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THE IMPACT OF EMPLOYEE BENEFITS ON EMPLOYEE ENGAGEMENT AND WORK MOTIVATION

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| <p>Abstract</p> <p>The aim of this thesis was to research the impact of employee benefits on employee engagement and work motivation. The topic was chosen so that the writer would deepen her knowledge of engagement and motivation, and the objective was to create a questionnaire from which the case company FinVector would benefit when updating their employee benefits.</p> <p>Firstly the theoretical framework was established. It focuses on employee engagement and work motivation, and discusses rewarding briefly. The research method was quantitative since the aim was to gather as many responses as possible. An online questionnaire was designed and distributed to the employees of FinVector by email. A link to the questionnaire was also published on the company's Intranet. The sample size was formed by 127 respondents, which was more than sufficient to make the study reliable.</p> <p>The significance of this study was great as FinVector acquired a great amount of current information about the employees and their wishes for the future. Since the theory and questionnaire supported each other in an excellent manner, the study gave a good insight into the present situation, and allocation of the resources in the future. The research results showed that employee benefits impact engagement and work motivation positively. Additionally, wellbeing-related employee benefits was something the employees were interested in and they were keen to enjoy similar benefits in the future too. All of the results were important since the aim was to listen to the employees, and conduct a vast research of the topics chosen. Moreover it was noticed that the need for further studies is great, and the subject enables interesting research to be carried out in the future.</p> | |
| <p>Keywords Employee benefits, employee engagement, work motivation</p> | |

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1 INTRODUCTION

In this thesis, the author conducts a theoretical familiarization and a practical research on the impact of employee benefits on employee engagement and work motivation. Engagement and motivation have been subjects of interest for the author and the possibility of studying the two was a great chance to deepen the writer's knowledge about these matters.

The aim of this thesis is to study the impact of employee benefits on employee engagement and work motivation. The section that discusses engagement addresses for instance matters that impact engagement, and what is necessary to be considered when engagement is examined. When it comes to motivation, the section addresses matters that impact motivation, what are the key factors when establishing motivation, and introduces what kind of motivation there is. Subsequently rewarding is depicted: why it is done, what it is, how rewarding can be done effectively, how it is done in the case company in question. Additionally work well-being's importance is briefly considered, that is because rewarding is a central point in this study where employee benefits are in question, and well-being since that is the theme of the dispensed benefits.

Another target of this thesis is to gather information of employee benefits that the client company's personnel would appreciate, and address engagement as well as motivation comprehensively using a variety of different materials. Additionally the author of this thesis wishes to form a comprehensive entity of the subjects chosen. There is potential of making excellent findings in the area of employee benefits' impact on employee engagement and work motivation in general as well as when looking at the case company FinVector.

Employee benefits can be persuading factors for people who are applying for employment, and also be a motivating factor for existing personnel. Especially if the applicant has options or offers from different companies where to work next, employee benefits can be a persuading factor towards the company that offers something that is appealing to the applicant. By providing benefits, the employer can demonstrate commitment to the employees. This can shape company's image and attractiveness. Benefits are a cost effective way of rewarding employees and the company may even profit financially from it; for instance sick leaves might decrease if employee benefits are chosen in a way where well-being can be supported. Also a rational idea is to hear employees when planning benefits. That way the employer can make sure that the benefits are going to be used. (Hägglund s.a.)

Engagement is a wanted state, has a meaning on an organizational level, includes vast participation throughout the organization and is an aspiration of the employees to put their energy into the specific tasks given. (Macey & Schneider 2008, 5). Motivation on the other hand is the cause of people's actions; why they do what they do and repeat it, or at least pursue to repeat it, which is the reason why the concept is a key matter in organizations that are aiming at for instance boosting the effectiveness of their operations. (Sabir 2017). These two subjects are closely linked which increases the importance of this study and the findings of it. Additionally the purpose is to find if employee benefits can be something that increase engagement and motivation, and what kind of benefits are desired in the case company in question.

The client is a company called FinVector. The firm operates in manufacturing of Viral-Based Gene Therapy products. (FinVector a, s.a.) The commissioner wants to know what kind of employee benefits the personnel would like, and if updating them would possibly increase engagement and motivation. The organization is growing rapidly at the moment which makes it highly valuable to investigate what actions can help keeping engagement high and motivation continuous.

The commission was given because FinVector is going to update and enhance its employee benefits in the near future due to which it was highly valuable to collect information regarding the current situation and future wishes of employees. The timing was great because the writer was starting her internship and thesis writing process at the same time as the process of updating employee benefits was a project about to begin.

As one can see in Figure 1, the work is conducted by first introducing the subjects that will be researched. Secondly information was gathered and the theory base was formed starting with engagement, which is followed by motivation and finished by rewarding and work well-being. Then a questionnaire was formed and given out to employees to answer. The research method of the thesis was quantitative because the aim was to gather as much answers as possible from a large personnel. FinVector wanted to hear what employees would appreciate when it comes to employee benefits since the investments are large, and the employees are the users of the benefits.

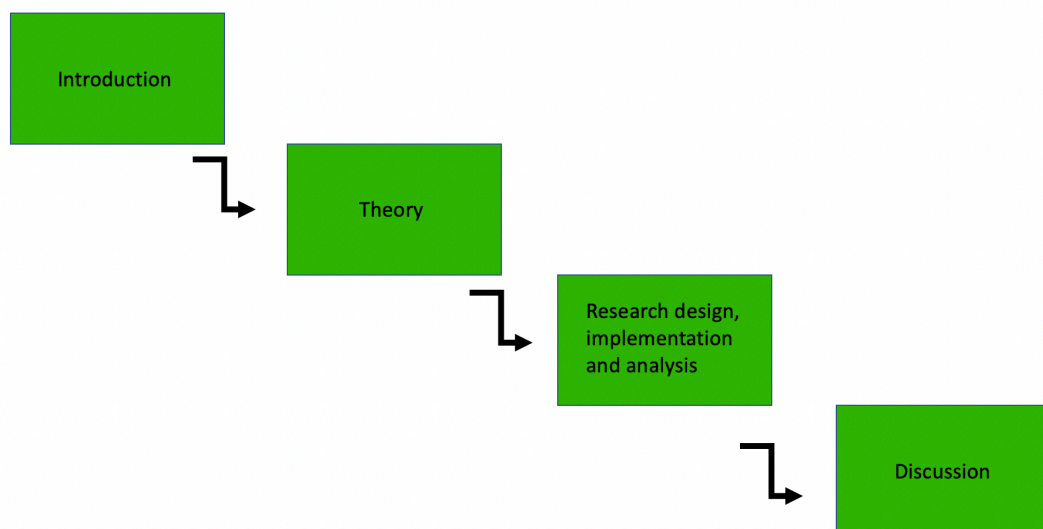


FIGURE 1. Phases of the thesis

To give a deeper insight to the creation on the questionnaire; a planned questionnaire is performed and the results are analyzed. The method of collecting the information was quantitative which meant that the questionnaire was shared to the company's employees and everyone was given the chance to answer it. The questionnaire contained 21 questions most of which were answered from a likert scale of one to five which was conducted by adjusting the answer choices to be suitable for each question. There were also open-ended questions and space to comment on matters asked, or if other thoughts rose from answering the questionnaire. The sample was 127 answers from people

who had worked at FinVector from less than one year to five years. The sample was narrowed down to that because the writer wanted relatively new viewpoints and answers from personnel who had either worked at FinVector for a very short period of time to a few years. This decision was made because then the author was able to form a comprehensive picture of the hopes and wishes of the employees who had started working, or had been working at FinVector when the company has grown the most.

Lastly a discussion of the process, its steps and the work behind this thesis is written. The writer critically evaluates the work she has performed including successful points as well as matters that can be improved to highlight the learning curve when writing this thesis. Also validity, reliability and ethics, as well as possible future research topics are pondered on.

1.1 Essential terms

Human Resources, Employee engagement, work motivation, well-being, employee benefits, and employee rewarding are some of the key terms used in this thesis. In this chapter the terms are shortly described in order for the reader to be familiar of what these terms indicate in this paper. Also kindly note that the same definitions were used in the questionnaire which was published to the personnel of FinVector to answer during June 2022.

