variety
Role clarity	Frequency of career changes
Decision authority	Difficulty seeking employment
Workplace flexibility	Team work
Impact on others	Social support
Intensity of work	Organizational constraints

Picture 6. Workplace factors contributing to job satisfaction (Graham, J. and Shier M. 2010)

Graham and Shier made a survey about what makes the people happy at work. They sent a survey out to 2500 registered social workers in Alberta, Canada from which seven hundred people responded. From that group they took 13 people whose scores were the highest. They made wide interviews to the people about their lives at home and at work and also followed them at work. (Graham & Shier 2010, 40)

In the research they found seven main factors that made the social workers happy. The first one is the flexible work schedules. The workers had the ability to have the flexibility to manage their personal lives which helped them to achieve a healthy work-life balance. The second one is a strong sense of engagement in their work. That was because of the support and consultation the employees received from their bosses and employers. The next is the feeling of being appreciated and valued, which often was because they are included in organizational decision-making. Also the factors about a pleasant physical workspace, good relationships with clients and colleagues and having a mentor to talk about their life, career decisions and their day-to-day job were ranked high. The last two are having a high degree of freedom built into their jobs, meaning that they wanted the ability to try new things and expand out of their immediate area and having a diversity of responsibilities which includes, for example, training or teaching others, research, and policy development work. The researchers, Graham and Shier, are currently researching whether these factors make other types of workers happy as well, and it is expected that these factors would be important to all workers. (Graham & Shier 2010, 40)

6.3 Commitment

The commitment focuses on why people choose to stay with an organization and it describes an individual's feeling of obligation to stay with the organization. It is a psychological bond of an employee to an organization. The strength of the bond depends on the degree of employee involvement, employee loyalty and the beliefs in the values of the organization. Still, it is a two side project; organizations should also increase their commitment and dedication towards their employees if they want same from their employees. There is also a positive relationship between communication satisfaction and organizational commitment. Continuance commitment focuses on why people choose to leave the organization. It considers the perceived costs of leaving an organization and such things as the lack of alternative employment opportunities. (McCabe 2006, 8. Kumari 2011, 13-15)

McCabe was examining the relationship between job satisfaction, organizational commitment, and retention in the Canadian Forces (CF). According to him, first it is important to clearly understand how organizational commitment can influence an individual's decision to stay with or leave an organization. In an effort to better understand the fundamental basis for retention and to assist in developing a retention strategy, the CF conducted a study in 2003 in order to examine the relationship between job satisfaction, organizational commitment, and individual's intention to remain in the company. His study concluded that job satisfaction plays an important part in the development of affective commitment to an organization and that this in turn has an influence on an individual's decision to stay with an organization. The relationship between these three items can be described as follows: the greater the job satisfaction, the greater the level of affective commitment and the greater the chance to stay with an organization. Therefore, any initiatives that improve job satisfaction should have a positive impact on retention. (McCabe 2006, 8)

Peter Goudge writes in his book that commitment is a two-way process. The organization has to develop and increase commitment which leads that the employees work with each other's to improve the performance in their jobs for the benefit the organization. (Goudge 2006, 34-35)

According to Goudge the oldest, sixty years-old or over, are most engaged to the work where as a bit younger and the ones who have been working in the same organization the longest are more likely to be the less committed. Also the ones who feel like being harassed or had an accident at work are usually the less committed. (Goudge 2006, 35)

The biggest positive affect on commitment and, then, to job satisfaction is when the employee feels like he is being valued and involved to the decision making of the organization. It is the clearest way in which the organization can recognize the contribution and qualities of employees. Due to that the managers tend to have higher level of commitment, whereas, unfortunately, the staff is usually left outside of it. Still, if an employee gets a formal appraisal of his work he stays motivated and committed for long period of time. (Goudge 2006, 35)

6.4 Communication

The communication between the group members creates and maintains the group activity. Besides the normal, verbal communication, the group members communicate non-verbally, for example, with their facial expressions, movements and gestures. Especially the non-verbal communication is really important and following it closely it is possible to find out a lot of the group members' predictions, problems and attitudes towards work and each others. (Lämsä&Hautala 2005, 122-123, Sarma 2009. 250)

According to Sarma, the organisations cannot exist without communication. Without the communication the managers do not know what the employees are doing and when, they cannot give instructions to or coordinate the employees and employees do not know what their colleagues are doing. In such a case, working is impossible, and the organisation would collapse. In the normal life and in an organization every act of communication influences in one way or the other. In the organization an effective communication tends to encourage better performance, improves job satisfaction and motivation, creates proper understanding, and develops feeling of involvement

among the people. The communication is the only way to give feedback but that was discussed already before. (Sarma 2009. 250)

When the communication is inadequate, the so called grapevine might take over. The grapevine is unofficial verbal communication which is usually compared with gossip and rumors. There are three main characteristics on grapevine; the managers cannot control it, some might use it to their own benefit by spreading rumors and blackening others, and some think the grapevine is more reliable than the official notice given by the management. (Lämsä&Hautala 2005, 122-123)

6.5 Absenteeism and Turnover

Absenteeism and turnover are major problems in organizations. They have a lot of impacts to the company, for example personnel costs and production, but they are also signs that the employees are dissatisfied, unrested, and they lack of interest to work in the company. However, the job satisfaction influences only on the employee's willingness to come to work, it does not influence on the ability to work. The more a person is dissatisfied with his job the more likely he is absent a lot and, in the end, leaves the organization. Still, in this case turnover does not mean the turnover caused from illness, death, lay-off and retirement and with the term absenteeism is meant the unauthorized absence from work. (Sarma 2009, 228-229, Juuti 2006, 34)

Unfortunately absenteeism is a universal problem. It, however, differs a lot depending on the industry, county, place and occupation. Still, absenteeism is one of the major human problems in many organizations. The work environment and conditions have a big impact on the efficiency and satisfaction of the employees, which then effects on absenteeism and, in the end, to turnover. Decreasing factors are, for example, poor lighting, ventilation, noise, humidity and heat. Over the years it has been more and more realized that by increasing the awareness of the quality of working conditions the problems associated with, for example, productivity, accidents, tiredness, absenteeism and turnover can be improved a lot. However, there is always some amount of absence which cannot be avoided. (Sarma 2009, 283-284, 286)

Although poor working conditions and environment causes absenteeism there are also other reasons, like

- Sickness
- Housing problems
- Lack of interest in the job
- No change for promotion
- Small income
- Lack of supervision and training
- Insecurity of employment
- Lack of creativity in the job (Sarma 2009, 288)

For absenteeism it is difficult to find the actual reason by asking the employee but the case is a bit better with turnover. With that information the organization can analyze the amount of leavers and the reasons and also decide if there should be some actions the organization can do to prevent it in the future. Some of the reasons for turnover are

- Poor relationship with colleagues or manager/team leader
- Bullying or harassment
- Personal, for example, illness, pregnancy or moving away from the area
- Another organization provides then more pay, better prospects and working conditions, more security and opportunity to develop skills (Sarma 2009, 80)

6.6 Rewarding

According to Sistonen (2008), good leadership and rewarding affect positively to the climate and results of the organization. Robbins divides rewarding into different sections. The first section is salary (what to pay employees). If they are paid more they might be more motivated and stay in the company longer. But, at the same time it means high employee costs which need to be then covered with higher prices of the products, and then it leads to decreased competitiveness. The second is the salary of individual employees. In case all the employees are paid the same, no matter if they do their job ok or excellent, decreases motivation and job satisfaction. The salary

should be affected by the performance so the company can use, for example, bonuses, profit-sharing, piece-rate plans, or merit-based pay. But still, not everyone appreciate the same rewards. Some prefer having big bonuses and getting recognized of their job while some appreciate vacation and day-offs. (Sistonen 2008, 233. Robbins 2001, 237-348)

Sarma lists many different kind of reward systems. Profit sharing is a group-based organisation plan where both managers and employees work together to reach the common goal. Gain sharing plans are designed organisation-wide to reward employees for improvements in organisational productivity instead of profits. Stock options are similar in many ways to profit sharing plans but the employees and managers get the profit in the stock market. There the labour costs vary with the organisational performance and that is the reason why it is more popular than normal profit sharing. The competence-related pay is similar than Robbins also mentioned, but Sarma highlights that it is about the effective use of competence to generate added value. Skill-based pay is usually concerned with the skills used by manual workers, including fitters, welders, fabricators, and operators. In the best case this reward system may provide strong motivation for individuals to increase their skills. In team-based pay the payments are linked to team performance or the achievement of the agreed team objectives. While team rewards may offer some important advantages, their implementation is by no means easy and can be a high-risk strategy because it also depends on, for example organisation culture, management style, and performance management systems. (Sarma 2009, 203-204)

Finnish market research company Taloustutkimus also conducted a survey for 4200 persons about what Finnish people think it is the best reward at work. The result was quite surprising: the pay rise was, of course, the most important but almost as many thought that the appreciation of the manager is just as important. Under 40-years-old experts and mid-management the pay rise is the most important but for all under 25-years-old it was the appreciation. The third most important for experts and mid-management was the bonus system and for workers it was trainings and extra days-off. (Taloustutkimus 2012)

6.7 Measuring the Job Satisfaction

Because of the increasing competition in business world, the organisations are looking for ideas of how they can get the best out of their workers in other ways than just monetary ways and reasons. One way, employee survey, is a crucial tool to gain insights into the workplace environment if it is used correctly. It provides the organization an idea of how employees feel about their workplace and the work itself. Through surveys, problem areas can be identified at the beginning itself before it turns into a crisis. In best case it can identify and help the organization to deal with issues of satisfaction, working environment, climate, and productivity. Also, a good survey can help the organisation retain its best employees without big numbers of turnover and absenteeism. (Sarma 2009, 12, 231)

Robbins (2007) writes in his book *Organizational Behavior* that there are two ways to measure the job satisfaction. The first one is so called a single global rating which is conducted by asking the respondent how satisfied he is with the job by circling a number between 1 and 5 which mean “highly satisfied” and “highly dissatisfied.” The second way is claimed to be more exact. It deals the key elements of the job, for example, nature of the work, supervision and the managers, salary, promotion opportunities in the working place and the relationship with the coworkers. From the answers of those questions it is possible to get the overall job satisfaction score. Still, Robbins and Judge think that neither one of those is better than the other one. They say that the reason for it might be that the concept of job satisfaction is so broad that it can actually be captured with only one question. Other explanation is that the second option might leave out some of the essential parts. Still, with these two methods it is difficult to find what actually the problem sections are and what can be done to make them better. (Robbins & Judge 2007, 85, 86)

Sarma writes in his book about many other ways to measure the job satisfaction. The first one, rating scale, is close to the “the second way” written by Robbins and Judge with the difference, that there are many different topics to be rated, for example, one measuring the dissatisfaction of employees, another measuring the problems and challenges faced by the managers, and a third using different dimensions identified by other people. The second way, critical incident, involves asking the employees to

describe incidents on the job when they were particularly satisfied or dissatisfied. Then they are analyzed in terms of their contents and identifying those closely related aspects responsible for the positive and negative attitudes. The most throughout method for measuring job satisfaction is to conduct personal interviews. The best advantage is that it is easy to get additional information or clarifications in case of need. The disadvantage is that the employee may not be willing to answer the questions honestly for some reason. (Sarma 2009, 231)

One of the ways, employee surveys, acts as the process of mutual communication between employers and employees. Different forms of surveys aim to achieve different objectives, for example, measuring the employee feedback through surveys helps to get more information, for example, the organisational climate, communication patterns, organisational effectiveness, workplace policies, and teamwork. It can also help for the organisation to identify cost saving opportunities, measure employees' perception of the company goals and overcoming obstacles. (Sarma 2009, 12)

It is extremely important that the surveys are done autonomously. That is the only way to get honest answers, especially from the ones who are unwilling to express their opinions in open forums. Also, the survey should not be only on HR departments' responsibility but managers must also participate at every level. (Sarma 2009, 12)

According to Sarma, there are various ways to increase the job satisfaction. Still, they all cannot be used in every field of business, organization, and it cannot involve everyone inside the organization. The first options are job enlargement and rotation. On those ways it is possible to avoid boredom and gives the employees a chance to learn additional skills. The organization also benefits if the employees are able to perform number of different tasks or assignments, especially in case of emergency. Another ways could be the change of pace, scheduled rest periods and shorter hours. They all give the employee the feeling of freedom and accomplishment and, variety and relief of monotony. In best case they also improve the productivity, morale, reduced absenteeism and accident rate. Still, probably the best ways to increase the job satisfaction are greater autonomy and giving the feeling of accomplishment. Autonomy gives the employee more freedom to do the work in their own way and make

their own decisions which then leads that they work harder. The feeling of accomplishment comes from completing a whole job and if the employee feels like he plays a significant part in the work process as a whole, and that the process itself is important. (Sarma 2009, 232)

7 WELL-BEING AT WORK

Well-being can be defined as how people feel themselves during a working day. It is a comprehensive experience including satisfaction, positive attitude to life and work, activeness and accepting yourself as you are. Well-being is balance between physical, mental, and social state where a person is seen as a whole individual. (Vesterinen 2006, 17. Ojala&Ahonen 2005, 27)

Work is a foundation to well-being if it matches up to the person's goals and professional abilities. That gives the person a chance to interaction and creates meaningfulness and financial security to life. The well-being employees can ensure the profitability of the organization like already written above about the great place to work in Finland. Also satisfied employee is motivated and committed to the work. (Vesterinen 2006, 17. Ojala&Ahonen 2005, 27. Strömmer 1999, 290)

Experiencing of the well-being at work is very individual. The reasons in the individual differences could be caused by the background of the person, such as age, gender, education, or family situation. One reason could be linked the organization, such as unfair management, bad and inconsistent working times or organizational climate, or the personality. (Vesterinen 2006, 17-18)

Manager is a figurehead of the organization whose job is to create and maintain motivation and enthusiasm for work by his own example. Therefore manager's well-being at work is important, not only for himself but also for the whole operations of the organization. If the manager is stressed or exhausted it starts to reflect the negative feeling to the whole group. When the manager is exhausted he does not energy

to think about the well-being of the community or its individuals or make considered decisions. Resultant to this, there might be problems, defects, and unclarities in the organization, which, in the end, leads to employees' lower motivation and job satisfaction. (Järvinen 2002, 145-146)

There are several things decreasing well-being at work. Those are for example bad treatment of the people, equality, work which is decreasing human worth, too high expectations, too big work load, little opportunity to influence, and contradictory between values and worker. In the worst case if these are lasting long, they cause bad stress or even burnout. (Vesterinen 2006, 21. Course material from lectures "Organizational Behavior" 2007)

In every organization there are things threatening well-being when you look close and long enough. Sometimes the management is not aware of the things. The worst case is when the decreasing factors are denied and thought that some aspects belong to the normal life. Still, maintaining employees' well-being is a challenge, not only to the organization, but also to the employee himself. (Strömmer 1999, 290. Vesterinen 2006, 21)

Constant change and insecurity decreases job satisfaction and causes stress. While the competition is increasing all the time and the technology is developing, the pressure in organizations gets higher. They are forced to increase their production and at the same time decrease the number of the employees. Reducing the employees and reshaping the organization causes the increase of the workload and hurry of the remaining employees. This, in the long term, causes stress and burnout. (Lämsä&Hautala 2005, 68)

7.1 Stress

The American National institute for Occupational Safety and Health (NIOSH) defines job related stress as "The harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker." Still, this should not be confused with so called "positive stress", a pres-

sure, for example, a challenge that is stimulating and energizing and also motivating workers to learn new skills and do the work better and more efficient. A challenge like this gives the worker a sense of satisfaction and relaxation. (Emerald Insight Staff 2005, ii)

There are several potential sources of stress. S. Robbins divided them in three groups: environmental, organizational and personal. Environmental sources can be economic or political uncertainty or technological change, organizational factors like task demands, role demands, and interpersonal demands, and personal factors can be family problems, economic problems, or personality. Whether it becomes an actual stress depends on the individual differences, like social support, self-esteem, and job experience. Stress can appear in numerous ways. The consequences can be divided into three groups: physiological symptoms, psychological symptoms, and behavioral symptoms. Physiological symptoms can be headaches, high blood pressure and heart diseases, psychological symptoms anxiety, depression, and decrease in job satisfaction, and behavioral symptoms may affect on the productivity, absenteeism, and turnover. (Robbins 2007, 667-673)

After studies, Meyer Friedman and Ray Rosenman (1976) divided people to A and B personalities. These two personalities experience stress in different way. Type A personalities are ambitious, busy, impatient, they work long hours, and as they are stressed they are aggressive, competitive and dominant. They are not able to rest without feeling guilt and they are more likely to suffer from stress, high blood pressure, and coronary. Therefore, it is easy to predict their behavior. Type B personalities are calm, patient, do not get frustrated easily, they talk and move slowly, and they are able to relax. Although the division to A and B personalities is well-known, very few people still are totally either one. (Lämsä&Hautala 2005, 73-74)