Human resources, later referred as HR, is the managerial department that takes care of the people in the organization. For instance recruiting, managing performance, developing the organization, taking care of well-being related matters, accounting the matters concerning safety, matters concerning communication, upkeeping and updating administration of policies, and organizing trainings to the personnel are some of the functionalities of HR department. (Heathfield 2021.)

Employee engagement is a connection of mental and emotional strength that strongly links employees to their work, teams and the organization. (Ryba 2021.)

Work motivation is defined as the necessity and motive(s) of the employee to make the required efforts in order to perform as well as possible in their daily responsibilities. (Wietrak, Rousseau and Barends 2021.)

Well-being is defined as an individual's interpretation of health, prosperity and happiness. Mental health, feeling fulfilled, having a purpose and being able to control stress are matters that are included in the term of well-being. (Davis 2019.)

Employee benefits are perks to the employee provided by the employer in addition to salary. These can be goods or services that enhance the employees' life in some way. (Bika s.a.)

Lastly employee rewarding which is a crucial matter when it comes to engagement. Rewarding is a way to communicate to the employees that they are appreciated and that they do valuable work. It is good to remember that when a company makes efforts to take care of its employees, the employees are more likely to work diligently to the benefit of the company. (Peterson s.a.)

1.2 FinVector

FinVector is a forerunner company in GMP (Good Manufacturing Practise), producing of Viral-Based Gene Therapy products. The company has over 20 years of experience in its field. FinVector has an excellent reputation since the focus throughout the history has been on exceptional facilities, skillful teams and committed relationships with clients. European Medicines Agency (EMA) has authorized FinVector's manufacturing of Gene Therapy products, and the facility has a licence for GMP manufacturing which was issued by Finnish Medicines Agency (FIMEA). (FinVector b, s.a.)

The company is in a leading position when it comes to the manufacturing of Viral-Based Gene Therapy products. Compared to companies in the same field, FinVector is able to produce distinctly more product due to the manufacturing process. Furthermore the possibilities of Viral-Based Gene product were discovered by FinVector earlier than others which gave a significant head start to the company. In 2024 there is going to be a new factory of four floors and 24 000 square meters of space for increased production of Viral-Based Gene Therapy products to treat bladder cancer which is the main focus in the manufacturing. When the new facility is in operation, the aim is to almost double the number of employees from the current personnel of over 300. (Akiola 2022).

The writer was starting her internship at FinVector at the same time when the project of updating employee benefits was starting. The company was eager to know if the current benefits were liked and if the themes included in it were something that the employees appreciated. Furthermore the questionnaire was a great way to find out if employees had some ideas that could be implemented. These were the main motivations of the company when it comes to giving the commission.

2 EMPLOYEE ENGAGEMENT

This thesis aims at answering how employee benefits impact employee engagement and work motivation. In this section of the thesis employee engagement is examined. Points of interest are the following: what employee engagement is, why is it important, what matters impact engagement, what it takes to be engaged and what are the central theories that address employee engagement. Furthermore other material is reviewed to gather a comprehensive theoretical base of the subject in question.

Penna's Hierarchy of Engagement was chosen because it is a good tool to introduce engagement as a concept. Also it is easy to understand since it follows a similar pattern to Maslow's Hierarchy of Needs however it focuses solely on engagement and raises the organizations' impact when it comes to employee engagement.

Kahn Theory of Employee Engagement is reviewed too. That is because it is a central theory and many other theories as well as broad research has been made based on it. Furthermore Kahn Theory of Employee Engagement takes into account the psychological aspect of people's likelihood to engage – matters that have an impact on it, and choices that the individuals makes themselves.

Job Demand-Resources Theory will be examined as well since it discusses work environment as well as physiological and psychological aspects which effect engagement by decreasing or increasing it depending on the balance of demands and resources. The Theory can be used to forecast situations, and what is more, the Theory is suitable to be used in various levels of the organization due to its versatility.

After a thorough familiarization, it was decided to leave some theories unaddressed. For instance Maslow's Hierarchy of needs is not examined because the author considered it being rather general for instance according to Cherry's analysis (Cherry 2022). The chosen theories related to the subject of this study better and in a more precise way directly editorialising the points of interest.

The AON-Hewitt model was disregarded too since it focuses more on productivity and performance which are not the focus points of this thesis. Also the model considers the business' results as a central factor that impact engagement. (Protopapas 2022.)

The Zinger model is not adressed either because again the model is a little outside of the interest of this thesis. The model handles connections between employees, the company, the customer and the employee's work performance (Pellikaan 2021).

2.1 Preface to the subject of employee engagement

The level of employee engagement is an important factor for any organization. When engagement levels are high, the organization is more likely to be more profitable as well as productive than an organization where the engagement levels are low. Additionally employees who feel highly engaged are more likely to stay in the organization. (Mehta & Mehta 2013, 208). According to a study conducted by Kumar and Pansari, there is a link between employee engagement and increasing the profits of a company. In the initial research there were 75 organizations from various countries

across the globe, and in the control research executed a year later there were 30 participants who took part in the initial research. In the latter study, the connection between engagement and profit growth was verified; the group of organizations in which employees were engaged amounted to 10-15% growth, and in the groups of organizations where the engagement level was low, the growth amounted only to 0-1%. (Kumar & Pansari 2015, 70.)

Suitable human resources are somewhat scarce, therefore taking care of employees is essential. Also people are a resource which competitors cannot take away if administering and engaging them has been appropriately taken care of. (Jagannathan 2013, 309.)

According to an analysis of an article, written by Jagannathan, work environment has a grand impact on employee engagement. Work environment has an important role in the sense of the employee feeling valued and heard when it comes to the employer responding to the needs of the employee. When the environment supports working, the employee is more likely to feel engaged with the workplace. Addedly relationships with colleagues, and the team one is a part of, were discovered to be a meaningful matter when it comes to the total level of employee engagement. As a continuum to work environment, good work relationships increase employee engagement when establishing an open atmosphere where assistance and reliance on one another is applied. Composition of the article also tells that in addition to the previously mentioned leadership, training and career development, compensation, organizational policies and workplace well-being – as shown in Figure 2 - are significant influencers of employee engagement. (Jagannathan 2013, 310-320.)

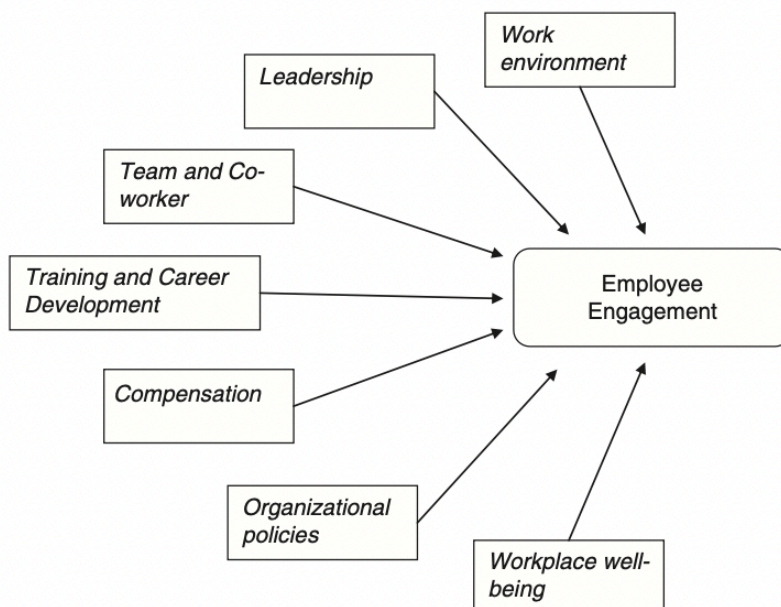


FIGURE 2. Factors facilitating employee engagement (Jagannathan 2013, 311)

To be engaged in work an employee must be engaged on a cognitive and emotional level in order to be able to embody themselves fully in their position, targets and assignments. It is not sufficient to be physically at the office or equivalent place of work to perform tasks. When feeling that one is valued and that the work is meaningful as well as being personally in accord with the values of the organization, the likelihood of forming engagement increases. Engagement is the want to optionally make the attempt to assist the employer to be successful in the chosen operations. (Fearon, McLaughlin & Morris 2013, 245.)

2.2 Penna's Hierarchy of Engagement

According to Penna's Hierarchy of Engagement, the meaningfulness that the employees experience through their work is crucial. The study states that employees who find meaning in their profession are more likely to stay working in the organization where they experience it. Furthermore, the company will be more interesting to people who could potentially see themselves working in the organization in question. Feelings of communality and an opportunity to contribute to the benefit of the business. Employees being able to be themselves creates additional value to the employee which increases engagement. (Bhatla 2011, 4.)

Penna's model reminds of Maslow's need hierarchy model, and follows similar logic in interpretation, as one can see in Figure 3. When a lower level need is fulfilled, the next can be pursued. On the first level the need is salary and benefits. After that need is satisfied, the employee is able to look at learning and development aspect. In the middle of the model there is the opportunity of promotion that are presented to reinforce the model. Leadership is the next level, followed by the last; meaning which is the desired end result where the employee feels a connection, has a sense of meaningfulness and a purpose as an outcome from the work that is done. Engagement will increase as the organization improves each of the levels which concludes the model's original purpose. (Markos & Sridevi 2010, 91.)

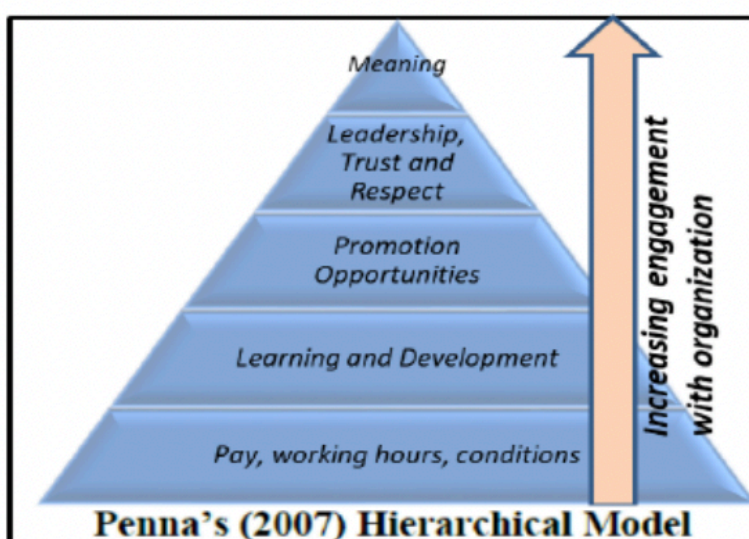


FIGURE 3. Penna's Hierarchical Model (Ghosh & Sourav 2019, 4)

PWC conducted a research which showed that the likelihood of engaged employees to resign is 87% less likely than those who are disengaged. This can result in the employee turnover rates; employees who are engaged and notice the company's efforts, are more ready and can better adapt to changes in for instance market conditions. Also it is crucial to notice that engaging workplace culture is one that listens, improves and does these two things continuously. What is more, the strategy to engage rises from all levels of the organization, not only from management. (PWC 2014, 3-8.) These are some important points to consider when looking at employee engagement.

2.3 Kahn Theory of Employee Engagement

In 1990 Kahn started a study concerning employee engagement as the main concept. The aim was to recognize the situations, circumstances or surroundings that made engagement possible to occur. As a result, the research explained psychological aspects that impact an employee to differentiate with the level of engagement when working. The results have been confirmed by many later, for instance May, Maslach, Bakker and Schaufeli, and the theory has been used as a basis for further studies and formulations of engagement related theories. (Bhuvanaiah & Raya 2014, a, 62.)

When the idea was first forming it was proposed that self-employment and self-expression are the characters of work roles that are adopted. According to the theory employees engage on three dimensions; physical, cognitive and emotional to their work and their life around it. Kahn also suggested that the way of managing and processes, organizational habits, different dynamics, task as well as role features and work intercommunication are all matters that have and impact on engagement amongst employees. (Sun & Bunchapattanasakda 2019 ,64, 71.) Self-employment is the unification established with the assigned work tasks, and self-expression is for instance participation to conversations and expressing one's opinions or insights. Kahn stated in a study that there is variation when it comes to work roles since the employee can choose how to express themselves when carrying out the assigned work. The outcome of the study was the conceptualization of personal engagement and personal disengagement which as a result pointed at psychological states that impact individuals to diverge with the multiple levels of engagement at work. The before mentioned May did an empirical examination to try Kahn's concept to see a connection between engagement and psychological safety, availability and meaningfulness that are remarkably related to the engagement of employees. The theory has been assimilated in an extensive manner and studies has used it as a base on further research, especially focusing on matters that influence engagement. (Bhuvanaiah & Raya 2014, b, 62.)

Employees being able to be themselves at work is the central point in Kahn's research. In the work of Kahn, safety means that the employee feel safe in the workplace psychologically and for instance are not afraid of making mistakes, or to see how management reacts. When this kind of environment is established, it is likely that the employee assists to the best of their ability in the organization's missions and feels supportive about it. Availability addresses employees' physical and mental capability to perform the necessary tasks of the work role. There should be a balance of having challenging tasks but the employee should have a feeling of the tasks being within reach of their professional capabilities. Meaningfulness on the other hand concentrates at why the work is being done; its purpose. When an employee sees that the good which the organization produces has a

meaning on societal level, there is more of a chance that the employee makes consequential efforts to reach the wide benefits. (Robinson 2022.) Figure 4 summons the psychological statuses explained here on the left handside of the picture giving examples of each aspect.

Kahn's studies gives reasons for instance to the viewpoint that differences in psychological situations could have an effect on an individuals performances at work. The person's differences in psychological situations also modify the aptitude on how they involve or commit themselves to the work. Hence people's engagement is different based on their knowledge of the current psychological aspects of safety, availability and meaningfulness. (Kular, Gatenby, Rees, Soane & Truss 2008, 10.)

Work role requires a degree of engagement to which an individual can influence by their own decisions. Kahn specified the concept with the terms personal engagement and personal disengagement. Figure 4 demonstrates the two as a cause of the conditions of the left handside picture creating a continuum. Personal engagement was defined by Kahn to be an individuals chosen self at work while enhancing the individual on connecting to work and to other people as well as physically, cognitively and emotionally being present, to also performing according to the work role requirements. Personal disengagement on the other hand was specified as the absence or fewness of the link between the individual and the presence of physical, cognitive and emotional connection which then facilitates the possibility of the individual to withdraw from the degree of engagement that would otherwise be desirable. (Dawsey & Taylor 2011, 31-33.)

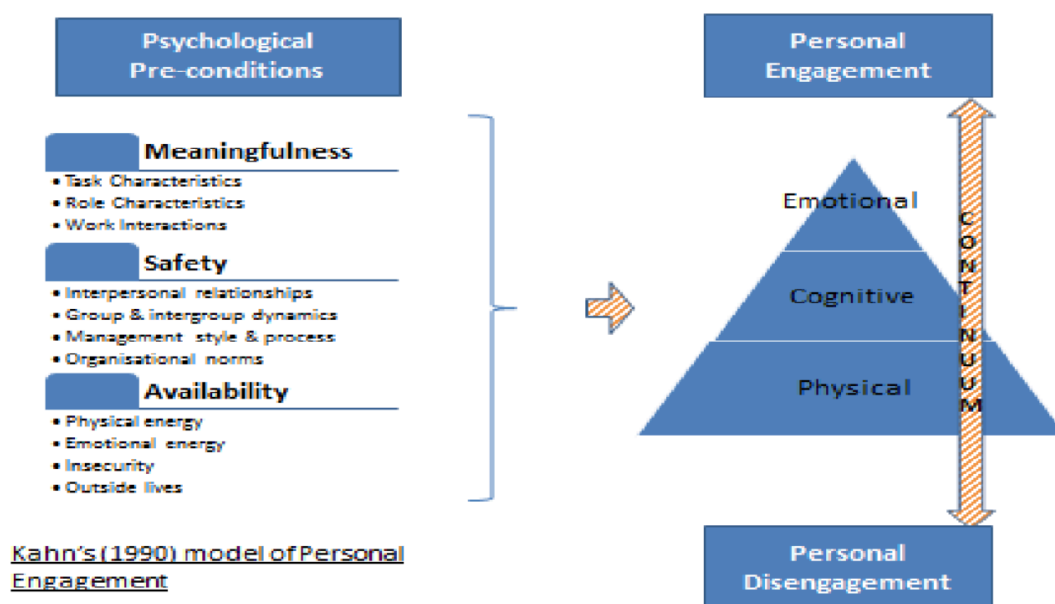


FIGURE 4. Kahn's model of Personal Engagement (Caveney, 2015).