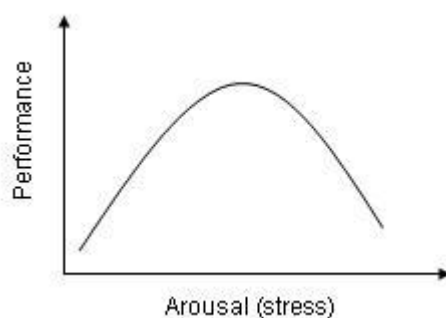
7.2 Workload

The definition of the workload is broad but in this thesis is meant by the work that a person is expected to do in a specified time. Workload can be divided into work overload and underload, and further more into quantitative overload or underload and

qualitative overload or underload. Quantitative overload means that a person has too much to do in a given period of time and quantitative underload when there is too few tasks to do in a given period of time, whereas, the qualitative overload means that the work is too difficult for a person and qualitative underload is when the task does not utilise the skills of the individual. All of these are also potential sources of stress and job dissatisfaction. (Rout & Rout 2002. 45-48)

According to a Finnish market research company Taloustutkimus over 40 percent of Finnish workers are afraid of burnout or some illness due to work. That was not the only worrying finding in the survey they conducted: Over 50 percent think that the work overload causes health problems, 45 percent think there are too less people doing the work, 40 percent think the workload is not distributing evenly, and one fifth think they work too much. Especially highly educated and well paid think they work too much whereas one tenth of young people would be willing to work more. Still, 40 percent of the respondents think they have too much work because they wanted the extra work. (Helsingin sanomat 2012)

Psychologists Robert Yerkes and John Dodson were studying the relationship between performance and arousal (stress). Based on that the theory, Yerkes-Dodson law, was formed. There the performance increases only up to a certain arousal point. (Rout & Rout 2002. 47)



Picture 7. Yerkes-Dodson law (Rout & Rout 2002)

According to that theory, the stress is a good thing; we are built to be motivated by the stress. The problem comes when there is too much stress then the performance decreases and people start to miss some important tasks and factors. Different people

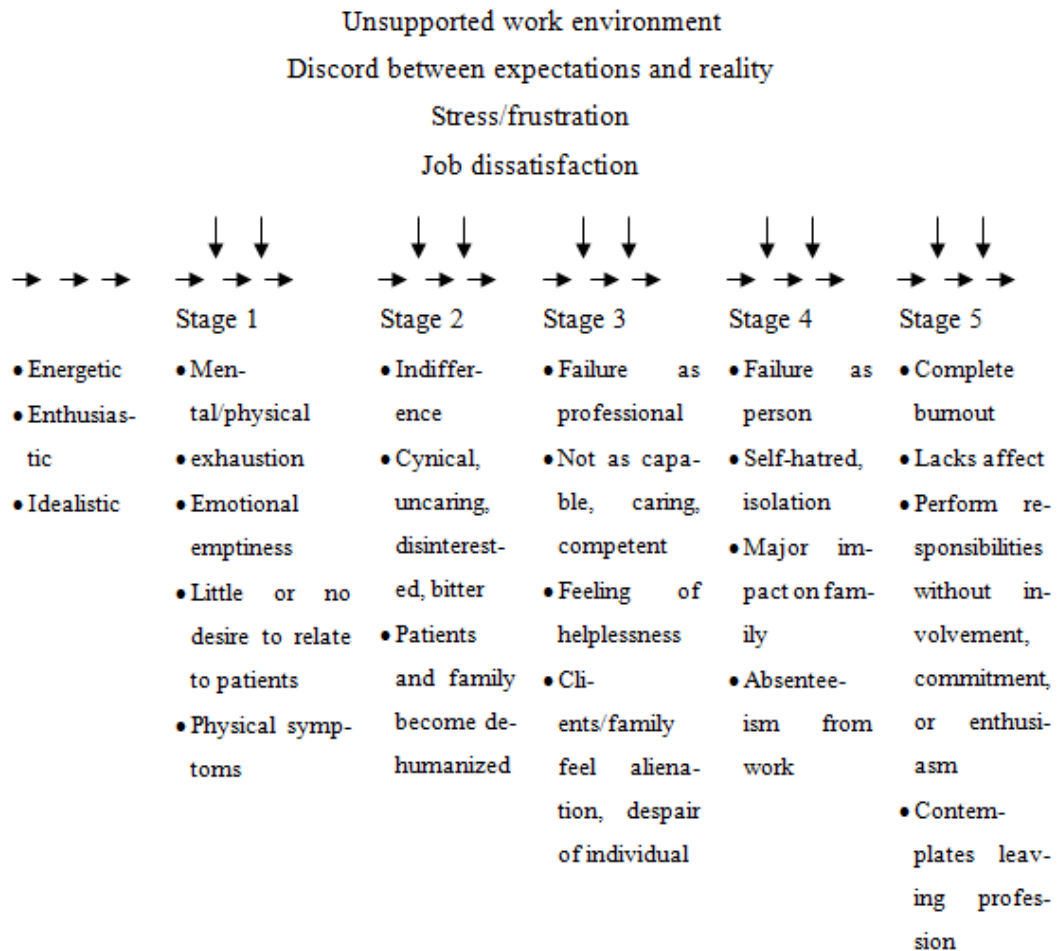
have different stress levels which makes motivating for the leaders difficult. (Rout & Rout 2002. 47)

7.3 Burnout

Burnout is a serious condition caused by excessive and prolonged stress. Exhaustion is just one part of burnout: a person suffering from burnout is usually comprehensively tired, transforms to cynical and is suffering from low professional self-esteem. (Lämsä&Hautala 2005, 75)

Greenberg and Baron (2003) divided the symptoms into three categories: physical, emotional, and depersonalization. When a person is suffering from physical stress he has lack of energy, tiredness, headaches, nausea, insomnia and increase or decrease in eating habits, whereas emotional burnout causes depression and the feeling of helplessness. Depersonalization is a way of behavioral when the person is cold and cynical. He also has negative attitudes toward other people. (Lämsä&Hautala 2005, 78)

The education center for healthcare professionals, NetCe, has an article about burnout. According to that in general, when a person starts the career, he is highly motivated. But if the work environment is not supporting the efforts and concerns of the person, the reality of the job and the individual's expectations begin to diverge and frustration and disappointment arise. These feelings can lead to job dissatisfaction which then leads to resulting in decreased productivity, loss of confidence and enthusiasm, and behaviour changes. If the situation is not handled, stress increases and causes typical stress-related symptoms. These physical symptoms with emotional emptiness form the first stage of burnout: mental and physical exhaustion. If the situation is still not handled burnout will continue through four more stages: indifference, feelings of failure as a professional, the feeling of failure as a person, and feeling of total emotional numbness. (NetCe Continuing Education Online 2012)



Picture 8. Stages of burnout. (NetCe Continuing Education Online 2012)

Some researchers think that anyone can suffer from burnout. Still, there are some factors that increase the risk. Some of them are individual factors, like age, gender, expectations, education, family relationships, and marital status. For example young people are at risk because of their high and unrealistic expectations, inexperience, and vulnerability. Women tend to suffer from burnout more than men, especially from emotional burnout. According to Lämssä and Hautala (2005) married or highly educated persons are more resistible to burnout than single or low educated ones. Some of the factors can be because of work community and the job itself. That can be, for example, too big work load, long hours, little opportunities to influence, unclear goals, lack of responsibility or feedback. (Lämssä&Hautala 2005, 78, Course material from lectures “Organizational Behavior” 2007)

The most worrying aspect about burnout is when a person gets it, there is a possibility that he will never recover. In Finland, burnout starts to be the biggest reason for

disability pension according to Bronsberg and Vestlund (1999). According to researchers people who are ambitious, inspired of their work, and set the goals high and also are talented and hard-working are tend to have higher risk of getting burnout. (Lämsä&Hautala 2005, 78-79)

7.4 Bullying

Bullying is usually something that takes place in elementary school but bullies can exist in the workplace as well. Still, in the work place the bullied person is not necessary the weakest employee but anyone coming towards them. There are no difference between men and women; they are both likely to be the bullies. However, women are more bullied than men. (Robbins & Judge 2007, 218)

There are many different reasons why some people bully each others. Some try to boost their self-esteem or they are envious of their target. Some might lack the usual social skills we all need to interact successfully with others. They may have poor emotional control, self-awareness, and empathy, for example. One of the most common reasons is the attempt to increase the influence and power through the bullying actions. They are rationally acting to improve their own position by undermining or attempting to eliminate others. This is the main reason why some leaders bully their employees: they feel that they are a threat to their supervisor's status. (Clifford 2006, 16-17. Robbins & Judge 2007, 218)

The impact of being bullied varies of a person a lot. For some the work, social and private lives can be severely affected, and the levels of anxiety and stress caused can seriously affect on mental and physical health. Robbins claims that they may feel less motivated but they still continue performing their work duties normally. However, this might be because of fear. Robbins also states that that the main outcome of being bullied is that they are less motivated to perform any extra, help others, and speak positively about the organization. (Clifford 2006, vii. Robbins & Judge 2007, 218)

8 RESEARCH METHODS

8.1 Qualitative and Quantitative method

There are many different research methods but the best known are qualitative and quantitative method. In the past they have been totally separated and only one of them was used in one research. The situation today is less quantitative versus qualitative and more it can be said that studies tend to be more quantitative or qualitative. One of the newest research methods is combination of those two: mixed method approach. (Creswell 2003, 4)

Qualitative method is based on verbal discussions and interviews and their recording, it focuses on open-ended questions, emerging approaches and text or image data and, for this reason, is often seen as the soft approach. Because qualitative method is about what people tell you and what they do, it is possible to understand what is going on. But that is also the disadvantage: in case people do not wish talk about some issue or wish to hide something then there is nothing the researcher can do about it. Also this method is firmly linked to certain data and theoretical approach. (Creswell 2003, 18-19. Gillham 2010, 10)

In quantitative method there are close-ended questions, numeric data, and it is about counting and measuring. Most often it is an inquiry such as experiment or survey, and from the result it is possible to count, for example, averages, totals, and ranges. In case studies quantitative data can be put quite often into some categories, which helps usually to make comparisons between different groups, for example, by age, gender, occupation, educational level. For many people the statistical data is relatively easy to understand which makes it practically useful. (Creswell 2003, 18-19. Gillham 2010, 9, 85)

In this thesis I have used quantitative research method. The reason is that I wanted to get as many workers to answer as possible and it was easier and definitely faster to have them answer on a survey than by interviewing them personally.

8.2 Validity and Reliability

Validity means if the research method is correct to measure the research questions. Validity is important to evaluate because there is a possibility that the researcher misunderstands the results or the questions are understood differently in the questionnaire than the researcher planned. (Hirsjärvi, S., Remes, P. & Sajavaara, P. 2004, 216-218.) In this research the validity would be better if had tested the understanding of the questions but I did not.

Reliability in a research means that the result is not random but constant. The reliability can be stated, for example, if the research is done twice or two researchers conduct the same survey, the result will not change. (Hirsjärvi et al. 2004, 216-218) In addition to this, the researcher needs to be objective. It improves the reliability of this research that all the employees working at that day answered the questionnaire. The fact that there was no summer help in the company but only the permanent workers answered the questionnaire also increased the reliability. Still, it has been researched that in the questionnaires the respondents answer more positively than the reality might be. The reason for this could be that they do not want to admit to an outsider that everything is not ok in the company or that they make mistakes, or they are afraid about the consequences that it may cause. Therefore the answers to this questionnaire need to be treated with caution.

9 RESEARCH FINDINGS AND ANALYSIS

9.1 Implementation

I did the research to Lillbacka Powerco mainly because I used to work in other part of Lillbacka Group, in PowerPark. The case company has never measured the job satisfaction and, I think, it was the main reason why they welcomed me so warmly.

I contacted the CCO, Timo Taipalus, first. He thought the survey was a good idea and he allowed me to conduct the survey. Next step was to make the survey, and after getting the comments from the tutor and Mr. Taipalus, the final form was agreed.

Because both parties wanted to get as direct and honest answers as possible we decided that paper versions would be the best because then I could come there personally to issue and collect the questionnaires. I thought it would be challenging because the people working in the factory work in three shifts and the office in normal office hours. My concerns were unnecessary; all the workers were told already what will happen and also they had made a schedule at what time which department comes to the meeting room and answers to the questionnaire. On first day I went there in the evening for the night shift, all the others were on the second day. The survey was conducted on the beginning of the summer 2011.

The actual situation when I was there conducting the surveys was nice and relaxing. The supervisors or management were not there. The people were not in a hurry; they were laughing and talking before and after answering to the surveys. Especially it was nice on the night shift: the people were asking me to explain some questions and they verbally gave me comments about the questionnaire, the management, atmosphere and a lot of others.

There are about 60 people working in Lillbacka Powerco. Unfortunately to me, the day when I was there was nice and warm Friday and many had taken the day off and, of course, some were already on holiday. In total 35, all the people working at that time, answered to my questionnaire and the percentage was as high as 58.

9.2 Questionnaire

The questionnaire consists of 67 questions which are divided into 7 different sections (see appendix 1 and 2). First one is the background information where I wanted to know the sex, age and how long the respondents have worked in the company and on which department. With that information it was easy to divide them into groups and then compare the differences between them. I divided the groups to men and women,

office workers and factory workers, the ones working in the company less than 10 year or more, and the last ones, age groups 35 or under (later referred as the young age group), 36 to 50 (the middle age group), and 51 or more (the oldest age group). Of course it is obvious that everyone was part of many of the groups but, in my opinion, it keeps individuals more anonymous.

The second section is job satisfaction and organizational climate where are also questions about equality. The third one is the work itself and communication but the biggest emphasis is on the work itself and if they like it. The next one is leadership which is the largest section. The fifth is motivation and rewarding which also asks if they are satisfied with their salary. The last two are work loading and extra questions. The extras let the respondents to evaluate themselves as colleagues and employees.

The logical way was to choose a scaling method to the questions to the questionnaire. I did not want to use the normal, the Likert scale, from one to five. The reason was that, in my opinion, it is too easy to choose the middle one, three, which, in the end, does not tell anything about the persons' opinion and is impossible to analyze. By using the ordinal scale I forced the respondents to tell their opinion. In the ordinal scale 1 means strongly disagree, 2 disagree, 3 agree, and 4 strongly agree.

From the 67 questions ten are open questions and 56 are the scaling questions. One was in a form that the respondents needed to choose 3 items from the list but that question failed. I think the reason was that they did not read the instructions, and also they should have been written more clearly.

Although I divided the respondents into groups, the answers to the open questions are not divided by the groups. At first I calculated the total average of the question (see appendix 3 and 4) and then into more detailed (appendix 5).

The questionnaire was distributed in Finnish so that all the respondents would understand the questions and for the same reason I wanted them to answer in Finnish.

9.3 Survey Results

First I would like to emphasize that the following are the answers of the respondents; they are not mine or the managements' opinions. They are the answers they gave to the questionnaire. I have not worked in the company and here I tried to keep my own opinions as little as possible.

The background of the respondents is really variable; there are 26 factory workers and 9 office workers or managers, 12 has been working in the company ten or less years, and the rest 23 more than ten years, and ten are 35 years old or younger, 20 are between 36 and 50 and 5 are over 51. It is obvious that the metal industry is still masculine: from the respondents only 5 were women and 30 men. From the office workers most were men and more than half of the women are working in the factory.

9.3.1 Job Satisfaction and Organizational Climate

In general from all the respondents the women and the young age group are the most satisfied with their job but, surprisingly, feel the most unappreciated at work. The case is totally the opposite among the office workers: they are the most unsatisfied with the job but clearly feel most appreciated at work. The total average when asking if the respondents are satisfied at work was 2.4, women, the young age group 2.6 and office workers 2.1, and the total average if they feel appreciated at work 1.9, women and the young age group 1.8 and office workers 2.1. However, the averages of the groups are not that distinct.