Rich, Lepine and Crawford conducted a study where Kahn's Theory of Employee engagement was examined as one of the theoretical basis. The outcome of the research was that there is a link between employees who are engaged and them performing better in their work. The writers argue that Kahn's concept of engagement, employees being psychologically invested, is transferred by the

level of engagement which then shows in work performances. (Rich, Lepine & Crawford 2010, 618-631.)

2.4 Job Demand-Resources Theory

It is common that Job Demands-Resources Theory is a base theory by which it is analyzed how the environment an employee works in impacts their well-being and the use of their personal capabilities when performing a work task. The effect of the organization's general environment is a key point of view, and despite the type of work the employees do, job demands and job resources are always in a core position. Job demands are something that require maintaining and are linked with psychological and physiological matters, for instance having a lot of work or having to make do with conflicting requirements. Job demands can facilitate an imbalance when it comes to health – and even result in burnout. In turn job resources are something that enhance growth and learning, assist in reaching work targets and decrease job demands' effects as well as the linked intangible expenditures. Supporting colleagues, flexible worktime and chances of getting promoted are examples of job resources. When job resources are high, employees feel motivated which augments work engagement. The central idea in Job Demands-Resources Theory is that a resource is helping an employee to cope with a demand. (Tummers & Bakker 2021, 1-3.)

The Job Demands-Resources Theory is a suitable concept when the aim is to monitor workplaces and notice factors that enhance engagement and avoid burnout as much as it is possible because there is a positive centralization of engagement, and a negative centralization of burnout. Furthermore, the theory has a wide coverage which includes essential characteristics that are present in work life. It is also adjustable so it can be modified to fit the needs of the organizations using it. Another great feature of the theory is that it can be used in both; academic as well as practical setting, providing great points of view for instance from researchers to stakeholders. The theory was introduced in the 1990s to better the understanding of burnout which has risen from being in a psychologically stressful situation for a prolonged time at work – employee being exhausted on an emotional level, feeling cynical, not feeling enthusiastic and not feeling competent to perform their tasks. Later the theory was reinforced with focusing on psychologically fulfilling matters; vigor, dedication and absorption. Vigor refers to feeling energetic and resilient, dedication referring to feeling that the done work is important and challenging, and absorption referring to employee concentrating completely on their work while feeling happy doing so. (Schaufeli 2017, 120-121.)

The Job Demands-Resources Theory can be a somewhat predicting concept when it comes to employee engagement. It introduces the interplay between job demands and job resources, and also takes into account the employees' well-being and how they perform at work. The outcomes are the consequences of the interplay and its balance, or the instability of the two. For example if there is adequate job resources, the harmful impacts of job demands could be prevented which ensures engagement levels and allows positive results to take place. (Kwon & Kim 2018, 1-2.)

As a result of many research it can be recapitulated that employees who feel engaged are healthier physically, feel psychologically satisfied since the needs are fulfilled, are generally more content and are more committed compared to employees that feel less engaged to their work. (Borst, Kruijven &

Lako 2017, 7.) Bakker and Leiter have written in their article about a research concluding in similar results. In spite of the job title or the position an employee works in, it is possible to experience vigour, dedication and absorption. An uppermost matter about Job Demands-Resources Theory is that by accentuating the job demands and job resources' roles the importance of work environment can be understood better, and it can be seen from many different sectors of the organization. (Bakker & Leiter 2010, 96-98.)

3 WORK MOTIVATION

As the aim of this thesis is to study the impact of employee benefits on employee engagement and work motivation, this section discusses the latter. Here the following issues are examined: matters that have an impact on motivation, the drivers of motivation and describe what kind of different motivation there is. What is more, a comprehensive immersion to theories is carried out in this section.

Self-Determination Theory is opted to this study because it addresses motivation in a versatile manner and can be seen as a common theory when it comes to the research of motivation. However since it has been widely used, there are a lot of subtheories – for instance COT, BPNT - which have had to be excluded from the study in order for the author to be able to create a logical entity with the theories that are central, and discuss the subjects of research of this thesis closely.

Alderfer's ERG Theory is addressed since it comments the behaviours and choices that individuals make for themselves. It is based on Maslow's Hierarchy of Needs thus it is logical in interpretation but manages to take up variation of matters to suit a large amount of people in multiple levels of the organization in question. As the thesis first refers to Self-Determination Theory, ERG Theory offers support to the motivators and motivations that originate from the individuals.

The author acquainted herself with multiple different motivational theories some of which were unsuitable. Here a few examples and justifications of the choices are given. In this section also Maslow's Hierarchy of Needs Theory has been excluded - as it is - because it is a rather general theory.

Hertzberg's two-factor Theory is not incorporated to the theory part due to its main points not fitting the aimed unity. Matters impacting employee satisfaction should be more motivation related to be included to the study – Hygiene issues and motivators of the theory go round the main focus of this thesis. (Nickerson 2021.)

3.1 Self-Determination Theory

According to Deci and Ryan (Ryan & Deci 2000, 68-69) people are active and taking part or inactive and estranged depending on the environment in which they evolve and operate. Matters that impact intrinsic motivation, self-regulation and well-being have been looked into and the examination of those have resulted in needs that are psychological. Competence, autonomy and relatedness that increase motivation that initiates from oneself, and increase mental health when the needs are fulfilled. Additionally social surroundings have been taken into account, both favourable as well as unfavourable. On the contrary if the needs are not met motivation as well as well-being decreases. Ryan and Deci's Self-Determination Theory approaches motivation and personality by highlighting the significance of inner capabilities. The before mentioned – competence, autonomy and relatedness – are in key position when it comes to each individual's distinctive well-being as well as the involvement of social behaviour.

Self-Determination Theory started to find its shape when intrinsic motivation, the will to do something without any external requests or wishes, was forming. The researchers were curious to see

wether people would be more satisfied to do their intrinsically motivating tasks if they were engaged in the activities. An important finding was made by Deci et al. in 2001 in a multinational study where the results addressed that employees who were content with the fulfillment of competence, relatedness and autonomy – the psychological needs defined in Self-Determination Theory - felt engagement and well-being on a greater level, and cultural endorsements of specific values were irregardless. (Gagne 2014, 1-2, 23-24.)

Self-Determination Theory has been researched and tests have been conducted in practice for instance in parenting, psychotherapy, relationships and in a variety of school settings. The aim in these studies has been to examine autonomy as a driver contra controlling and how effects appear when it comes to completion of tasks, resilience and well-being. Also competence and relatedness have been found out to increase optional engagement and in certain scenes. Upkeeping motivation that initiates from oneself has benefited from these studies since there are now techniques that have arised from those which enhances the maintenance nowadays. Self-Determination Theory does not only focus on the key questions of psychology, rather it deepens the viewpoint into researching disadvantages and advantages of elevating a behaviour on a social level. (Center for Self-Determination Theory s.a.)

Intrinsic motivation is the organic interest, desire to know and learn as well as test one's capabilities. People tend to administer the characteristics but support is required because circumstances can decrease the self-imposed typical tendencies. Hence Self-Determination Theory focuses on matters that upkeep and evoke the natural tendencies. (Ryan & Deci 2000, 70-71.) Intrinsic motivation emerges from the connection between the task and the end result. As the outcome all restoring actions confirm the relation of the task and the end result which increase the motivation being intrinsic. One way to assess people's intrinsic motivation is to measure enthusiasm, and will to accomplish the task in question. Consequently people's engagement can be measured as a sequel to their motivation to complete an initiated task for instance. (Fishbach & Woolley 2022, 6-7.)