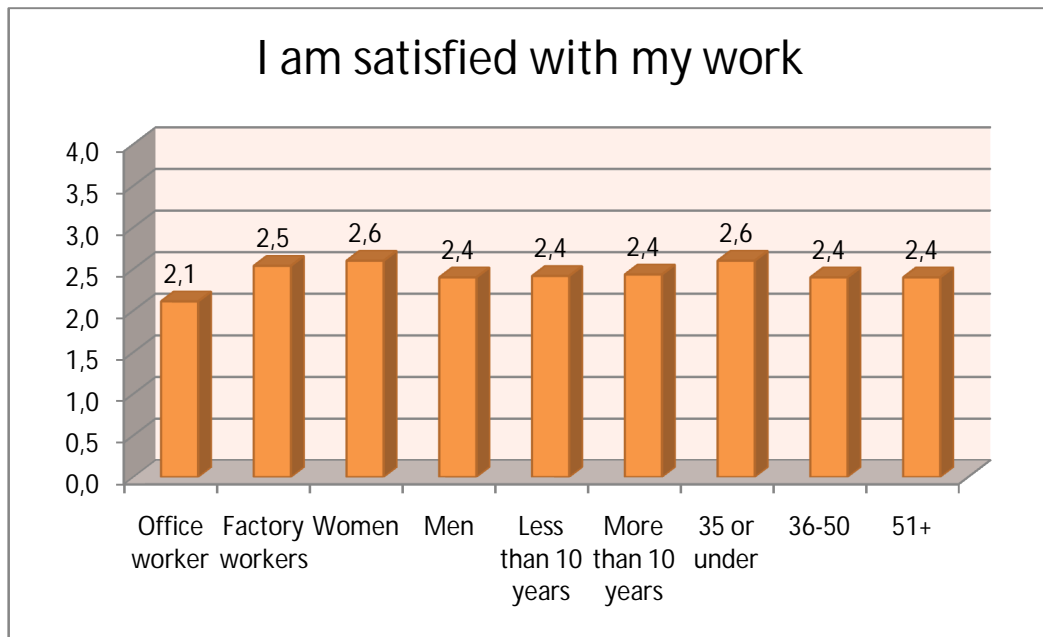


Table 1. Question 5: I am satisfied with my work.

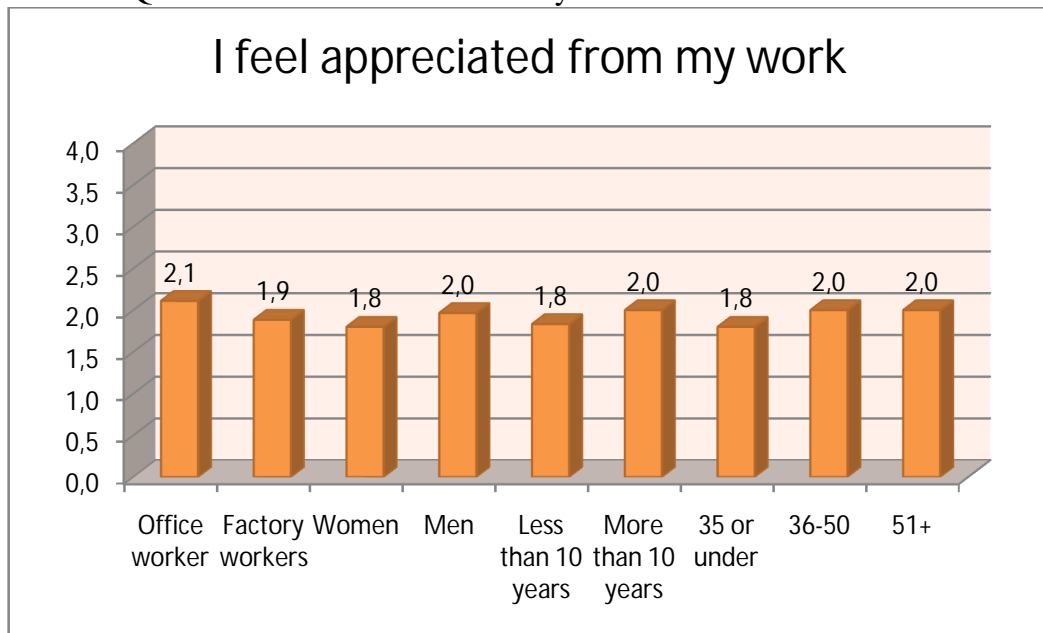


Table 2. Question 6: I feel appreciated from my work.

When asking if the work of the respondents has clear goals the average was the highest in this section: 2.5. Still the averages about the groups varied a lot: women's average was 2.0 but the office workers as high as 2.7 and the older age group, 51+, 2.8. Next I wanted to know if the respondents' job satisfaction has changed within last year. I gave them opportunity to pick one of the following numbers: -2, -1, 0, +1, +2 and then I asked them to explain why. The average was as low as -1.1. In some groups the average was "just" -1.0 but in some as low as -1.7, and only 9 of the respondents did not choose a grade that did not start with the minus. When asking the reasons the number one reasons were the never-ending hurry and lack of apprecia-

tion. Also things like work load, lack of trust to the management, the uncertainty of the job, lack of variety, and changes in the organizational climate were decreasing the job satisfaction. The few who gave the positive grade replied that they either liked the job as it is or like the job now after big changes.

The organizational climate is quite good in the case company with the total average 2.5. The office workers and the young age group gave the average of 2.7 but the women 2.2.

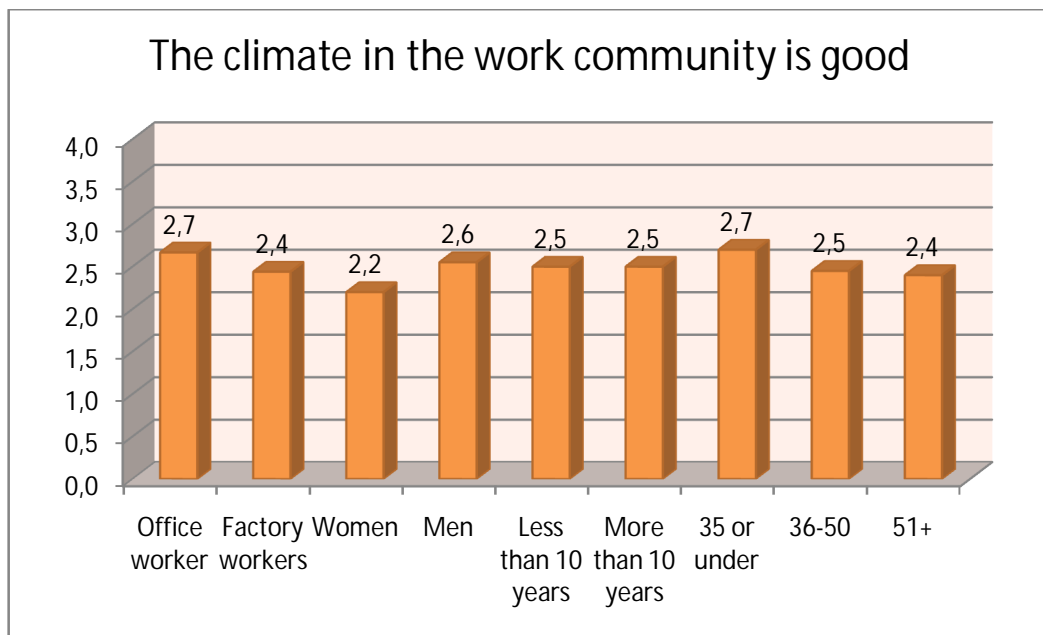


Table 3. Question 10: The climate in the work community is good.

The highest average of the whole questionnaire was given when asking if they get along with the colleagues. The total average was as high as 3.3 and the young age group and also the older, 51+, the average was 3.6. The respondents also thought that they get support from their colleagues in case of need: the average was 3.2, and there was really small variety between the groups because everyone ranked it between 3.1 and 3.4.

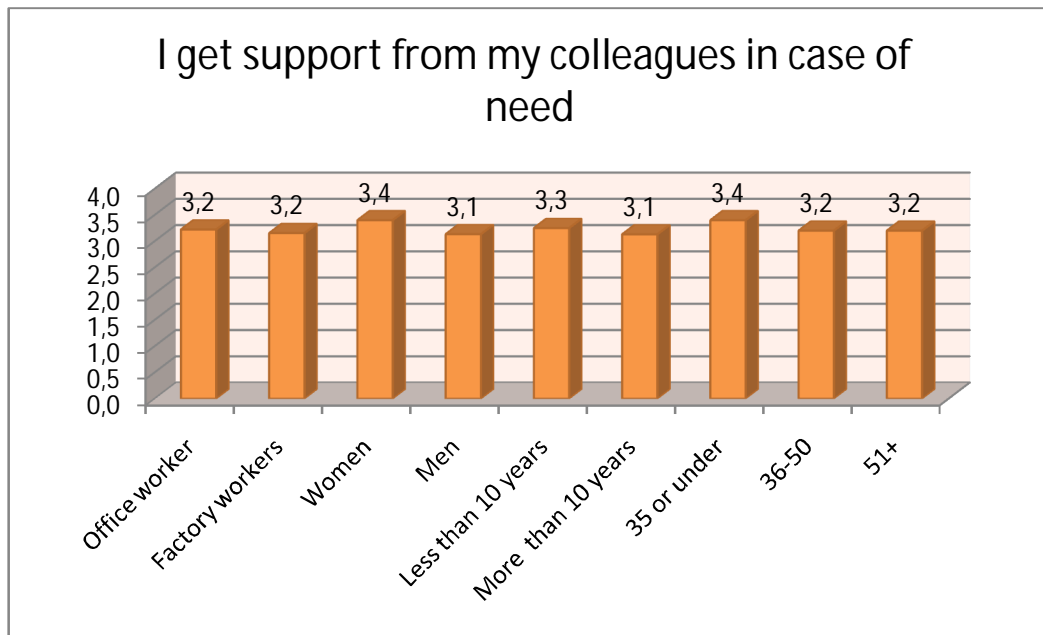


Table 4. Question 16: I get support from my colleagues in case of need.

Nevertheless, the average to question about if the work community is genuinely interested of the well-being and health of the personnel was as low as 1.7. Here the office workers were little bit more confident with the average 1.9 but the lowers was women, 1.4. The same total average was to the question if the problems in the work community are solved immediately but here the office workers and the young age group scored it 2.0.

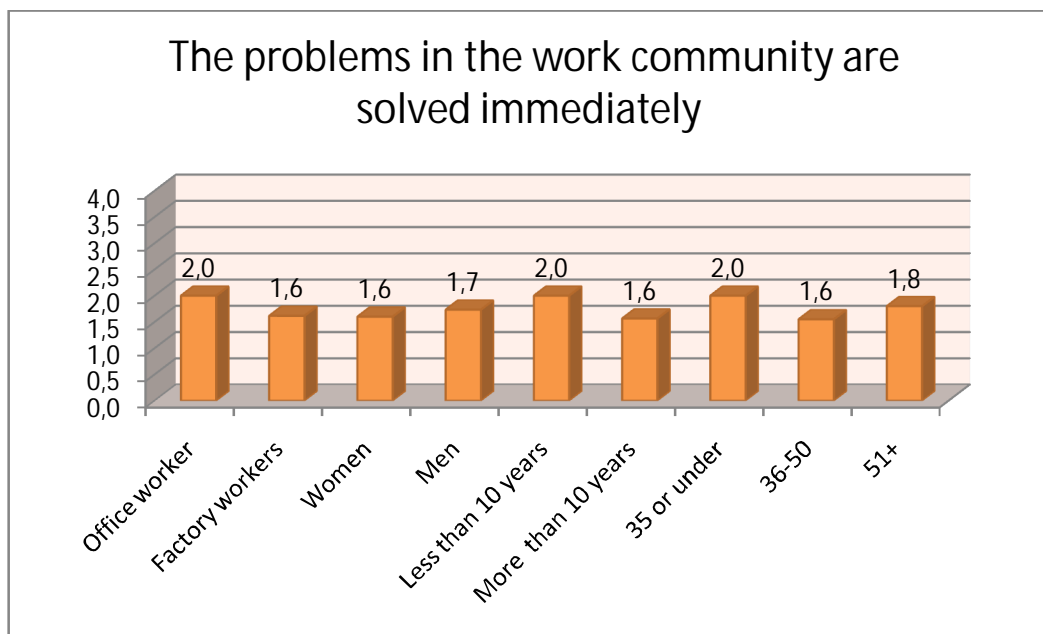


Table 5. Question 13: The problems in the work community are solved immediately. The low average scores continues on the next two questions: all the employees are treated the same, 1.8, and all the employees are treated fair, 2.1. The only positive thing in those questions was the office workers with the averages on 2.3 and 2.4.

The last questions about organizational climate were open questions where I wanted to know if the climate changed within one year, to which direction, what they think about the changes and also other comments about it. Unfortunately to the company, everyone except one said that the climate has gone to negative direction within one year. Clearly the main reasons were because of the hurry, everyone is tired, cooperation procedure is affecting because the people think they do also the job of the resigned personnel with the previous salary. Other comments came about lack of rewarding, the lack of appreciation of the management, without the good co-workers they would have left already, and it was also said that after cooperation procedure negotiations the company did not collect everyone into one place tell what happened and what is really happening.

9.3.2 The Work Itself and Communication

The first half from the third section, the work itself, got the highest averages in the survey. The first question if they like the current work got the average of 2.6. The oldest age group, 51+, gave the average 3.0 but the women 2.4. Still, the average 2.4 is quite good when comparing the averages in this survey.

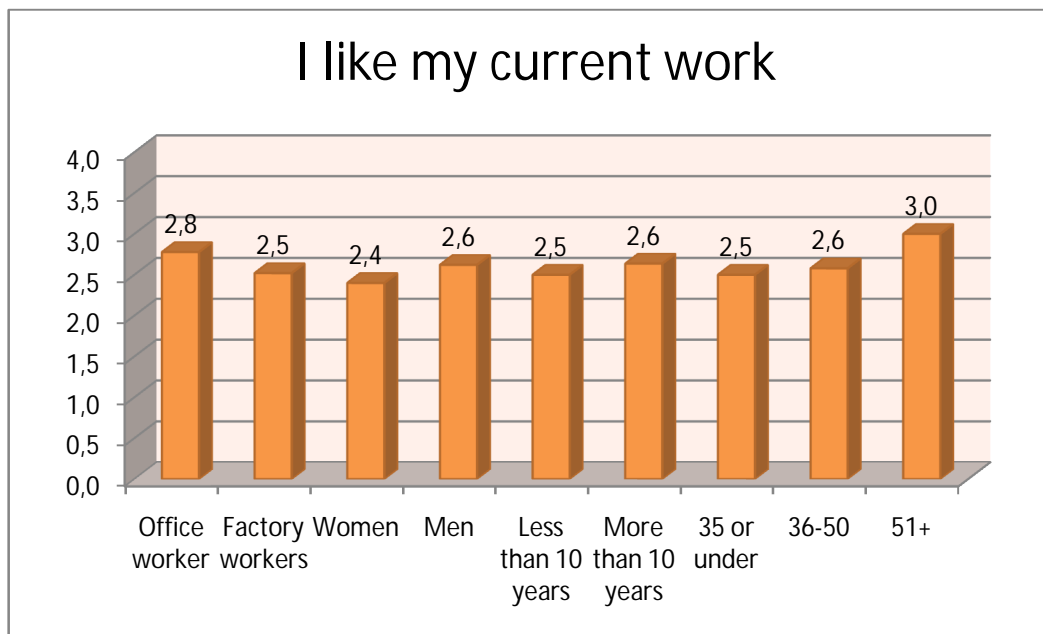


Table 6. Question 19: The I like my current work.

On the next question, if they think that the current work is challenging the average was the same as previous, 2.6. Also here the oldest age group gave the highest average, 3.0 but the youngest age group gave lowest, 2.4. When asking if their work is versatile, the respondents gave the average 2.7 but the averages are little bit more distinct: the factory workers gave the average 2.5 and the rest some between 2.6 and 2.8 but the office workers as high as 3.2. Obviously the respondents know what they are expected to do; the average was 3.0 but the differences between the age groups were quite big: the younger and the oldest age groups gave the average 3.4 but the middle age group 2.8. The oldest age group thinks that they have authority enough about decisions related to their work with the average 3.0 whereas the women think the opposite, 2.2. In the question if all the employees have the same work load the average was 1.9 and all groups were between 1.8 and 2.1 except the oldest age group, 2.6. The highest average in the third section came to the question if the respondents think that their work is important for the business of the company. The total average was 3.1 and the averages of the groups did not differ a lot: the lowest was 3.0 from the women and the highest 3.4 from the oldest age group.

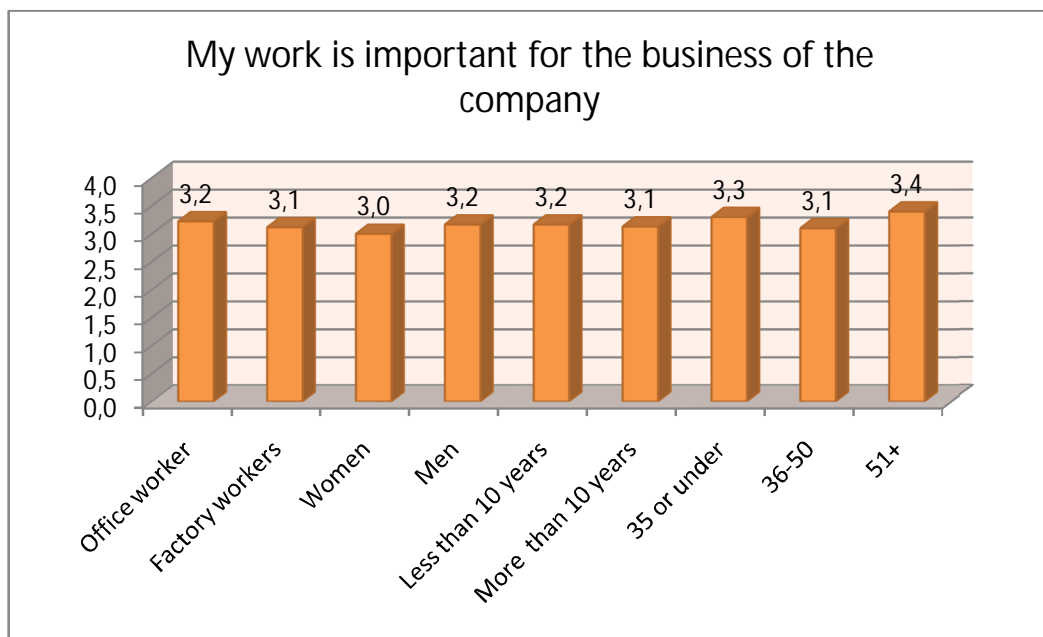


Table 7. Question 25: My work is important for the business of the company.

When asking other comments concerning the work itself I got a lot of different answers. Some were happy that the dividing of the tasks again was a good thing but many thought the opposite: they even thought that the tasks were mixed just because the manager can do it. They also said that the work could be done more rationally.

Many said that they know their contribution is important to the company but also said that it cannot be seen unfortunately.

Communication did not get that good average: the average was only 1.7 and the women gave the score 1.2 which is one of the lowest one in the whole survey. The communication from the employees to the supervisor was a bit better, 2.2.

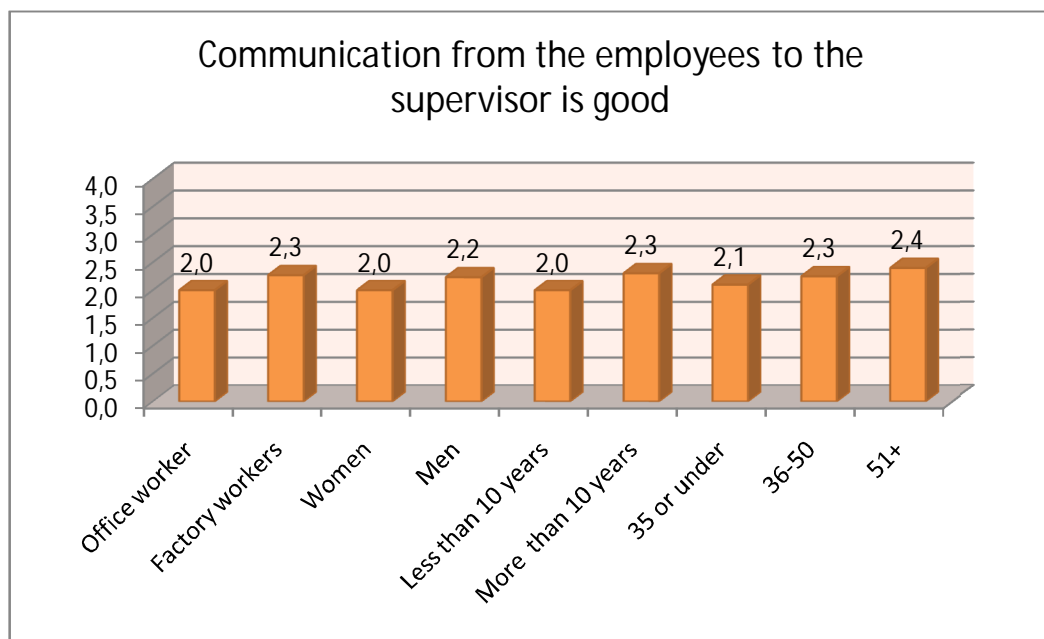


Table 8. Question 28: Communication from the employees to the supervisor is good. When asking other comments regarding communication the lack of meetings was the number one reason. The respondents also highlighted that it would be good to hear information that considers them immediately and personally and not in a way that they hear about it from somewhere else first. They also wanted to hear more often how the company is doing and what it is planning to do in the future.

9.3.3 Leadership

The section about the leadership was the biggest one with 16 questions. Here the groups of the respondents gave really versatile answers and, due to that, versatile averages. In general, the groups under 35 years old and who have been in the company less than ten years are the most satisfied to their managers whereas women and the ones working in the company more than 10 years were the most unsatisfied.

On the first question if the respondents are satisfied with their closest supervisor the average was 2.3: the ones working less than ten years gave the average as high as 2.7 but the then ones working more than years and the women gave as low as 2.0.

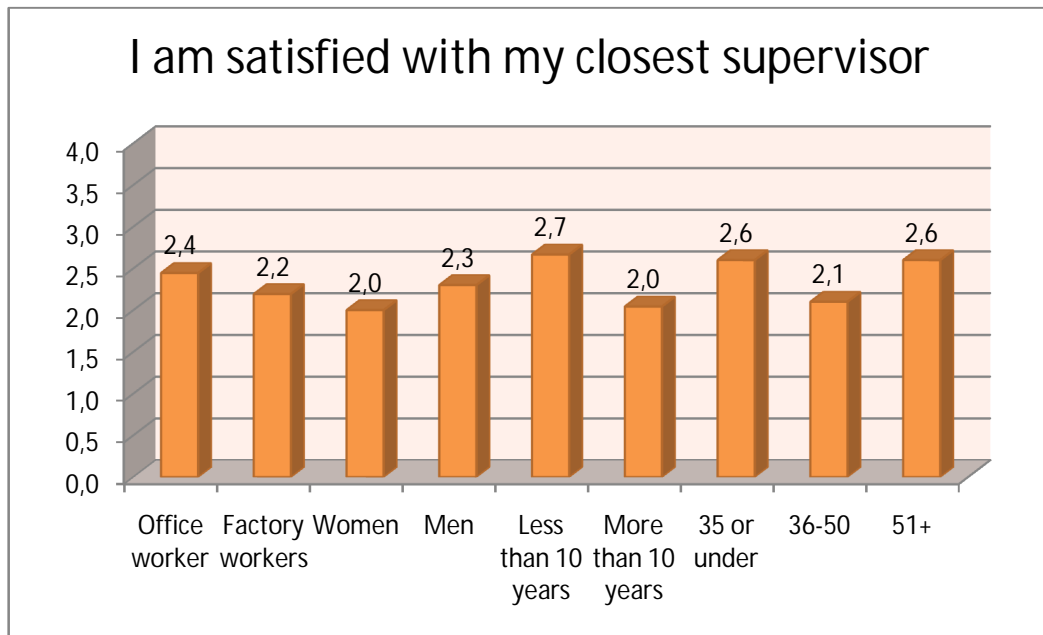


Table 9. Question 30: I am satisfied with my closest supervisor.

To the question if the communication from the supervisor to employees is good the respondents gave the average 2.1; the young age group and the ones working less than 10 years gave 2.4 but the ones working more than 10 years gave 1.9. In the next question, if the supervisor supports them in case of problems, the averages between the groups were really versatile; the ones working in the company more than 10 years gave the average 2.0 but the young age group gave 3.2 while the whole average was 2.4. In common, the respondents think that the supervisor is not interested of their well-being; the average was 2.0. The only exception was the young age group with the average of 2.5. The average to the question if they get enough feedback from their work was as low as 1.9 and the only group which gave the average above two were the office workers, 2.3. To the two next questions the groups gave very distinct answers. The first one, if the supervisor is able to receive constructive feedback the average was 2.1; the factory workers gave the average 1.8 whereas the office workers 2.7 and the second one, if they can trust their supervisor, the average was as high as 2.6; the young age group gave the average 3.1, the ones working in the company less than ten years 3.2, and the ones working in the company more than ten years 2.3. The next question, if the supervisor encourages them, the average was 2.1; the ones working more than ten years gave the average 1.9 and the ones working less

than ten years 2.5. For the question if the supervisor helps them to develop the average was 2.3 with only small differences between the groups.

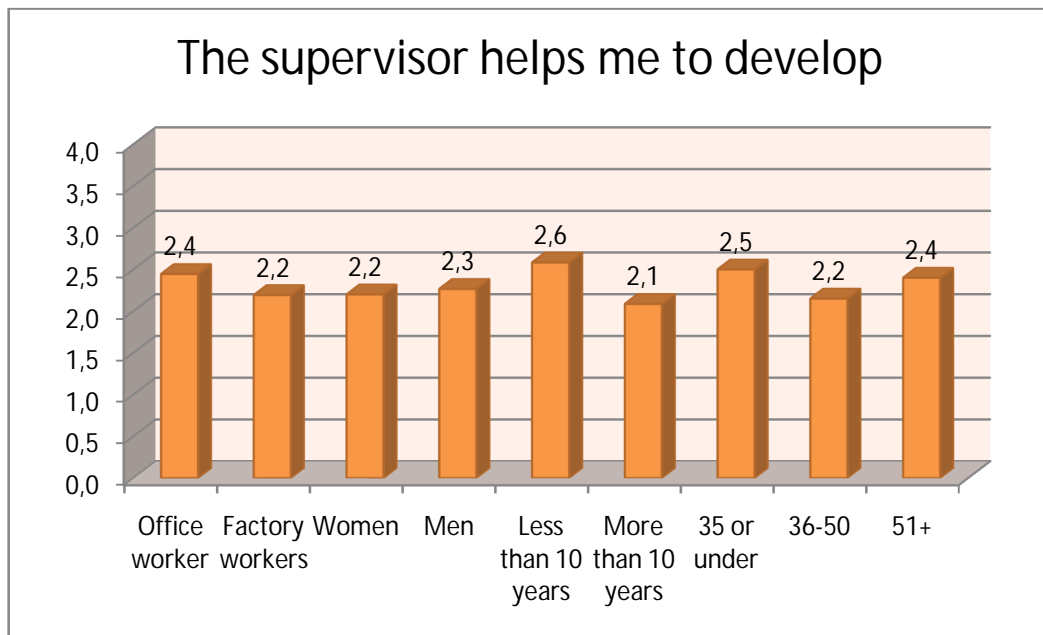


Table 10. Question 38: The supervisor helps me to develop.

Next I wanted to know if their supervisors are an example to the employees. The average was as low as 1.8 and the groups gave really distinct averages: the office workers ranked as 2.3 but the women as low as 1.4 which is one of the lowest averages in the whole survey. The average to the question if the supervisor sets clear targets to their work was 2.4; the differences between the groups were small, except the oldest age group which gave the average 3.0.

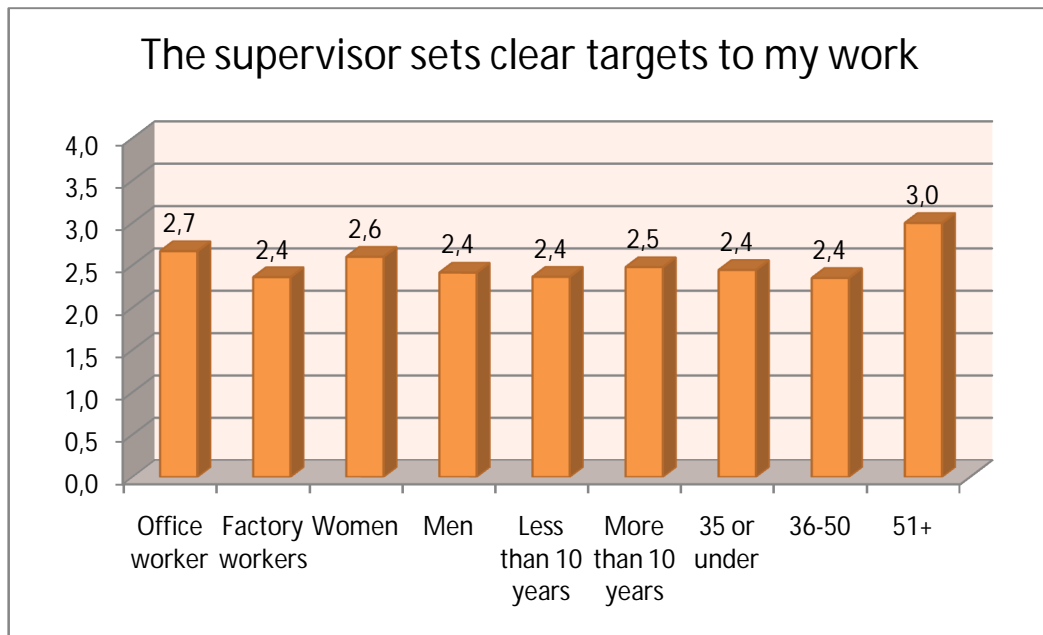


Table 11. Question 40: The supervisor sets clear targets to my work.

The next two questions were about development discussions. In the first one, if the supervisor and they have development discussions regularly, the average was quite low, 1.8. For the question if they think that the development discussions are useful the average was higher, 2.5.

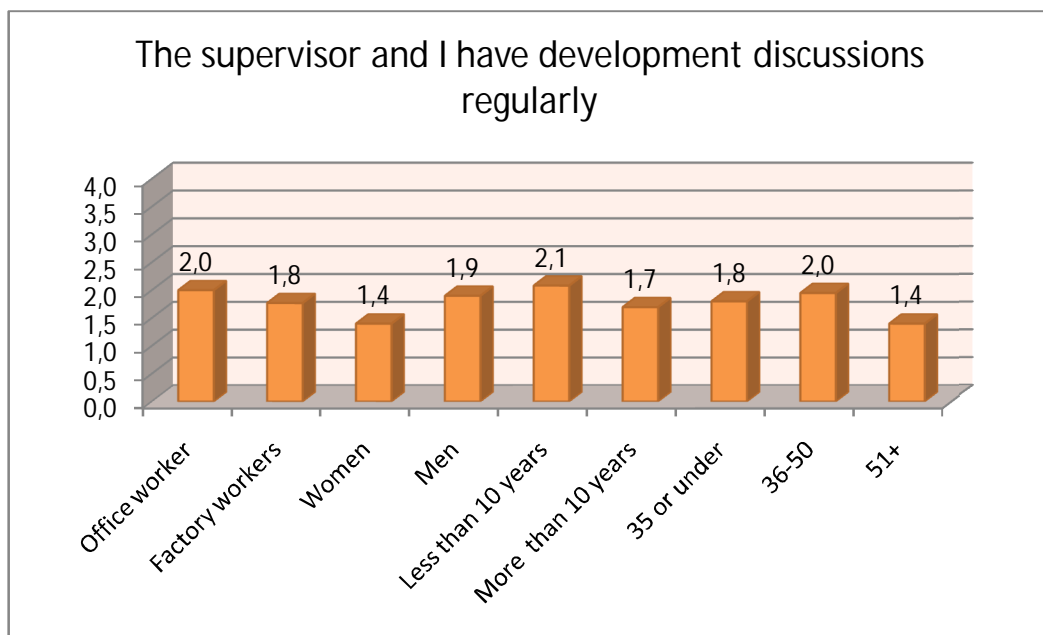


Table 12. Question 41: The supervisor and I have development discussions regularly.

The highest average in this section was when I was asking if the supervisor is flexible; the average was 2.7 and the young age groups gave as high as 3.1. Also the next question got high average; if the supervisor likes to receive their ideas and sugges-

tions. The average was 2.6 and also here the differences between the groups were not big, except the women, 2.0.

The last part of this section was if they have other comments concerning leadership. The thing that was mentioned the most was that the supervisors and management are either bad listeners or they should listen the employees more, and they think too much what is the best for the company instead of the employees. It was also criticized that the supervisor has too much work and he does not have enough time for everything. Because the organization has changed a lot within one year many of the employees have new supervisors which is bringing new challenges; they are not sure if the leadership style will change and they do not know always exactly what the supervisor means. Here are some other things they mentioned: on busy times feels like the management is not flexible enough, one development discussion in four years, feels like the people are divided into two; the important and not so important people, the supervisor cannot always be right, and one even named a good supervisor.

9.3.4 Motivation and rewarding

According to the survey the level of motivation and especially recognition in the case company is quite bad and there is a lot of room to improvements. Roughly it can be said that the office workers and the oldest age group are the most motivated and satisfied with their salary whereas women the least. But there are also some exceptions, like always.

The results to the first question of this section, if they feel motivated at work, were surprisingly good; the average was 2.4 and for the oldest age group as high as 3.0. Even the lowest group average was 2.2.