To be able to clarify matters that describe variances in intrinsic motivation, Deci and Ryan developed a Cognitive Evaluation Theory (CET) which is a subtheory from Self-Determination Theory. Autonomy and competence are the needs it concentrates on which reasons the results of studies of constructive feedback increasing intrinsic motivation and people having to have the feeling of autonomy, or rather the feeling of the activity being done because of self-determination, in order for intrinsic motivation to be the noticeable driver. One interesting finding is the locus of causality; here being external orders for instance deadlines, or extrinsic acknowledgements for instance a concrete reward, both of which reduces intrinsic motivation since the incentive shifts to external reasons or matters. In brief intrinsic motivation requires instrinsic curiosity and autonomy as well as competence as the basic needs are required to be distinctly recognized and addressed. (Ryan & Deci 2000, 70-71.)

As a matter of fact it is crucial to understand extrinsic motivation to be able to comprehend intrinsic motivation in a more profound level. Self-Determined motivation includes extrinsic motivation as one kind where the key question is how people attain the aspiration to perform certain tasks even though the request comes from external sources. In the light of these points, Self-Determination

Theory suggests that depending on people's intake of internalization and integration of these external solicitations mirror the levels to which the matter has been assimilated in each individuals personal values. Moreover autonomy can differ greatly and that impacts the experience of the activity considerably as extrinsic motivation as a term indicates conducting an action to accomplish a certain outcome. Social surroundings influence the activity of modifying behaviours that are nonintrinsically generated but can be transformed to be self-determined. Here autonomy has an outstanding role. (Ryan & Deci 2000, 71.)

Organismic Integration Theory (OIT) was also presented by Deci and Ryan as a subtheory of Self-Determination Theory. It focuses on extrinsic motivation's formats and relating matters that impact internalization and integration of habits or that are typical for extrinsic motivation. (Ryan & Deci 2000, 72-73.) OIT presents viewpoints of various types of extrinsic motivation that there are as well as many chains of events that lead to internalization and integration. The possible outcome of these events can be the individuals' own, intrinsic motivation to carry out the task in question. (Ackerman 2018.)

When it comes to research of compensation and rewarding, it has been found out that the subject is only little studied in relation to the significant impact of it. Human resources and psychology of personnel as an area of interest lacks knowledge of the effects of benefits and rewarding systems as a whole. It is thought by researchers that when benefits are given on equal basis to everyone, the incentives can fulfill autonomy and competence needs that the employees have, and establish motivation as well as enhance performance. However it has to be noted that other changing matters may influence how benefits or financial incentives are encompassed. (Antoni, Beaten, Perkins, Shaw & Vartiainen 2017, 57-58.)

3.2 Alderfer's ERG Theory

Alderfer's ERG – Existence, Relatedness and Growth – Theory is a construct of motivation which tries to aid in comprehending matters that influence the behaviours of individuals. The Theory was evolving during early 60s to late 70s and was developed by implementations of various quantitative and qualitative researches, then later being published as theoretical material in 1989. ERG Theory is based on Maslow's Hierarchy of Needs, only the Theory is advanced and it looks into workplace motivation and it being a means of enhancing for instance productivity. The Theory can support explaining or predicting challenges at the workplace as well as developmental choices at work that each person makes concerning themselves. (Caulton 2012.)

ERG Theory differs from Maslow's Hierarchy of Needs in such a ways that the needs in different levels can be attempted to be reached at the same time – whereas in Maslow's Hierarchy of Needs, a lower level need has to be fulfilled before moving to the next one. ERG also gives variation for the order since people might wish to pursue the needs in a different sequence. The advancement of the Theory can also be seen through the Principle of Frustration-Regression, since it is known that a person might return to complete a lower level need, before moving to a higher level, because the need is easier to perfect. This feature of the Theory explains its flexibility; there is a hierarchy however the progression is each individual's own decision. (Robitaille 2011.) The Principle of Frustration-

Regression is explained in the ERG Theory since frustration leads to regression; when a person cannot reach a level higher, she or he has to regress to accomplish a need that is lower in the scale. (Bhasin 2021.)

The classes of needs of the Theory – Existence, Relatedness and Growth - as a sum provide the before mentioned flexibility since a range is offered instead of a strict hierarchy; this can be seen in Figure 5. The need Existence includes for instance material needs such as water, air, clothing and shelter which can be fulfilled in this theory with employee benefits, wage and provision of a safe environment to work in. Relatedness concerns for example social life, support and the feeling of being a part of a group. For instance colleagues can provide for the need to be fulfilled at the workplace, whereas family does the same during the employees free time. Lastly Growth which targets an individual on a personal level and incorporates growth and developing oneself. The need can be fulfilled if the individual uses their full capacity. (Thangaswamy & Thiyagaraj 2017, 466.)

ERG THEORY OF MOTIVATION

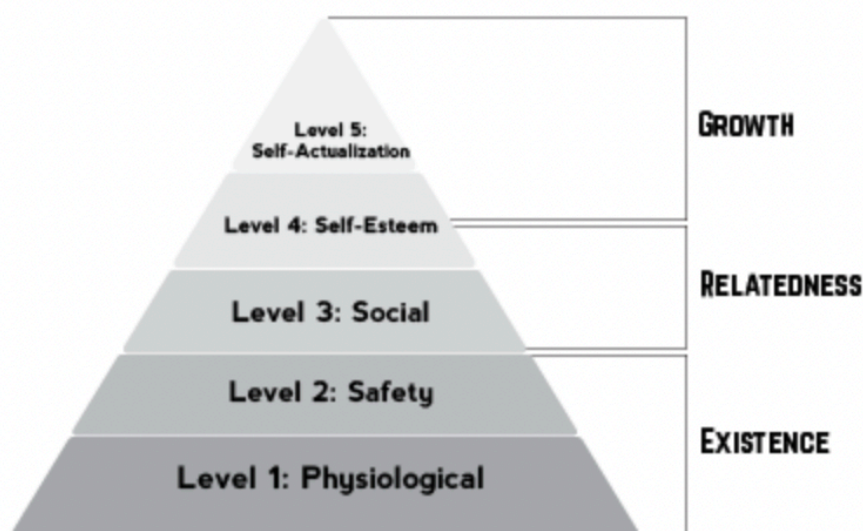


Figure 5. ERG Theory of Motivation (Maharjan, 2018)

According to Gagné's meta-analysis, intrinsic motivation is the kind of motivation that is linked the most to beneficial results, for instance work engagement and proactivity at the workplace. What is more, intrinsic motivation was strongly connected with for instance less burnout and smaller likelihood of changing employer. Making sure employees experience feelings of competence, autonomy and relatedness was mentioned too when the aim is to enhance intrinsic motivation. (Gagné 2022.) All in all it can be said that the association of matters of SDT Theory combined with the points of ERG Theory of motivation is immense. The outcomes - when both are considered - are significant therefore companies are strongly recommended to strive towards mastering these matters.

4 REWARDING

As mentioned in the beginning of this thesis, rewarding is a way to communicate that the effort employees put into their work is appreciated, and that the work is valuable. This section aims to answer why companies reward employees, what rewarding is, how it can be distributed effectively, and how rewarding is done at the case company. These points are examined bearing in mind engagement and motivation, and how rewarding impacts the two. Additionally this chapter deliberates on how important employees' work well-being is specifically when doing the kind of work that employees do at FinVector.

4.1 Rewarding and its links to employee engagement and work motivation

The purpose of rewarding is to enhance attractiveness of the company, retaining employees and motivating them to perform as well as they can. (Shields 2016.) Rewarding is something that improves the values of an organization, better team endeavours, enhances the satisfaction levels of customers, and is a motivating factor among employees. Rewards have to be distributed consistently so that employees know that they are being rewarded as expected. This can increase the engagement levels of employees who already feel engaged, as well as boost the engagement levels of employees who do not feel such a way. (Jones 2019.)

Rewarding is a very common way of enhancing employee engagement, and it has been observed in many research. (Actional s.a.) It is a part of the business plan, and it should support the company's strategic goals. Something meaningful that cannot be forgotten is that employees have to be taken along the planning phase, as then employees can see the causal connections between successful points of the company's strategy and the rewarding methods composed together. Once the rewarding strategy has been formed, the company can build a rewarding system that is created practice closely in mind. (Rantamäki, Kauhanen & Kolari 2006, 39-131.) When a functioning rewarding system is established, employees experience feelings of being valued, they sleep better, the employees do more exercise, are less prone to endure depression or anxiety, are less prone to take sick leaves, and are more engaged in its entirety. Furthermore, when employees are engaged, they are more content as a whole which impacts how happily they take part in common goals of the organization. (Liversage 2019.) By developing an employee rewarding strategy, a company can impact performance and results in a rather simple way. For this reason rewarding is something that companies should focus on.

Employee engagement is effected by motivation. For that reason, it is important to maintain it. A strategy for the upkeeping of motivation and how rewards are distributed is in key position, and in the long run it can result in for instance smaller turnover of employees. Rewarding impacts employees' balance in a beneficial way when it comes to the relationship of work and free time. When the strategy is well thought out, it reflects positive and grateful emotions from the organization to the employees. (Sheetz 2020.)

Employees are more content with flexible and customizable rewards than predecided ones. The most efficient way to gather information of employees' preferences is to ask the employees what

they would like, for instance by executing a questionnaire. If a reward meets a need, the customization is meaningful; employees like to know they get support from the employer and that their needs are heard. (Romsey 2021.) For this reason among others the questionnaire concerning this thesis was performed. If the employer gives benefits that are unused and something the employees do not like, logically the benefits do not accumulate positive outcomes. Furthermore it was asked if the possible new categories were interesting to the end users in order to confirm the successful implementation of renewed ways of using the employee benefits. These matters enable flexibility and customization.

To conclude, rewarding has an impact on employee engagement as well as work motivation. And the two matters have an impact on one another. Furthermore if an employee feels engaged, and motivated, their overall attitude towards work life is better which then reflects on their all-encompassing experience of well-being.

4.2 The importance of work well-being

European workplaces generally battle with work well-being and the balance between work-life and free time. This phenomena was highlighted during COVID-19 pandemic, however it seems that well-being has not improved after it. (Great Place To Work 2022.) When taking this into consideration, as well as the fact that FinVector is growing rapidly at the moment, it is important to take care of employees holistically.

It is common that rewarding and well-being are discussed and developed as separate themes even though it rarely leads into a good result. Various research has stated that the two as well as productivity are clearly associated with each other. (Huovila 2016.) When a company invests in employees' well-being, the effects can be major. For instance employees can be more flexible and handle challenging situations more at ease, it might be that they experience less stress, engagement levels can result to be higher and overall performance on the organization's level can increase. Also since mental health challenges have been on the rise for the past decade and brought to the attention of people through media, and the reasons have found out to be psychological, it is crucial to address employees as entities that include physical as well as the just mentioned psychological sides both of which have to be nurtured and upheld. In a research conducted by CIPD in 2022, it was found out that employees' morale and engagement, company culture as well as work-life balance improves when employer pays attention more to employees' well-being. (CIPD 2022.) These themes were addressed in theory part of this thesis with similar notes of important matters that increase the employees' overall positive emotions about the workplace which combines the subjects closely.

As the industry in which FinVector operates is highly regulated and safety is the most important matter, companies have to take into consideration each step of the manufacturing process. From logistics to packaging everything has to be done according to the regulations. (Tonelli & Iansante 2021.) The aim is to help patients which can create a lot of pressure to the employees. Some might work long hours which results in a large personal expense. (Hoblyn 2018.) Also employees are exposed to various hazards ranging from mild to intensive level ones which can cause for instance emotional stress even though conditions and health checks are monitored and provided regularly

and according to regulations. These are a few examples of why it is extremely important to take care of each employee's work well-being and support their well-being in general.

4.2.1 Distribution of employee benefits at FinVector

In this subchapter occupational healthcare is discussed briefly since that has an important role in the well-being of employees, and can be considered as an indirect employee benefit due to the extent it covers. Also Epassi is discussed since that is the main form of employee benefit and the balance is dispensed through it.

FinVector has a great occupational healthcare system. It covers for more than what is required, for instance some ultrasound examinations and short psychotherapy among a lot more. The research conducted for this thesis showed that major part of the employees are happy with occupational healthcare which itself increases well-being. Additionally well-being related employee benefits were something that interested the most answerers of the questionnaire which makes it logical to invest more into.

FinVector uses Epassi as the platform through which it distributes employee benefits to the personnel. The balance used to be fifteen euros a month thus the sum of the benefit was 180 euros a year. However the benefit has been updated starting from January 2023; the balance is roughly 45 euros a month which adds up to approximately 540 euros a year. This amount is controlled by the wallets of Epassi that follow the tax authorities' instructions, and the benefits can be offered tax-free.

The amount is added to employees' Epassi account in two parts, in January and in June, and is applicable until 31.12. each year after which it resets to zero, or until the last day of the employment. This way balance does not accumulate over the years, and the employer pays only for the part of distributed balance that has been used. (Epassi s.a.) This makes Epassi an attractive provider of employee benefits.

In 2023 the balance given to each employee is increased significantly as mentioned. Additionally the options on where and/or what the balance can be used for has been expanded. Before Epassi could be used in a limited manner, but now the category is Flex, where available wallets are Sports & Culture and Well-being. Sports & Culture can be used for instance for a gym membership, sport event tickets, dog training course, tickets for festivals or to the movie theatre, a language course, or karting. As one can see, there are a lot of options. Well-being wallet is more controlled, and can be used for dental care services (a highly requested addition in the questionnaire), or massage.

The update of the employee benefits and what they can be used for enable the employees to decide themselves where to invest the resources into which increases autonomy, and the possibility to impact one's well-being in a way that each employee feels is the most beneficial.

5 RESEARCH

One wish and requirement from the commissioner of this thesis was that the writer would gather information from employees, that could be used when developing rewarding systems in the company. It is crucial to know the employees' preferences when deciding how to develop employee benefits since the benefits have a direct impact on the employees as they are the end users.

It is common that a pre-formed questionnaire with pre-decided answer options is created and distributed to the respondent group. Questions that aim to answer what, where, why, how and so on are asked in order to collect data as numerical amounts often presented as percentual values. (Heikkilä 2014.) To put it differently, quantitative method collects numerical data, or data that can be modified to be in scales where numbers apply. (Cárdenas 2019.) This method was chosen because the aim was to gather information from a large group of people. The most efficient way to get responses from as many as possible was to make a questionnaire that could be answered online.

The method aims at answering to for instance how many, how much and how often. Then the researcher modifies results first as numeric figures, later transferring them to verbal formats. Furthermore, the method is objective, it focuses on the researched matters without mixing own emotions to the outcome, meaning quantitative research is unbiased. The researcher stays distant to the sample for instance by never meeting the respondent in person or by not discussing the contents of the research prior to the answerer participating to the research, nor after. When the sample forms from people it is recommended to gather at least 100 answers. The reason for that is the following: when the amount of data is large, the researcher can form observations from the sample as a whole, which then makes it possible to first explain matters numerically before forming verbal statements of the total of the results. (Vilkkä 2007.)

Sukalmolson (2007, 2-3) reminds that it is essential to note that there are mostly phenomena that are not formatted in numerical aspect but are transformed into numbers by the layout of the research. An example; respondents can be given options to answer by selecting a number on a scale that is the closest to what they want to state about the question. The scale can be for instance from a likert scale from one to five, or a selection of statements of which the respondent chooses the most applicable one.

To conduct the research, a questionnaire was created. A vast amount of theory was read about the themes of the thesis. Then the questions started to form and come together. Also FinVector's HR Manager and HR Director were met to discuss the contents of the questionnaire and they commented what was good and what could be improved. There important notes about the formulation of the questions were made which helped the writer to form them to be easily understandable. Also the comments helped the writer to design questions which were crucial to be asked and get answers to.

The data was gathered by making a questionnaire online which was shared to all employees of FinVector in June 2022. The personnel were given two weeks to answer. The information about the study as well as the link to the questionnaire, that was created by Microsoft Forms, was given to the employees via email and by sharing it to the company's Intranet. Also reminders to answer it were

made frequently so that all willing were given the chance to express their opinions and comments as well as influence the outcome on matters that have an impact on themselves. The questionnaire was answered anonymously, and information about deleting all answers after processing them was mentioned to ensure personnel feeling comfortable about giving their aspects on engagement, motivation and matters regarding possible future employee benefits.