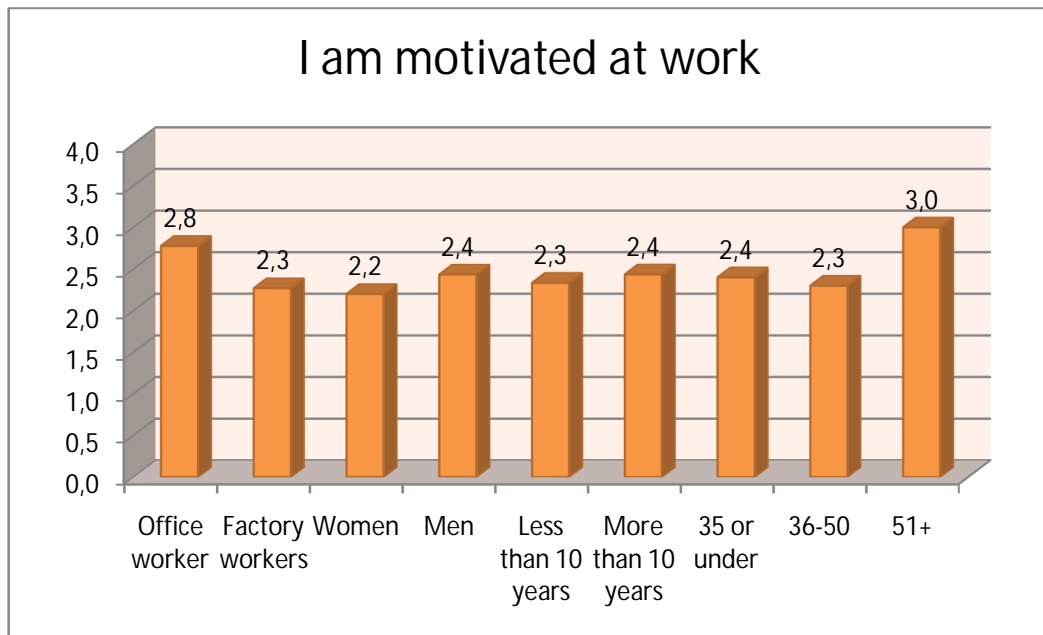


Table 13. Question 46: I am motivated at work.

The office workers and the oldest age group think the most that they get recognition of their work with averages 2.3 and 2.4. Still, the average is low, 1.9 because all the other groups gave low averages. For the next question, if they feel like they have the opportunity to learn new things at work, the average was 2.4. Again, the office workers were the most satisfied with the average 2.8 and the average was not below 2.0 for any of the groups.

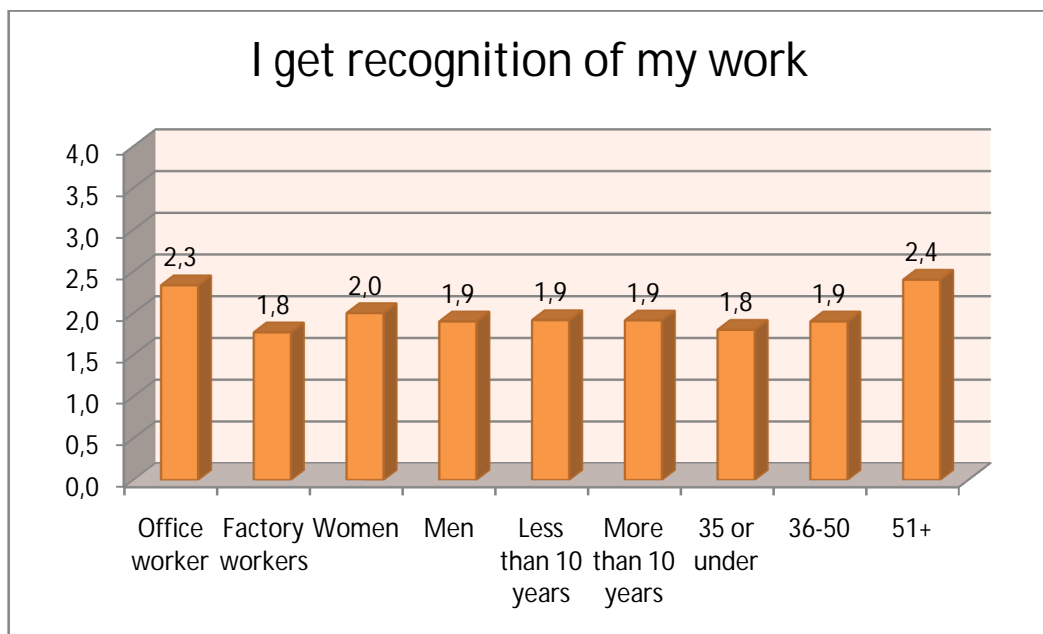


Table 14. Question 47: I get recognition of my work.

The answers to the next 4 questions were quite different from all the others. In those the groups did not have a lot of difference in the averages but the personal answers

varied a lot. For the questions if the salary corresponds to the requirements of the work and if the salary is determined fairly, the total averages were 2.0. Also for both of them about 60% gave the score of 1 or 2 and the rest 30% 3 or 4.

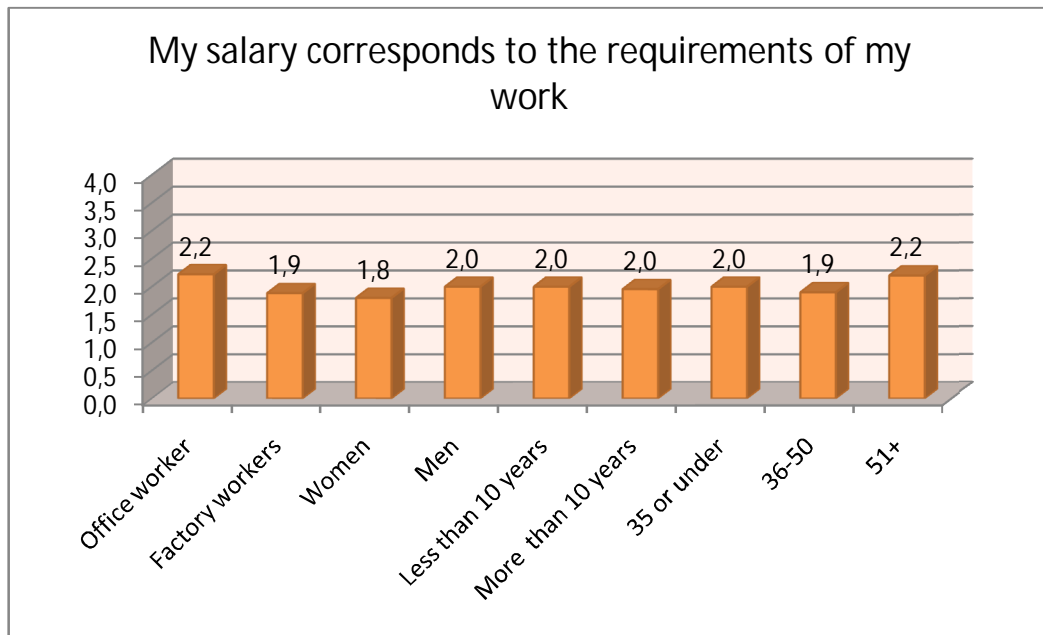


Table 15. Question 50: My salary corresponds to the requirement of my work.

For the question, if their salary corresponds the output they give at work, the average was 1.8 and 24% gave the scores 3 or 4. In other words this means that they think that they do not get enough salary comparing the about of work they do. Still, the worst number came to the question if they have the opportunity to affect to the salary. The total average was 1.7 and the oldest age group gave the average of 1.2 which is one of the worst ones in the whole survey. Also, over 50% gave the score 1 and only 21% 3 or 4.

The last question in this section was the difficult one. It was in a form that the respondents needed to choose from a list 3 the most important issues that motivates them at work with the numbers from 1 to 3 where 1 motivates the most, 2 motivates the second most, and 3 motivates the third most. I think the reason why this question pretty much failed was that they did not read the instructions, and also they should have been written more clearly. From the questionnaire (appendices 1 and 2) it can be seen that the question was not highlighted enough. It was already the 53rd question and the respondents replied to all the previous question in a same way it was difficult to change the way at that point when the new instructions were not highlighted.

From 35 respondents 21 answered the question correctly, from 1 to 3. Here are the options, the amount of the respondents who chose the option, and the averages.

- Challenging work, 3 persons chose this, average 2,0
- Independence of the work, 8 persons, average 1,8
- Challenging and interesting work, 12 persons, average 2,5
- Seeing the steps and outcome of my work, 2 persons, average 2,5
- Good organizational climate, 9 persons, average 2,1
- Promotion, 1 person, average 2
- Salary, 16 persons, average 1,7
- Praises, thanking, 1 person, average 2
- I feel like I do work that matters, 5 persons, average 3
- Learning new, 3 persons, average 2
- I feel like accomplishing something , 1 person, average 2

Clearly the number one motivator is the salary with 16 answers and average 1.7. Also many of the respondents mentioned challenging and interesting work, good organizational climate and independence of the work.

One respondent left the whole question blank whereas one ranked all the 11 options. The top 3 of that respondent's rankings were not surprising; they followed the others' rankings. The rest 12 ranked all of them from 1 to 3 from which 2 were also giving the score 4. Unfortunately they are impossible to analyze; Did the 10 use the scale 1-3, 1 motivates the most, 2 motivates the second most, and 3 motivates the third most; or did they use the ordinal scale where 1 means strongly disagree, 2 disagree, 3 agree, and 4 strongly agree? The 2 which ones used the also the 4 obviously used the ordinal scale but still they are inconsistent; when the other one ranked an option 4 the other one 1 and vice versa. There is a possibility that even those 2 mixed the two scales. However, below are the averages of the options

- Challenging work, average 2,2
- Independence of the work, average 2,3
- Challenging and interesting work, average 2,2
- Seeing the steps and outcome of my work, average 2,3
- Good organizational climate, average 1,9

- Promotion, average 1,8
- Salary, average 1,8
- Praises, thanking, average 2,1
- I feel like I do work that matters, average 1,9
- Learning new, average 1,8
- I feel like accomplishing something , average 1,9

9.3.5 Work load

Work load was relatively short section with only 7 questions. The averages varied a lot but it does not say the whole truth: the formats of two questions were not good and because of that there is no point to say the total average of the whole survey. I was in a hurry to make and finish the survey and, unfortunately, in this section it is visible.

The first question of this section was if the tempo at work is usually good got the average of 2.1 whereas the office workers and the women gave the average of 1.8 and the ones working in the company less than ten years gave 2.3. The next two questions got quite high averages. The first one of those questions was if the work is usually suitably hard physically, mentally and socially. The average was 2.5 and the averages between the groups were quite similar. The second one was if there is no bulling at work with the average 3.1; the young age group gave the average as high as 3.4 but the women gave 2.6. When asking if they have enough time to do the work the average was 2.0; also here there was only a little difference between the groups when the women gave the average 1.6. The next question was if the work is mentally hard. Average was 2.7 and the work is mentally the most hard to the oldest age group, 3.2 and the office workers, 3.0.

When asking about stress the average was 2.5, and the groups gave really similar averages.

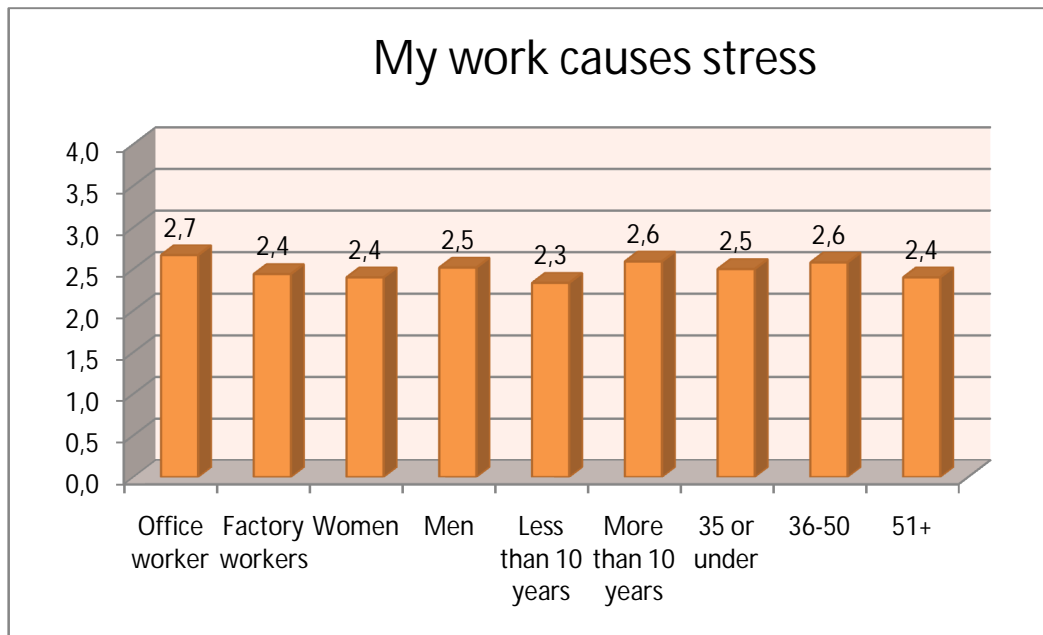


Table 16. Question 59: My work causes stress.

The last question was what is the biggest reason, meaning for the stress, but this was also the open question where the respondents could other ideas about this section. The most common answer was not a surprise; hurry. Also other issues concerning the hurry were mentioned; too much work, small salary for the amount of work, schedules, notification of work tasks on time, lack of workers and there is no real supervisor, and the amount of work has increased and changed within one year and there is no time to do everything, especially the new extra work. Also there were some comments about reaching the targets which can be compressed like this; there is no too much hurry when all the parts are ready and they fit perfectly but in case of problems many people leave behind from the daily targets. Some were also saying that organizational climate causes stress, and even worse: there is small bullying and some get the feeling that no matter what they do everything is wrong.

9.3.6 Extras

To the last section, extras, the total averages were not really distinct; they varied from 3.1 up to 3.3. However, in this section the questions were not similar as in the other sections; here they were allowed to rank themselves as employees and colleagues. Also in this section none of the groups gave clearly the highest or the lowest points to most of the questions. In general, the averages were the highest in this section in the whole survey.

The first question was if they try to create a good climate at work with their own behavior. The average was 3.1 and the averages of the groups were really close to each other's, only the youngest age group stood up with the average of 3.4.

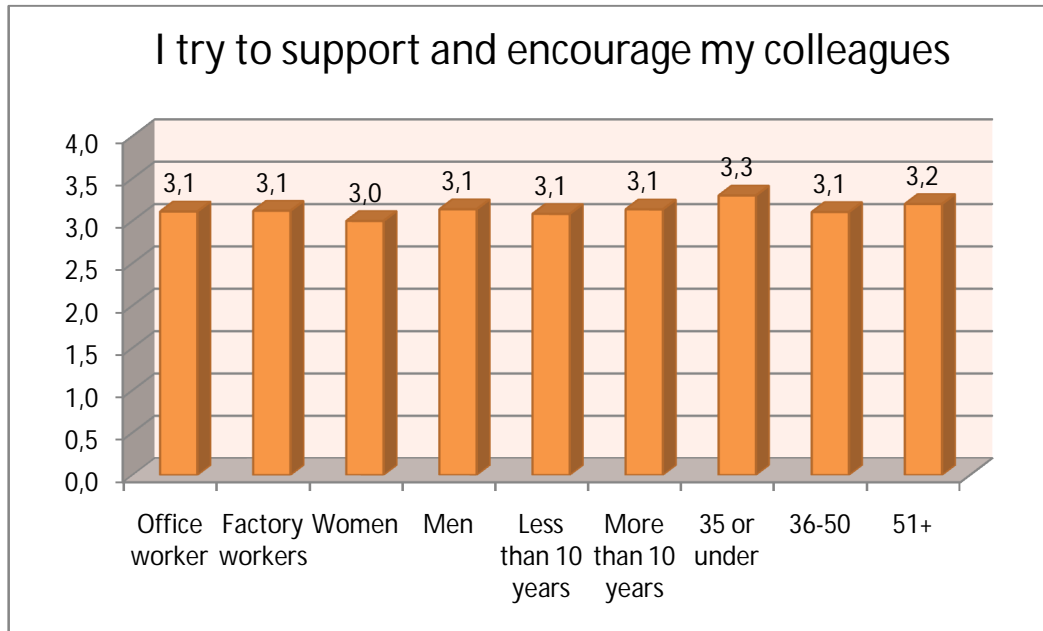


Table 17. Question 62: I try to support and encourage my colleagues.

The same average became to the question if they try to support and encourage their colleagues. There the group averages were between 3.0 and 3.3. In the next question, if they ask help from the supervisor in case of need, the groups gave really distinct averages; from the employees' 2.9 to women's' and the oldest age groups' 3.8. The difference is big even on the scale of the whole survey. On one thing the respondents agreed; for the question if they are flexible they gave the average 3.3 and there was almost no For the last question, if they are responsible and try to improve the work community, the average was 3.1. The highest average was on the oldest age group, 3.4 and the lowest on the ones working in the company less than ten years, 2.9.

distinct between the groups.