The data was processed by transferring the answers to Excel and then analyzing each question one at a time. Also pie charts were made to visualize the got results of the questions. The answers were described by focusing on the ones that had largest procentual value or by the ones which were most mentioned. Also the smaller sections and less mentioned were taken into consideration especially if various smaller sections formed a larger part when combined.

The timetable of the research was that for a month to a month and a half the questions were thought of and modified to the form that was wanted. Then it was published to the employees before Midsummer, giving them two weeks to answer. People were keen on answering the questionnaire and most of the responses were gathered in the first few days of launching the questionnaire public.

The option of adding qualitative method was pondered on to get more specific answers by for instance doing some group interviews, however since the questionnaire resulted in plenty of answers there was no need to get more. Furthermore since the sample size grew, it would have been too vast a research to interpret in a thesis. It might be that the smaller sample from questionnaire would have been sufficient if it was accompanied by a qualitative research but the results would probably not have been too much different. That is because there are limitations to what employee benefits can be offered at the moment. Additionally people tend to answer more freely to an anonymous questionnaire than they would if asked the questions in an interview setting (Cleave 2021).

There were also open-ended questions as well as spaces to leave comments at, the latter being a wish of the commissioner. The open-ended questions were made because not all questions have to have a scale; it is important that the respondent can write freely how they feel about the asked matter and also think themselves what they want to say about the subject. Also as the thesis' link to worklife is assessed to an extend, the writer wanted to respect the wishes of the commissioner by including the "Anything to add / Comments"- section to the end of each theme. Additionally the aim with the comment spaces was to initiate the respondents' minds to think of something that maybe was not asked already, and to enable them to suggest options that they would like to have as benefits. This was done to ensure people who answered the questionnaire had the possibility to openly give the comments they wanted to give and have the feeling that they are heard when deciding on matters that have an impact on them.

6 DATA ANALYSIS

In this section of the thesis the collected data is analyzed. That way the numbers and charts can be understood in a more profound level. The questions where answers were given from options of a scale are presented as pie charts. Open ended questions on the other hand are shown as bar charts, since in the responses multiple different matters could have been mentioned so the chart is formed by how many times something was said. The sample size is 127 answers out of the total 158 answers that were got from the questionnaire, and the sample is composed of people who have worked at FinVector from under a year to five years.

The order of the questionnaire was the following; motivation, engagement and then employee engagement, differing from the order of the thesis. This decision was made because after consideration it felt rational to start with questions that led slowly into employee benefits. Also that way it was secured that the respondents answered to all questions, not only the ones concerning employee benefits. In the beginning of each section the term was defined so that respondents knew what the terminology of the section in question meant in this study.

Firstly the answerers were asked a couple of questions about themselves. Then respondents were asked about their work experience in years in order for the writer to outline the number of answers that were going to be taken into the sample. Even though the sample size was narrowed down, all answer were taken into consideration to ensure that the voices of all answerers were heard when making decisions. The last questions of the first section asked if the respondent is from Finland or from abroad again to gather information about demographics. Also since FinVector is an international company, it was interesting to see how answerer groups were divided, and whether one of the two answered to the questionnaire more.

When examining how variables impact answers, work experience was the chosen one. The differences were rather small between the the groups of less than a year to a year of work experience at FinVector and over a year to five years, and for that reason only the questions in which varying answers occurred are discussed. The observations of the themes and the variable will be at the end of each section.

In the second part personnel were asked about work motivation. The section included questions about current job and how motivated the answerer is to do it. In the comment part, people were eager to write observations about motivation. The eagerness might have been due to the questionnaire being in the beginning and people were motivated to comment, since as the questionnaire progressed, the amount of answers in open ended questions decreased. However since the questions of this sections were rather simple, it was a great idea to leave space for personal deliberations as the outcome was positive.

The second section addresses well-being. It is a part of the questionnaire because a lot of the employee benefits available are well-being related. Hence it was important to find out if the personnel found that area interesting. The questions were about satisfaction with occupational health care, interest towards using well-being related benefits, and if current employee benefits improve the well-being of the respondent.

The fourth and last section was about employee benefits. There the respondents were asked about the use of Epassi, about if the personnel is interested in using Epassi balance for dental care services, whether the personnel would use a work commute bicycle to commute between their home and the workplace, whether respondents were interested about lunch benefit, and if employees would be interested to use work commute ticket. Additionally there was an open-ended question in the end.

6.1 Age, work experience and origin of the respondent

The first question was about the employees age. The results can be seen in Figure 6 where out of the 127 responses the biggest group was 31-40-years-olds which formed 43% of answers. 18-30-years-olds were the second largest group contributing 38% of the answers followed by 41-50-years-olds whose answers formulated 13% of answers. 51-60-years-olds were second to last answer group when it comes to the amount of answers since the group's responses amounted to only 5% of the total, and the smallest group of answerers were 61-70-years-olds composing 1% of answers. There was also a chance not to answer to this question but in this sample nobody selected that option.

The results were close to the expected. The two biggest groups could have been the other way around, however the grade point average of the age of the employees at FinVector is 38-years-old which made it logical to have the most answers from people around that age group. The order of the last three groups was presumed, as well as the approximation of a rather small percentual share of answers compared to other groups.

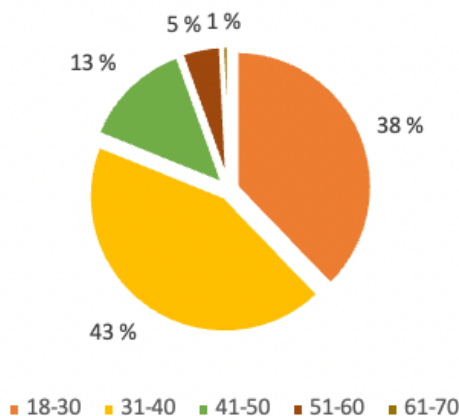


FIGURE 6. Age

The second question was about work experience at FinVector. Since the sample was limited to people who had worked at FinVector for less than a year to five years, only two sections were created as shown in Figure 7. Work experience from one to five years was the larger group forming 63% of answerers. The other group was compiled of personnel who had worked at FinVector for under a year to one year, forming 37% of answers.

Since the answers of all personnel were wanted, there were also groups for people who had worked from five to ten years, from ten to fifteen years, from fifteen to twenty years and for twenty years or more. The mentioned were not taken into this study, as stated before, however their answers were also noted when deciding on future actions.

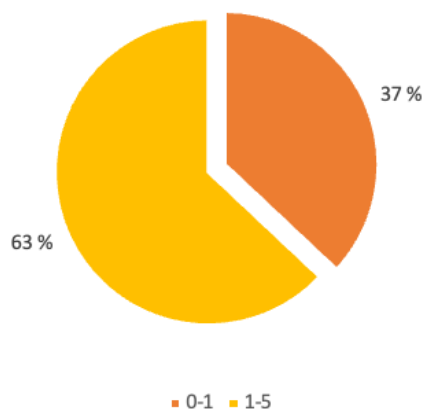


FIGURE 7. Work experience at FinVector

In question three "Is the answerer from Finland or from abroad?" 82% of answerers were from Finland. 16% are foreign, and 2% did not want to answer. The writer did not think that roughly less than one fifth of the answers would be from people who are from abroad as shown in Figure 8. It might be that employee benefits are a more familiar matter to Finnish employees which could explain why Finns were the major answerer group in this study.

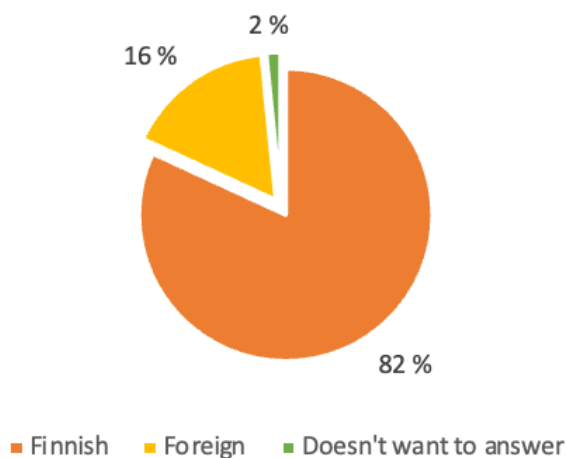


FIGURE 8. Employees' origin

6.2 Work motivation

The fourth question was an open-ended one asking what motivates the answerer to do their current job at FinVector. As seen in Figure 9, by far the most mentioned matters were coworkers, great team spirit, work community and atmosphere. Being a part of a mission, having an important end goal of helping patients as well as the product that is manufactured were also common answers. Furthermore variability in tasks and having tasks that are interesting, challenging and motivating were amongst most common responses. Salary and economic stability, important work, and being able to influence one's own career development were popular comments too. These were somewhat anticipated however coworkers and team spirit being at the top was a positive reinforcement to the belief of the matter being so.