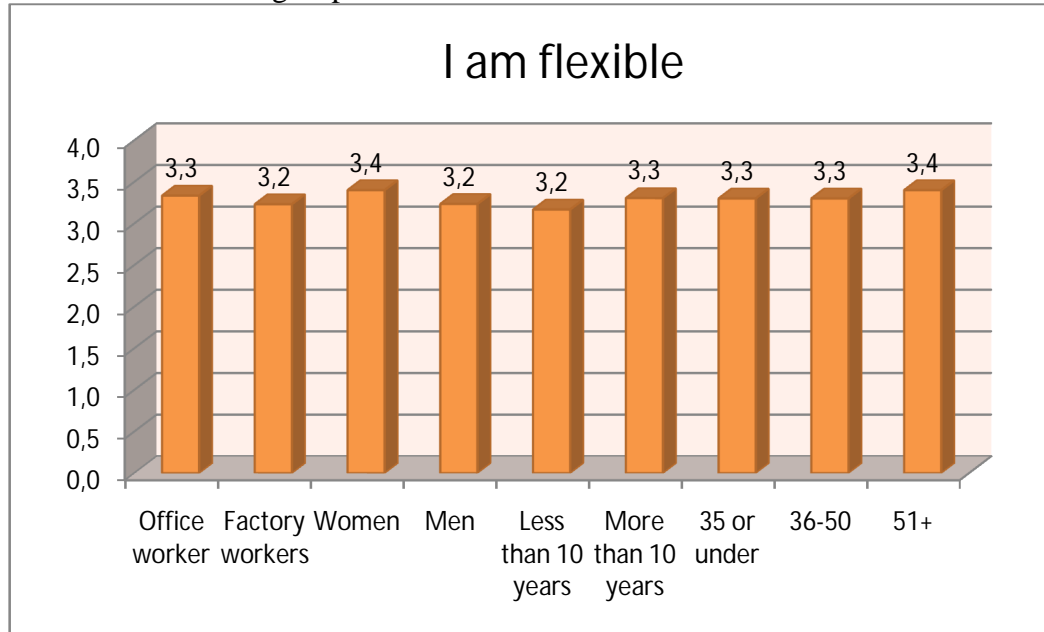


Table 18. Question 64: I am flexible.

In the end, I wanted to know what increases the respondents' job satisfaction and what decreases it. Many said that if it is not hurry and there are able to do the work well within the time period, it increases the job satisfaction. Many also mentioned the team spirit, the organizational climate enhances it. It was also highlighted that challenging work and especially succeeding in challenging work task and helping successfully a colleague, suitable work loading and salary, good working space and tools were also mentioned. Besides those, there were a lot of aspects to which the employer can affect; flexibility, especially with the holidays, the trust that everyone can do their job, they can effect on the working arrangement themselves, communication, feedback, especially after big project, rewarding, appreciation of the workers, the feeling that they are taken care of and they are important, and recreational activity every once in a while. One of the respondents wrote to this part that "The feeling when you know you did something useful to the company and getting appreciated for it. With the word 'thank you' there is a big effect when you happen to hear it". Besides this, one was mentioned above all; the salary.

Unfortunately the question what decrease their job satisfaction the most got more answers than that increases it. The biggest reason was expected based on the previous questions; hurry and too tight schedules. About hurry also other things were mentioned; the hurry that the other employees create, there is not enough time to fin-

ish the work properly and that is the reason why the quality suffers, the feeling that the quantity should be bigger although there is not enough resources, not everyone is equal, eight hours is not enough if they have to do the job of the people who were laid-off, and the feeling that there is not enough staff. The most worrying thing about hurry was some start to have the feeling of inadequacy. Also noise and things attached to it was mentioned; terrible air in the hall, cold during winter and hot during summer. There were a lot of comments about the decrease of recreational activity and other benefits, for example, supported sport activities ended. Some even answered that these reasons are not only decreasing the job satisfaction but also the motivation. One of the biggest reasons for decrease of the job satisfaction was the leadership and management. The respondents said that the management is ignorant and rude towards the workers, they are continuously stalking and criticizing, and there is no positive feedback only the negative, for example, asking why the work is not done faster. Also the lack of communication and briefing from the management decreases the job satisfaction; they do not tell beforehand if they are planning some big changes. Other things mentioned were uncertainty if they can perform the new work, bad organizational climate, shift work, constant criticize of the co-workers, teasing, no rewarding although the amount of work and production increased, the laid-offs decreased the trust towards the company, and, of course, the salary.

The very last question was for other comments and feedback. Most of the respondents answering to this one continued to answer here in case they did not say everything in the two previous questions. Here are the comments: the new supervisor is distant to everyone so that there will not become any favourites who then would control the activities: not enough time, too many different jobs at the same time: it would be good to take care of the employees. If there is a person already who can do one specific job there is no point train others: big disadvantage is that the employees are moved inside the work places which lead to nothing good, time is spend too much and the quality suffers: good working times, nice flexibility to have some days off, and lack of respect from the owners towards the workers. The last comment was nice and positive: "I have been working in worse places and I do not hate to come to work in the morning which tells that I like my job. I am not looking for a new job!"

10. CONCLUSION AND RECOMMENDATIONS

10.1 Conclusion

The purpose of this study was to measure the job satisfaction in the case company and what increases it and decreases it. From the results it can be seen that unfortunately the level of the job satisfaction is not good and it has decreased remarkably within one year. Still, it was good to conduct the survey now, after a year after the co-operation procedure negotiations, because now the issue is mainly back and the respondents could concentrate on other issues too.

In general it can be said that the level of job satisfaction in the case company is not that good. Already from the answers from the second section, job satisfaction and organizational climate, it is obvious that the workers feel that they are in a constant hurry and it was also mentioned almost in every section. It was worrying that the respondents' job satisfaction has decreased within one year so dramatically, -1.1 from 2 to -2. Of course, the co-operation procedure negotiations and the actions after that have been affecting a lot; the workers now feel that they need to do the work of the people who got the notice and lost their job and without increase of salary. In the theory part I mentioned that the Finnish people value the salary high but especially the younger people value the appreciation from the management the most. Unfortunately the scores were low when asking about appreciation and amount of feedback, especially for youngest age group. It is obvious that it decreases the job satisfaction and motivation.

The section about the organization climate surprised me with really versatile answers; the respondents said that the organizational climate is good, they get along with the colleagues really well, and they get support from them in case of need. Still, they think the work community is not interested of their well-being and the problems are not solved immediately. In my opinion it is weird and they do not add up. Luckily there is no bullying which also indicates of the good climate. Despite that, the co-operation procedure negotiations and the actions after that affected also to the climate; everyone is tired and insecure. That also effected in many other ways; the em-

employees do not trust the company and management especially in a way that they would communicate in case there are some changes coming. Also the level of communication is not good and it needs to be improved on both ways.

The respondents are not either happy or really unhappy about their closest supervisors. They can obviously trust them, they are flexible, and willing to listen ideas and suggestions. There were still lots of room for improvements, for example, they do not give enough feedback and they have too much work so they cannot concentrate on everything. In general the comments about management were not good; they are considered as bad listeners and they do not care about the well-being of the employees. A really worrying thing was that they stopped the weekly meetings and obviously the development discussions. It is no wonder that the employees feel unappreciated if they think that the management think that they are only the workforce and they are not considered as individuals especially if they know their contribution is important to the company. For sure the employees have lots of ideas how to improve the work and processes but if they are not listened they cannot or are not even willing to take it forward. Also the fact that the benefits have decreased give this impression to the employees. Still, In my opinion, if people were given a notice due to productional and financial reasons it would not be good after that to increase the salaries and give a lot of benefits to the ones who stayed; it would be unfair to those who left and they would think that the now the company is spending a lot of money instead of giving them the jobs back.

It was great to notice that the employees really like their work, they know what they are expected to do, and they are quite motivated. The reasons were the independence of the work, challenging and interesting work, good organizational climate, and, of course, they like to get the salary. Still, they think that the work load does not distribute evenly. The unfortunate thing was that they said that they have stress. Based on the answers it clear that it could be avoided if “the parts are ready and they fit perfectly”, in other words, if there are no problems in the process and everything goes smooth which, moreover, decreases the stress and increases motivation and job satisfaction. They also said that that the work is mentally hard but for sure it could be also avoided in the same way.

It was nice to see that they consider themselves as good employees; they are flexible, they support their colleagues, are responsible, and try to improve the work community and organizational climate.

In conclusion, it was clear that the hurry decreases the job satisfaction the most in the case organization. Like it was already said in the theory part, stress in long term causes stress and burnout and eventually increases the turnover. Organizational climate and the trust to the colleagues is one big reason increasing the job satisfaction, and many even replied that without the great colleagues they might not be working in the company anymore. Also, I am sure the management did not even know how unhappy the workers actually are to the current situation. I still hope the management did not mainly think that the remaining workers are just happy and feel special because they could stay while others left without any criticism. Now the company should concentrate on increasing the employees' job satisfaction, not only to make them more motivated but also to avoid turnover.

10.2 Recommendations

The case company should find a way to show their appreciation, for example, have more meetings where to gather all the employees and simply say what is the status of the company, what they expect from them and tell how much they appreciate them. This would also improve the communication. Development discussions really need to be planned and executed on regular basis. Because the case company is a part of bigger company and PowerPark is also one part, it would be a good idea to have theme days when all the employees and their families could spend the time there. That would be easy to execute on spring or autumn when the amusement park is not open to the public anyways every day, or, for example, on Friday afternoon or Saturday so that it does not even take their working time. Some kind of small presents, for example, during Christmas time and end of summer vacations would also raise the level of motivation.

The employees should be listened much more: they are the ones doing the actual work so they know the best what could be improved. With some sort of rewarding

system the employees would be happy to create, for example, better and faster methods to execute the work, improve the ergonomics or reporting, or enhancing quality. I was told that the company at least used to have this kind of system, at least about the working methods, but now it could be taken back to use. This would be also a way to show the employees that they and their ideas are appreciated and listened. There used to have weekly meetings but they stopped. In my opinion, they should take the meeting back to use, maybe not weekly but at least monthly.

I also recommend conducting a survey again. The best would be to conduct similar type of survey where someone from the outside of the company distributes, collects and analyzes the results. Also it would be good if the questions would be similar so the comparison would be easy.

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QUESTIONNAIRE IN FINNISH

Taustatietoa:

Ole hyvä ja ympyröi oikea vaihtoehto

1. Sukupuoli
 - a. Mies
 - b. Nainen

2. Missä tehtävissä työskentelet pääasiassa
 - a. Työntekijä
 - b. Toimihenkilö
 - c. Esimies

3. Kauanko nykyinen työsuhteesi on kestänyt?
 - a. 0-5 vuotta
 - b. 5-10 vuotta
 - c. 10-15 vuotta
 - d. 15 tai enemmän vuotta

4. Ikäsi

a. -25v	f. 46-50v
b. 26-30v	g. 51-55v
c. 31-35v	h. 56-60v
d. 36-40v	i. 61- v
e. 41-45v	

Arvioi seuraavia väittämiä asteikolla 1-4.

1 = Täysin eri mieltä, 2 = Jokseenkin eri mieltä, 3 = Jokseenkin samaa mieltä, 4 = Täysin samaa mieltä

Työtyytyväisyys ja Työilmapiiri:

- | | | | | |
|--|----|----|---|-------|
| 5. Olen tyytyväinen työhöni | 1 | 2 | 3 | 4 |
| 6. Koen saavani arvostusta työstäni | 1 | 2 | 3 | 4 |
| 7. Työlläni on selkeät tavoitteet | 1 | 2 | 3 | 4 |
| 8. Työtyytyväisyyteni on muuttunut viimeisen vuoden aikana | -2 | -1 | 0 | +1 +2 |

(-2 = Heikentynyt merkittävästi, -1= Heikentynyt jonkin verran, 0= pysynyt samalla tasolla, +1= Parantanut jonkin verran, +2= Parantunut merkittävästi)

9. Mistä syistä? Perustele.

- | | | | | |
|--|---|---|---|---|
| 10. Työilmapiiri työyhteisössäni on hyvä | 1 | 2 | 3 | 4 |
| 11. Tulen hyvin toimeen työkavereideni kanssa | 1 | 2 | 3 | 4 |
| 12. Työyhteisössäme ollaan aidosti kiinnostuneita henkilöstön hyvinvoinnista ja terveydestä | 1 | 2 | 3 | 4 |
| 13. Työyhteisön ongelmat ratkaistaan viipymättä | 1 | 2 | 3 | 4 |
| 14. Työntekijöitä kohdellaan tasapuolisesti | 1 | 2 | 3 | 4 |
| 15. Työntekijöitä kohdellaan oikeudenmukaisesti | 1 | 2 | 3 | 4 |
| 16. Saan tukea työtovereiltani tarvittaessa | 1 | 2 | 3 | 4 |
| 17. Onko työilmapiirissä tapahtunut muutoksia viimeisen vuoden aikana? Kumpaan suuntaan? Mitä mieltä sinä olet näistä muutoksista? | | | | |

18. Muita kommentteja työilmapiiriin ja työyhteisöön liittyen

Työn sisältö ja Tiedonkulku:

- | | | | | |
|---|---|---|---|---|
| 19. Nykyiset tehtäväni ovat mielekkäitä | 1 | 2 | 3 | 4 |
| 20. Nykyiset tehtäväni ovat haastavia | 1 | 2 | 3 | 4 |
| 21. Nykyiset tehtäväni ovat monipuolisia | 1 | 2 | 3 | 4 |
| 22. Tiedän mitä minulta odotetaan työssäni | 1 | 2 | 3 | 4 |
| 23. Minulla on riittävästi päätäntävaltaa työtäni koskevissa asioissa | 1 | 2 | 3 | 4 |
| 24. Työmäärä jakautuu työntekijöiden kesken tasapuolisesti | 1 | 2 | 3 | 4 |

25. Työni on tärkeää yrityksen toiminnan kannalta 1 2 3 4
26. Muita kommentteja työn sisällöstä

27. Tiedottaminen yrityksessämme on hyvä 1 2 3 4
28. Tiedonkulku alaisilta esimiehelle on hyvä 1 2 3 4
29. Muita kommentteja tiedonkulkuun liittyen (esim. mistä asioista toivoisit tiedotettavan enemmän ja miten toivoisit tiedottamisen toteutuvan?)

Esimiestyöskentely:

30. Olen tyytyväinen lähiesimieheni toimintaan 1 2 3 4
31. Tiedonkulku esimiehiltä alaisille on hyvä 1 2 3 4
32. Saan esimiehelläni tukea ongelmatilanteissa 1 2 3 4
33. Esimieheni on kiinnostunut työhyvinvoinnistani 1 2 3 4
34. Saan työstäni riittävästi palautetta 1 2 3 4
35. Esimies osaa antaa palautteen rakentavasti 1 2 3 4
36. Voin luottaa esimieheeni 1 2 3 4
37. Esimieheni on kannustava 1 2 3 4
38. Esimieheni auttaa kehittymään 1 2 3 4
39. Esimieheni toimii esimerkkinä yöntekijöille 1 2 3 4
40. Esimieheni asettaa työlleni selkeät tavoitteet 1 2 3 4
41. Esimieheni käy kehityskeskusteluja kanssani säännöllisesti 1 2 3 4
42. Koen kehityskeskustelut hyödyllisiksi 1 2 3 4
43. Esimieheni on joustava 1 2 3 4
44. Esimieheni ottaa mielellään vastaan ideoitani ja ehdotuksiani 1 2 3 4
45. Muita kommentteja esimiestyöskentelyyn liittyen

Motivaatio ja kannusteet:

- | | | | | |
|---|---|---|---|---|
| 46. Olen motivoitunut työssäni | 1 | 2 | 3 | 4 |
| 47. Saan tunnustusta työstäni | 1 | 2 | 3 | 4 |
| 48. Koen, että minulla on mahdollisuus oppia työssäni uutta | 1 | 2 | 3 | 4 |
| 49. Palkkani vastaa antamaani työpanosta | 1 | 2 | 3 | 4 |
| 50. Palkkani on sopiva työn vaativuuteen nähden | 1 | 2 | 3 | 4 |
| 51. Palkkani on määräytynyt oikeudenmukaisin perustein | 1 | 2 | 3 | 4 |
| 52. Minulla on mahdollisuus vaikuttaa palkkaani | 1 | 2 | 3 | 4 |
| 53. Valitse listasta 3 tärkeintä asiaa, jotka koet motivoivan sinua töissä. Ole hyvä ja numeroi (1= motivoi eniten, 2= motivoi toisiksi eniten, 3= motivoi kolmanneksi eniten). | | | | |

- ___ Työn vastuullisuus
- ___ Työn itsenäisyys
- ___ Haastava ja mielenkiintoinen työ
- ___ Työni vaiheet ja seurausten näkeminen
- ___ Viihtyisä työyhteisö
- ___ Uralla eteneminen
- ___ Palkka
- ___ Kehut, kiitokset
- ___ Koen tekeväni tärkeää työtä
- ___ Uusien tietojen ja taitojen oppiminen
- ___ Koen saavuttavani jotain
- ___ Muut, mitkä?

Kuormitus:

- | | | | | |
|---|---|---|---|---|
| 54. Työtahti on yleensä sopiva | 1 | 2 | 3 | 4 |
| 55. Työni on yleensä sopivan raskasta (Fyysisesti, henkisesti, sosiaalisesti) | 1 | 2 | 3 | 4 |
| 56. Työpaikallani ei ole kiusaamista | 1 | 2 | 3 | 4 |
| 57. Työni on henkisesti kuormittavaa | 1 | 2 | 3 | 4 |
| 58. Työtehtävieni suorittamiseen on riittävästi aikaa | 1 | 2 | 3 | 4 |
| 59. Työni aiheuttaa stressiä | 1 | 2 | 3 | 4 |
| 60. Suurin syy siihen on | | | | |

Muuta:

61. Pyrin omalla käytökselläni luomaan hyvän ilmapiirin	1	2	3	4
62. Pyrin tukemaan ja kannustamaan työkavereitani	1	2	3	4
63. Tarvittaessa kysyn neuvoa esimieheltäni	1	2	3	4
64. Olen joustava	1	2	3	4
65. Toimin vastuuntuntoisesti ja pyrin aktiivisesti edistämään työyhteisöni toimintaa	1	2	3	4

Avoimia kysymyksiä: (Tarvittaessa voit jatkaa paperin toiselle puolelle)

66. Mitkä asiat lisäävät työtyytyväisyytesi eniten?

67. Minkä asiat heikentävät työtyytyväisyyttäsi eniten?

68. Muita kommentteja, risuja tai ruusuja

Kiitos vastauksistasi!

QUESTIONNAIRE IN ENGLISH

Background information:

Please circle the right option

1. Gender
 - a. Man
 - b. Woman

2. Do you work in
 - a. Factory
 - b. In the office
 - c. As a manager

3. How long have you been working in Powerco?
 - a. 0-5 years
 - b. 5-10 years
 - c. 10-15 years
 - d. 15 years or more

4. Your age

a. -25 years	f. 46-50 years
b. 26-30 years	g. 51-55 years
c. 31-35 years	h. 56-60 years
d. 36-40 years	i. 61 or more years
e. 41-45 years	

Please respond to each statement on the scale provided where 1= strongly disagree, 2=disagree, 3= agree, 4= strongly agree

Job Satisfaction and Organizational Climate:

- | | | | | | |
|--|----|----|---|----|----|
| 5. I am satisfied with my work | 1 | 2 | 3 | 4 | |
| 6. I feel appreciated from my work | 1 | 2 | 3 | 4 | |
| 7. My work has clear goals | 1 | 2 | 3 | 4 | |
| 8. My job satisfaction has changed within last year | -2 | -1 | 0 | +1 | +2 |
| (-2 = Strongly decreased, -1= Decreased, 0= stayed
on the same level +1= increased, +2= Strongly increased) | | | | | |
| 9. Why? Please explain. | | | | | |

-
-
- | | | | | |
|---|---|---|---|---|
| 10. The climate in the work community is good | 1 | 2 | 3 | 4 |
| 11. I get along with my colleagues | 1 | 2 | 3 | 4 |
| 12. The work community is genuinely interested of the well-being
and health of the personnel | 1 | 2 | 3 | 4 |
| 13. The problems in the work community are solved immediately | 1 | 2 | 3 | 4 |
| 14. All the employees are treated the same | 1 | 2 | 3 | 4 |
| 15. All the employees are treated fair | 1 | 2 | 3 | 4 |
| 16. I get support from my colleagues in case of need | 1 | 2 | 3 | 4 |
| 17. Have there been any changes in the climate within last year? Positive or negative? What do you think about those changes? | | | | |

18. Other comments concerning climate and work community

The work itself and communication:

- | | | | | |
|---|---|---|---|---|
| 19. I like my current work | 1 | 2 | 3 | 4 |
| 20. My current work is challenging | 1 | 2 | 3 | 4 |
| 21. My current work is versatile | 1 | 2 | 3 | 4 |
| 22. I know what I am expected to do | 1 | 2 | 3 | 4 |
| 23. I have authority enough about decisions related my work | 1 | 2 | 3 | 4 |
| 24. All the employees have the same work load | 1 | 2 | 3 | 4 |
| 25. My work is important for the business of the company | 1 | 2 | 3 | 4 |
| 26. Other comments concerning the work itself | | | | |

27. Communication in the company is good 1 2 3 4
28. Communication from the employees to the supervisor is good 1 2 3 4
29. Other comments regarding communication (for example from which subjects would you wish to get more communication and how?)
-
-

Leadership:

30. I am satisfied with my closest supervisor 1 2 3 4
31. Communication from the supervisor to employees is good 1 2 3 4
32. The supervisor supports me in case of problems 1 2 3 4
33. The supervisor is interested of my well-being 1 2 3 4
34. I get enough feedback from my work 1 2 3 4
35. The supervisor is able to receive constructive feedback 1 2 3 4
36. I can trust to my supervisor 1 2 3 4
37. The supervisor encourages me 1 2 3 4
38. The supervisor helps me to develop 1 2 3 4
39. The supervisor is an example to the employees 1 2 3 4
40. The supervisor sets clear targets to my work 1 2 3 4
41. The supervisor and I have development discussions regularly 1 2 3 4
42. I think the development discussions are useful 1 2 3 4
43. The supervisor is flexible 1 2 3 4
44. The supervisor likes to receive my ideas and suggestions 1 2 3 4
45. Other comments concerning leadership
-
-
-

Motivation and rewarding:

46. I am motivated at work 1 2 3 4
47. I get recognition of my work 1 2 3 4
48. I feel like I have the opportunity to learn new things at work 1 2 3 4
49. My salary corresponds the output I give at work 1 2 3 4
50. My salary corresponds to the requirements of my work 1 2 3 4
51. My salary is determined fairly 1 2 3 4
52. I have the opportunity to affect my salary 1 2 3 4

53. Choose from the list 3 the most important issues that motivate you at work with the numbers from 1 to 3 (1= motivates you the most, 2= motivates you the second most, and 3= motivates you the third most)

- ___ Accountability of the work
- ___ Independence of the work
- ___ Challenging and interesting work
- ___ Steps of my work and seeing the results
- ___ Nice working environment
- ___ Opportunity to develop in the career
- ___ Salary
- ___ Positive feedback, praising
- ___ I feel like doing important work
- ___ Learning new skills
- ___ I feel like accomplishing something
- ___ Something else, what?

Work loading:

- | | | | | |
|--|---|---|---|---|
| 54. The work tempo is usually good | 1 | 2 | 3 | 4 |
| 55. Usually my work is suitably hard (physically, mentally and socially) | 1 | 2 | 3 | 4 |
| 56. There is no bullying at work | 1 | 2 | 3 | 4 |
| 57. My work is mentally hard | 1 | 2 | 3 | 4 |
| 58. I have enough time to do my work | 1 | 2 | 3 | 4 |
| 59. My work causes stress | 1 | 2 | 3 | 4 |
| 60. The biggest reason is | | | | |

Extra:

- | | | | | |
|--|---|---|---|---|
| 61. I try to create a good climate with my own behaviour | 1 | 2 | 3 | 4 |
| 62. I try to support and encourage my colleagues | 1 | 2 | 3 | 4 |
| 63. I ask help from my supervisor in case of need | 1 | 2 | 3 | 4 |
| 64. I am flexible | 1 | 2 | 3 | 4 |
| 65. I am responsible and try to improve the work community | 1 | 2 | 3 | 4 |

More extra questions: (You can continue to the other side)

66. What things increase my job satisfaction the most?

67. What things decrease my job satisfaction the most?

68. Other comments, feedback

Thank you!

RESULTS IN FINNISH

Työtyytyväisyys ja Työilmapiiri:**Keskiarvo**

- | | |
|---|------|
| • Olen tyytyväinen työhöni | 2,4 |
| • Koen saavani arvostusta työstäni | 1,9 |
| • Työlläni on selkeät tavoitteet | 2,5 |
| • Työtyytyväisyyteni on muuttunut viimeisen vuoden aikana | -1,1 |

(-2 = Heikentynyt merkittävästi, -1= Heikentynyt jonkin verran, 0= pysynyt samalla tasolla, +1= Parantanut jonkin verran, +2= Parantunut merkittävästi)

- | | |
|--|-----|
| • Mistä syistä? Perustele. | |
| • Kiire | |
| • Edut poistettu | |
| • Työmäärä | |
| • Liian tuloshakuista | |
| • Ilmapiiri huonontunut | |
| • Palkitsemisen puute | |
| • Paine pysyä aikataulussa | |
| • Ei tietoa työnjatkuvuudesta | |
| • Arvostus vähentynyt | |
| • Työmäärä kastea, palkka sama | |
| • Työ on lähestulkoon mitä sen kuuluukin | |
| • YT-neuvottelujen jälkeiset työtehtävien muutokset olleet positiivisia | |
| • Työilmapiiri työyhteisössäni on hyvä | 2,5 |
| • Tulen hyvin toimeen työkavareideni kanssa | 3,3 |
| • Työyhteisössämme ollaan aidosti kiinnostuneita henkilöstön hyvinvoinnista ja terveydestä | 3,3 |
| • Työyhteisön ongelmat ratkaistaan viipymättä | 1,7 |
| • Työntekijöitä kohdellaan tasapuolisesti | 2,4 |
| • Työntekijöitä kohdellaan oikeudenmukaisesti | 2,1 |
| • Saan tukea työtovereiltani tarvittaessa | 3,2 |
| • Onko työilmapiirissä tapahtunut muutoksia viimeisen vuoden aikana? Kumpaan suuntaan? Mitä mieltä sinä olet näistä muutoksista? | |
| • Huonompaan suuntaan (Yleisin vastaus) | |
| • Kiire | |
| • Työntekijöiden puute | |

- Huonompaan suuntaan ollaan menty, kun "miellyttämisen" on pitänyt lisääntyä ja suoria vastauksia on vaarallista antaa.
- Muutama työpiste on raskaasti kuormitettu
- Vain raha kiinnostaa omistajia ja johtajia
- Ei kuunnella työntekijöitä
- Eriarvoisuus korostuu
- Yleisesti porukka vaikuttaa ajattelevan niin, että irtisanottujen hommat ovat suoraan siirtyneet heille.
- Muita kommentteja työilmapiiriin ja työyhteisöön liittyen
 - Ilman hyviä työkavereita olisin jo lähtenyt pois
 - Palkitseminen voisi nostaa motivaatiota ja parantaa ilmapiiriä
 - Ylimmän johdon "aito" kiinnostus voisi olla parempaa. Tuntuu, että työntekijät ovat numeroita taulukossa. Lähin esimies kuitenkin on kiinnostunut työntekijöiden jaksamisesta, mikä on hyvä asia -> mutta on pahassa välikädessä.
 - Virkistäytymistä, niin porukka jaksaisi pitempään
 - Työnantajalta ei mitään pörkkänaa tarjottu työntekijöille työn lisääntymisestä (palkka, virkistys)
 - Lillbacka Powercon ja muiden konserniyhtiöiden henkilöstön kohtelu eriarvoista esim virkistystoiminnan kannalta
 - negatiivisuus yrityksen johtoa kohtaa on kasvanut

Työn sisältö ja Tiedonkulku:

- | | |
|--|-----|
| • Nykyiset tehtäväni ovat mielekkäitä | 2,6 |
| • Nykyiset tehtäväni ovat haastavia | 2,6 |
| • Nykyiset tehtäväni ovat monipuolisia | 2,7 |
| • Tiedän mitä minulta odotetaan työssäni | 3,0 |
| • Minulla on riittävästi päätäntävaltaa työtäni koskevilla asioilla | 2,5 |
| • Työmäärä jakautuu työntekijöiden kesken tasapuolisesti | 1,9 |
| • Työni on tärkeää yrityksen toiminnan kannalta | 3,1 |
| • Muita kommentteja työn sisällöstä <ul style="list-style-type: none"> • Fyysisesti raskasta työtä. • Välillä liian monipuolisia työtehtäviä • Oma työni on liian sarjatuotantomaista • Töiden päällekkäisyys ahdistaa • monia töitä voisi tehdä järkevämmiin | |
| • Tiedottaminen yrityksessämme on hyvä | 1,7 |
| • Tiedonkulku alaisilta esimiehelle on hyvä | 2,2 |

- Muita kommentteja tiedonkulkuun liittyen (esim. mistä asioista toivoisit tiedotettavan enemmän ja miten toivoisit tiedottamisen toteutuvan?)
 - palavereita useammin ja enemmän tiedonkulkua
 - Avoimempaa tiedottamista kaikista firman asioista. Nykyään liian salaperäistä
 - Esim. kuinka firmalla menee olisi hyvä saada enemmän tietoa
 - Saisi tietoa ennen kuin kyliltä kuuluu
 - Useammin palavereita, realistista tietoa missä mennään mitä tulossa.

Esimiestyöskentely:

- Olen tyytyväinen lähiesimieheni toimintaan 2,3
- Tiedonkulku esimiehiltä alaisille on hyvä 2,1
- Saan esimieheltäni tukea ongelmatilanteissa 2,4
- Esimieheni on kiinnostunut työhyvinvoinnistani 2,0
- Saan työstäni riittävästi palautetta 1,9
- Esimies osaa antaa palautteen rakentavasti 2,1
- Voin luottaa esimieheeni 2,6
- Esimieheni on kannustava 2,1
- Esimieheni auttaa kehittymään 2,3
- Esimieheni toimii esimerkkinä yöntekijöille 1,8
- Esimieheni asettaa työlleni selkeät tavoitteet 2,4
- Esimieheni käy kehityskeskusteluja kanssani säännöllisesti 1,8
- Koen kehityskeskustelut hyödyllisiksi 2,5
- Esimieheni on joustava 2,7
- Esimieheni ottaa mielellään vastaan ideoitani ja ehdotuksiani 2,6
- Muita kommentteja esimiestyöskentelyyn liittyen
 - Nykyisin esimiehellä liikaa tehtäviä, ei ehdi paneutua kaikkeen
 - kiireisinä aikoina pitäisi vähän löytyä esimieheltä joustoa
 - Huonoja kuuntelemaan
 - pitäisi kuunnella enemmän yöntekijöitä. Ajattelee mielestäni asioita liiaksi yrityksen kannalta

Motivaatio ja kannusteet:

- Olen motivoitunut työssäni 2,4
- Saan tunnustusta työstäni 1,9
- Koen, että minulla on mahdollisuus oppia työssäni uutta 2,4

- Palkkani vastaa antamaani työpanosta 1,8
- Palkkani on sopiva työn vaativuuteen nähden 2,0
- Palkkani on määräytynyt oikeudenmukaisin perustein 2,0
- Minulla on mahdollisuus vaikuttaa palkkaani 1,7
- Valitse listasta 3 tärkeintä asiaa, jotka koet motivoivan sinua töissä. Ole hyvä ja numeroi (1= motivoi eniten, 2= motivoi toiseksi eniten, 3= motivoi kolmanneksi eniten).

Tämä oli selvästi haastava kohta, ja useat ei selvästikään lukeneet ohjeita!!

- ___ Työn vastuullisuus, 3 henkilöä valitsi tämän, keskiarvo 2
- ___ Työn itsenäisyys, 8 henkilöä, keskiarvo 1,8
- ___ Haastava ja mielenkiintoinen työ, 12 henkilöä, keskiarvo 2,5
- ___ Työni vaiheet ja seurausten näkeminen, 2 henkilöä, keskiarvo 2,5
- ___ Viihtyisä työyhteisö, 9 henkilöä, keskiarvo 2,1
- ___ Uralla eteneminen, 1 henkilö, keskiarvo 2
- ___ Palkka, 16 henkilöä, keskiarvo 1,7
- ___ Kehut, kiitokset, 1 henkilö, keskiarvo 2
- ___ Koen tekeväni tärkeää työtä, 5 henkilöä, keskiarvo 3
- ___ Uusien tietojen ja taitojen oppiminen, 3 henkilöä, keskiarvo 2
- ___ Koen saavuttavani jotain, 1 henkilö, keskiarvo 2

Kuormitus:

- Työtahti on yleensä sopiva 2,1
- Työni on yleensä sopivan raskasta (Fyysisesti, henkisesti, sosiaalisesti) 2,5
- Työpaikallani ei ole kiusaamista 3,1
- Työni on henkisesti kuormittavaa 2,7
- Työtehtävieni suorittamiseen on riittävästi aikaa 2,0
- Työni aiheuttaa stressiä 2,5
- Suurin syy siihen on
 - Aikataulut
 - Työtehtävien ilmoittaminen ajoissa
 - Kiire
 - pientä kiusantekoa
 - Tavoitteeseen pääseminen
 - Kiire, pieni palkka työmäärään nähden

- Liian vähän porukkaa, ei ole vetäjää

Muuta:

- Pyrin omalla käytökselläni luomaan hyvän ilmapiirin 3,1
- Pyrin tukemaan ja kannustamaan työkavereitani 3,1
- Tarvittaessa kysyn neuvoa esimieheltäni 3,1
- Olen joustava 3,3
- Toimin vastuuntuntoisesti ja pyrin aktiivisesti edistämään työyhteisöni toimintaa 3,1

Avoimia kysymyksiä: (Tarvittaessa voit jatkaa paperin toiselle puolelle)

- Mitkä asiat lisäävät työtyytyväisyytesi eniten?
 - Saa tehdä (eli kerkeää) työnsä hyvin, joustavuus, järkevät aikataulut, sopivan haastava ja monipuolinen työ
 - Haastavassa työtehtävässä onnistuminen. Kun on voinut auttaa työkaveria ongelmatilanteessa
 - Työajat ok. Lomien pitäminen joustavaa
 - Huomioon ottamista enemmän
 - Luottamus siihen, että kukin hoitaa oman homman
 - Hyvät ja valoisat työskentelytilat, hyvät työkalut
 - itsenäisyys, pystyy itse vaikuttamaan työjärjestelyihin
 - Ilmapiiri, arvostus
 - Arvostettaisiin enemmän ja pidettäis parempaa huolta ja palkittais joskus
 - Tulospalkkaus. Yhteisöllinen virkistystoiminta
 - Työnantajan aito välittäminen työntekijöitten hyvinvoinnista
 - Että saa työt tehtyä tuloksellisesti
 - Se että on saanut aikaan jotain yritykselle hyödyllistä ja se myös huomioidaan. Kiitoksella on yllättävän suuri vaikutus jos sellaisen joskus sattuu kuulemaan.
- Minkä asiat heikentävät työtyytyväisyyttäsi eniten?
 - Kiire, aikataulut, toisten järjestämä kiire, se että asioita ei tehdä kunnolla. Välinpitämättömyys
 - ainoa kiitos on kun kysytään miksei valmistunut nopeampaa
 - Oma riittämättömyyden tunne
 - Jatkuva kiire, ei olla kaikille tasapuolinen

- Suuren pomon jatkuva kyttäminen. Kaikista eduista tinkiminen.
 - Mitään ei ehdi kunnolla tekemään loppuun asti
 - Kiitos puuttuu hyvästä suorituksesta.
 - todella huono ilma hallissa, tyly tehtaan johto, kiire
 - Jatkuva kyttäminen
 - Haukut
-
- Muita kommentteja, risuja tai ruusuja
 - Uusi esimies pysyy sopivan etäisenä kaikille, ei synny suosikkeja, jotka ohjailisivat toimintaa
 - Aika loppuu kesken!
 - Työntekijöistä olisi hyvä pitää huolta
 - Iso risu: Työntekijöiden pompottelu eri työpisteille ei johda mihinkään hyvään, turhaa aikaa menee ihmettelyyn ja laatu kärsii
 - Talvella kylmä, kesällä kuuma hallissa
 - ei aamulla "ketuta" lähteä töihin, joka kertoo siitä, että tykkää työstä -> en ole etsimässä muuta työtä!

Kiitos vastauksistasi!

RESULTS IN ENGLISH

<u>Job Satisfaction and Organizational Climate:</u>	Average
• I am satisfied with my work	2,4
• I feel appreciated from my work	1,9
• My work has clear goals	2,5
• My job satisfaction has changed within last year	-1,1
(-2 = Strongly decreased, -1= Decreased, 0= stayed on the same level +1= increased, +2= Strongly increased)	
• Why? Please explain.	
• Hurry	
• Benefits have been cancelled	
• Work load	
• The management only cares of the results	
• Decrease of the organizational climate	
• Lack of rewarding	
• Pressure to stay in the schedule	
• Uncertainty of continuous of work	
• Decrease of respectation	
• Work load increases, still the same salary	
• Work is close what it is supposed to be	
• The chances in the work after co-operation procedure negotiations has been positive	
• The climate in the work community is good	2,5
• I get along with my colleagues	3,3
• The work community is genuinely interested of the well-being and health of the personnel	1,7
• The problems in the work community are solved immediately	1,7
• All the employees are treated the same	2,4
• All the employees are treated fair	2,1
• I get support from my colleagues in case of need	3,2
• Have there been any changes in the climate within last year? Positive or negative? What do you think about those changes?	
• Negative changes (the most common answer)	
• Hurry	
• Lack of employees	
• We have gone to negative direction because the need of pleasing of others have increased and it is dangerous to give straight answers	

- Few lines are heavily over loaded
- Only the money interests the owners and managers
- Employees are not listened
- Feels like the employees are not worth the same
- In common, the people think that the tasks of the laid-off personnel have been given straight to them
- Other comments concerning climate and work community
 - Without great colleagues I would have left the company already
 - Rewarding could better the motivation and organizational climate
 - The highest management should care more about the employees. Feels like we are just numbers in a table. The closest supervisor cares which is good but he is in a “bad spot”
 - Some recreational activity for personnel so that people would get more energy
 - Employer does not give any benefits to employees although the work has increased (for example salary or recreational activity for personnel)
 - The staffs in Lillbacka Powerco and other Lillbacka group are not equal, for example considering recreational activity for personnel.
 - Negativity has increased towards the management of the company

The work itself and communication:

- | | |
|--|-----|
| • I like my current work | 2,6 |
| • My current work is challenging | 2,6 |
| • My current work is versatile | 2,7 |
| • I know what I am expected to do | 3,0 |
| • I have authority enough about decisions related my work | 2,5 |
| • All the employees have the same work load | 1,9 |
| • My work is important for the business of the company | 3,1 |
| • Other comments concerning the work itself <ul style="list-style-type: none"> • Work is hard physically • Sometimes too versatile works • My work is too serial production type • Multitasking is bothering • Lot of works could be done more organized matter | |
| • Communication is good in the company | 1,7 |
| • Communication from employees to supervisors is good | 2,2 |
| • Other comments regarding communication (for example from which subjects would you wish to get more communication and how?) <ul style="list-style-type: none"> • More meetings and more communication | |

- More open communication in the company. Now everything seems to be really secret.
- For example more information how the company is doing.
- I rather get the information from the company than from outside the company.
- More meetings and realistic information what is going on and what will happen..

Leadership:

- I am satisfied with my closest supervisor 2,3
- Communication from the supervisor to employees is good 2,1
- My supervisor supports me in case of problems 2,4
- My supervisor is interested of my well-being 2,0
- I get enough feedback from my work 1,9
- Supervisor is able to receive constructive feedback 2,1
- I can trust to my supervisor 2,6
- The supervisor encourages me 2,1
- The supervisor helps me to develop 2,3
- The supervisor is an example to the employees 1,8
- The supervisor sets clear targets to my work 2,4
- The supervisor and I have development discussions regularly 1,8

- I think the development discussions are useful 2,5
- The supervisor is flexible 2,7
- The supervisor likes to receive my ideas and suggestions 2,6

- Other comments regarding leadership
 - My supervisor has too much work, he does not have enough time for everything
 - On busy times feels like the management is not flexible enough
 - They are bad listeners
 - They should listen more the employees. Now they think too much the best of the company.

Motivation and rewarding:

- I am motivated at work 2,4
- I get recognition of my work 1,9
- I feel like I have the opportunity to learn new things at work 2,4
- My salary corresponds to my output I give at work 1,8
- My salary corresponds to the requirements of my work 2,0

- My salary is determined fairly 2,0
- I have the opportunity to affect my salary 1,7

- Choose from the list 3 the most important issues that motivate you at work with the numbers from 1 to 3 (1= motivates you the most, 2= motivates you the second most, and 3= motivates you the third most).

This was obviously a challenging question, and most of them did not read the instructions!!

- ___ Challenging work, 3 persons chose this, average 2
- ___ Independence of the work, 8 persons, average 1,8
- ___ Challenging and interesting work, 12 persons, average 2,5
- ___ Seeing the steps and outcome of my work, 2 persons, average 2,5
- ___ Good organizational climate, 9 persons, average 2,1
- ___ Promotion, 1 person, average 2
- ___ Salary, 16 persons, average 1,7
- ___ Praises, thanking, 1 person, average 2
- ___ I feel like I do work that matters, 5 persons, average 3
- ___ Learning new, 3 persons, average 2
- ___ I feel like accomplishing something, 1 person, average 2

Work loading:

- The work tempo is usually good 2,1
- Usually my work is suitably hard (physically, mentally and socially) 2,5
- There is no bullying at work 3,1
- My work is mentally hard 2,7
- I have enough time to do my work 2,0
- My work causes stress 2,5
- The biggestst reason is
 - Schedules
 - Notification of work tasks on time
 - Hurry
 - Small teasing
 - Achieveing the targets
 - Hurry, small salary comparing to the work load
 - Too little employees, no real supervisor

Extra:

- I try to create a good climate with my own behaviour 3,1
- I try to support and encourage my colleagues 3,1
- I ask help from my supervisor in case of need 3,1
- I am flexible 3,3
- I am responsible and try to improve the work community 3,1

More extra questions: (You can continue to the other side)

- What things increase my job satisfaction the most?
 - Possibility to have enough time to make the work, flexibility, rational schedules, reasonable challenging and versatile work.
 - Succession in a challenging work. When I was able to help a colleague to solve a problem at work.
 - Good work hours. Flexibility to have the vacations.
 - More consideration from the organization.
 - The trust that everyone can do their own work.
 - Good work place and tools with enough light.
 - Independency, to be able to influence to the working arrangements.
 - Organizational climate, appreciation.
 - More appreciation and they would take care of the employees more. Rewarding sometimes.
 - Incentive (The salary based on the result). Recreational activity for personnel to the whole organization
 - Employer's genuine caring of the well-being of the employees.
 - Ability to make the work well and on time.
 - The feeling when you know you did something useful to the company and getting appreciated for it. With the word thank you there is a big effect when you happen to hear it.

- What things decrease my job satisfaction the most?
 - Hurry, schedules, the hurry that the other employees create. Ignorance.
 - The only "thanks" is the question why the work was not ready earlier.
 - The feeling of inadequacy.
 - Continuous hurry, not everyone is equal.
 - Continuous stalking of the big boss. Decreasing all the benefits.
 - There is not enough time to finish properly.
 - No appreciation of the good work.
 - Terrible air in the hall, rude management, and hurry.

- Continouos stalking.
- Criticizing.

- Other comments, feedback
 - New supervisor is distant to everyone so that there will not become any favourites who then would control the activities.
 - Not enough time.
 - It would be good to take care of the employees.
 - Big disadvantage: The employees are moved inside the work places which lead to nothing good, time is spend too much and the quality is not that good
 - The hall is cold in the winter and hot during summer.
 - I do not hate to come to work in the morning which tells that I like my job. I am not looking for a new job!

Thank you!

DETAILED RESULTS

Job Satisfaction:

Question No	5	6	7	8
Office worker	2,1	2,1	2,7	-1,7
Factory workers	2,5	1,9	2,4	-1,0
Women	2,6	1,8	2,0	-1,6
Men	2,4	2,0	2,5	-1,1
Less than 10 years	2,4	1,8	2,4	-1,3
More than 10 years	2,4	2,0	2,5	-1,0
35 or under	2,6	1,8	2,2	-1,0
36-50	2,4	2,0	2,5	-1,3
51+	2,4	2,0	2,8	-1,4
Total	2,4	1,9	2,5	-1,1

Organizational Climate:

Question No	10	11	12	13	14	15	16
Office worker	2,7	3,4	1,9	2,0	2,3	2,4	3,2
Factory workers	2,4	3,3	1,6	1,6	1,7	2,0	3,2
Women	2,2	3,2	1,4	1,6	1,2	1,8	3,4
Men	2,6	3,3	1,7	1,7	1,9	2,1	3,1
Less than 10 years	2,5	3,3	1,8	2,0	2,0	2,2	3,3
More than 10 years	2,5	3,3	1,6	1,6	1,7	2,0	3,1
35 or under	2,7	3,6	1,7	2,0	2,0	2,2	3,4
36-50	2,5	3,3	1,7	1,6	1,8	2,1	3,2
51+	2,4	3,6	1,6	1,8	1,8	2,2	3,2
Total	2,5	3,3	1,7	1,7	1,8	2,1	3,2

The work itself and communication:

Question No	19	20	21	22	23	24	25	27	28
Office worker	2,8	2,7	3,2	3,0	2,3	2,1	3,2	2,0	2,0
Factory workers	2,5	2,6	2,5	3,0	2,6	1,8	3,1	1,7	2,3
Women	2,4	2,6	2,6	2,8	2,2	1,8	3,0	1,2	2,0
Men	2,6	2,6	2,7	3,1	2,6	1,9	3,2	1,8	2,2
Less than 10 years	2,5	2,7	2,8	3,3	2,8	2,0	3,2	2,0	2,0
More than 10 years	2,6	2,6	2,6	2,9	2,4	1,9	3,1	1,6	2,3
35 or under	2,5	2,4	2,8	3,4	2,8	1,9	3,3	1,9	2,1
36-50	2,6	2,8	2,8	2,8	2,4	1,8	3,1	1,7	2,3
51+	3,0	3,0	2,8	3,4	3,0	2,6	3,4	1,8	2,4
Total	2,6	2,6	2,7	3,0	2,5	1,9	3,1	1,7	2,2

Leadership:

Question No	30	31	32	33	34	35	36	37
Office worker	2,4	2,3	2,7	2,1	2,3	2,7	2,8	2,3
Factory workers	2,2	2,0	2,3	1,9	1,8	1,8	2,6	2,0
Women	2,0	2,2	2,6	2,0	1,8	2,0	2,4	2,2
Men	2,3	2,1	2,3	2,0	2,0	2,1	2,7	2,1
Less than 10 years	2,7	2,4	3,0	2,3	1,9	2,3	3,2	2,5
More than 10 years	2,0	1,9	2,0	1,8	2,0	2,0	2,3	1,9
35 or under	2,6	2,4	3,2	2,5	1,7	2,2	3,1	2,4
36-50	2,1	2,0	2,1	1,8	2,1	2,0	2,5	2,1
51+	2,6	2,2	2,4	2,0	2,0	2,2	2,4	2,0
Total	2,3	2,1	2,4	2,0	1,9	2,1	2,6	2,1

Question No	38	39	40	41	42	43	44
Office worker	2,4	2,3	2,7	2,0	2,6	2,9	2,8
Factory workers	2,2	1,7	2,4	1,8	2,5	2,6	2,5
Women	2,2	1,4	2,6	1,4	1,6	3,0	2,0
Men	2,3	1,9	2,4	1,9	2,7	2,6	2,7
Less than 10 years	2,6	2,2	2,4	2,1	2,2	2,9	2,8
More than 10 years	2,1	1,7	2,5	1,7	2,7	2,5	2,4
35 or under	2,5	2,0	2,4	1,8	2,5	3,1	2,8
36-50	2,2	1,8	2,4	2,0	2,6	2,5	2,5
51+	2,4	2,0	3,0	1,4	2,6	3,0	2,8
Total	2,3	1,8	2,4	1,8	2,5	2,7	2,6

Motivation and rewarding:

Question No	46	47	48	49	50	51	52
Office worker	2,8	2,3	2,8	2,1	2,2	2,2	2,1
Factory workers	2,3	1,8	2,3	1,7	1,9	1,9	1,5
Women	2,2	2,0	2,0	1,4	1,8	1,8	1,4
Men	2,4	1,9	2,5	1,9	2,0	2,0	1,8
Less than 10 years	2,3	1,9	2,3	1,8	2,0	2,1	2,0
More than 10 years	2,4	1,9	2,5	1,8	2,0	2,0	1,5
35 or under	2,4	1,8	2,2	1,7	2,0	2,0	1,8
36-50	2,3	1,9	2,6	1,9	1,9	2,0	1,7
51+	3,0	2,4	2,4	2,2	2,2	2,2	1,2
Total	2,4	1,9	2,4	1,8	2,0	2,0	1,7

Work loading:

Question No	54	55	56	57	58	59
Office worker	1,8	2,4	3,2	3,0	1,8	2,7
Factory workers	2,2	2,5	3,0	2,5	2,1	2,4

Women	1,8	2,0	2,6	2,2	1,6	2,4
Men	2,1	2,5	3,2	2,7	2,1	2,5
Less than 10 years	2,3	2,4	3,1	2,6	2,0	2,3
More than 10 years	2,0	2,5	3,1	2,7	2,0	2,6
35 or under	2,2	2,6	3,4	2,6	2,0	2,5
36-50	2,0	2,5	3,1	2,6	2,0	2,6
51+	2,0	2,2	3,0	3,2	2,0	2,4
Total	2,1	2,5	3,1	2,7	2,0	2,5

Extra:

Question No	61	62	63	64	65
Office worker	3,0	3,1	3,6	3,3	3,0
Factory workers	3,2	3,1	2,9	3,2	3,1
Women	3,2	3,0	3,8	3,4	3,2
Men	3,1	3,1	3,0	3,2	3,1
Less than 10 years	3,3	3,1	3,2	3,2	2,9
More than 10 years	3,1	3,1	3,0	3,3	3,2
35 or under	3,4	3,3	3,1	3,3	3,1
36-50	3,1	3,1	3,1	3,3	3,1
51+	3,2	3,2	3,8	3,4	3,4
Total	3,1	3,1	3,1	3,3	3,1