These outcomes of the questionnaire connect to the theory part in such way that Self-Determination Theory addresses social surroundings being a crucial factor when it comes to motivation, and the person being active and participating or inactive and somewhat isolated. In this part of the questionnaire work atmosphere, community and colleagues were mentioned a lot which shows the link amongst the matters. Also as the theory discusses for instance autonomy and intrinsic motivation, and it can be seen being mirrored in the responses got, for example mentions about everyone choosing to give their personal input when working towards the shared goal, and being intrinsically motivated to complete challenging tasks and feeling fulfillment by doing so. Also connections to Alderfer's ERG Theory can be seen too since points of Existence, Relatedness and Growth are experienced in the company, and mentioned in the questionnaire. Furthermore the outcome connects to Kahn Theory of Engagement as from the answers it can be seen that employees are physically, cognitively and emotionally engaged which also increases work motivation.

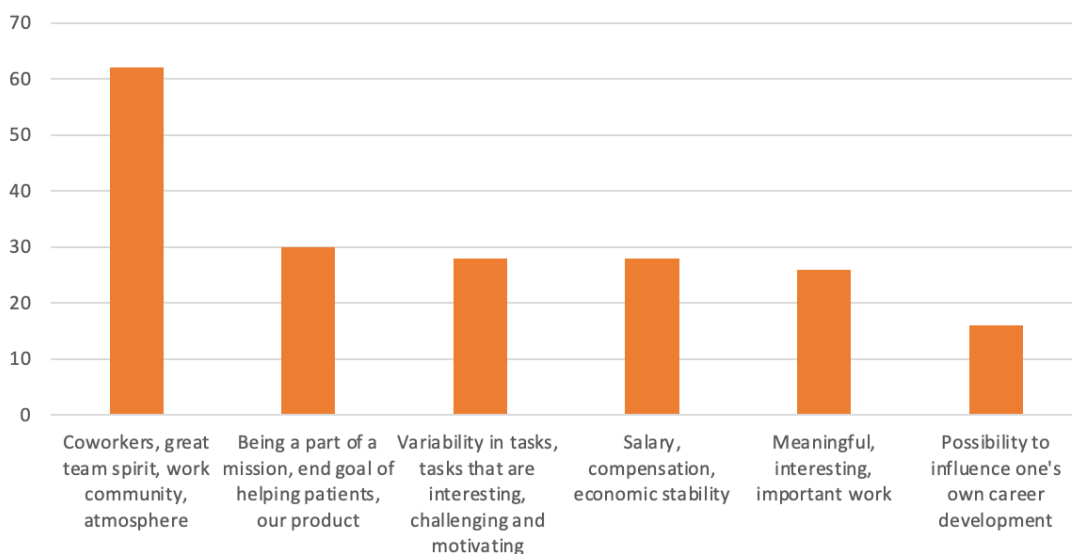


FIGURE 9. Motivating factors of current job

In fifth question, motivation to do one's current job, the answers were distributed as seen in Figure 10 where emphasis is on the employee being very motivated or somewhat motivated to do their

current job, amounted to 36% and 50% of the answers respectively. 8% of the respondents were somewhat motivated and 6% were neither motivated nor unmotivated. Overall the outcome of the fifth question is positive and fortunately nobody answered to be very unmotivated to do their current job.

Probably the matters mentioned in the previous question, and the connections to the theory explain the results of this question. It can be noticed that having motivating factors, that employees at FinVector have, correlates with the motivation of doing one's job.

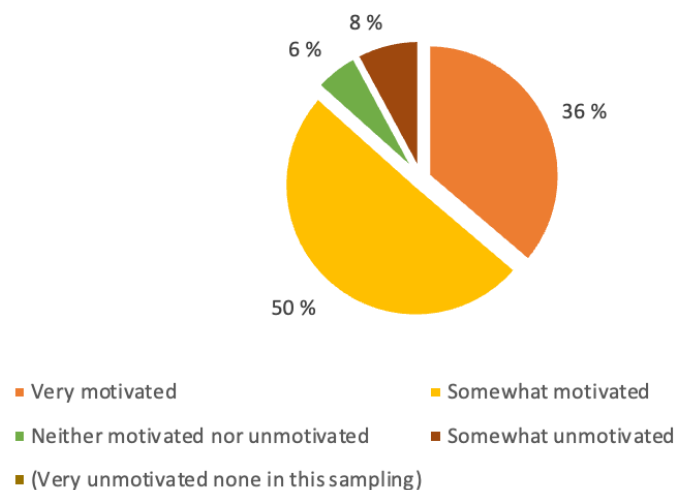


FIGURE 10. Motivation to do current job at FinVector

Then there were the sixth question or point in the form of a comment space where the answerers could write observations or mention some thoughts that had arisen so far from the questionnaire. Feedback ranged from negative to positive. There were comments about employees not liking the last minute changes in schedules and that there is sometimes too much workload. There were also wishes for more salary and notes that stress decreases motivation. Other comments were about having an amazing atmosphere at work, a lot of nice colleagues and employees feeling happy that they are able to do interesting work that is also meaningful. All of the comments are possible and believable, and surely have an influence on one's work motivation.

The sixth question's scattered comments can be led to the theory, for instance Self-Determination Theory is seen as Autonomy is sometimes poor according to the comments, which then can lead to extrinsic motivation. Also as salary is one of the most mentioned comment, ERG Theory can be drawn there as it can help in predicting possible challenges or matters that have to be quickly taken into account.

When observing the questions, answers and the chosen variable - the employees work experience - it could be seen that the answers were very similar regardless of the answerers work experience group. In question four, two matters were mentioned the most which were the following: in the group where employees had worked at FinVector for less than a year to a year, being a part of a

mission and meaningful/interesting/important work were mentioned as matters that increased motivation. In the group where employees had worked for over one to five years great coworkers and atmosphere as well as salary were the most mentioned. These outcomes are logical since the industry itself, and the company too are making important efforts towards better health of patients, and this is seen one point that impacts motivation on a great level, especially when embarking on the career. When it comes to the workplace atmosphere, colleagues are an appreciated factor that impacts the will to stay working as hard as everyone is, as well as staying working at FinVector. Also salary being mentioned was no surprise; experience enables more responsibility which is then mirrored in the reward from the efforts put into the work, and can also be mentioned as a motivating factor.

6.3 Employee engagement

In question seven the respondent estimated their own engagement as an employee. It was shown that 40% of respondents were very engaged. 46% were somewhat engaged. Those two together summed up cover for 86% of responses which indicates that engagement is on a high level amongst FinVector's employees who are included in this sample. When looking into neither engaged nor disengaged, the percentual value was 12%. And lastly somewhat disengaged composed 2% of responses. None of the respondents answered very disengaged which is a great result.

All in all as discovered in this question, engagement seems to be on an admirable level as seen in Figure 11. It can also be seen that the matters handled in the questionnaire are distinctly connected to the theoretical aspect of employee engagement that was addressed before. In a previous research it has been noted that when employees are engaged they are more profitable to the company and will more likely be loyal to the employer by staying working there instead of for instance going to work for a competitor.

Additionally great work atmosphere and coworkers were mentioned in a lot of answers in different parts of the questionnaire which tells about the open environment where different nationalities as well as different age groups that the company's employees are composed of are able to be themselves and express themselves, which points at the matters processed when addressing Kahn Theory of Engagement. As the overall result of the questionnaire was positive, the company has engaged employees which is a great fact as competent employees are scarce in the industry FinVector operates in.

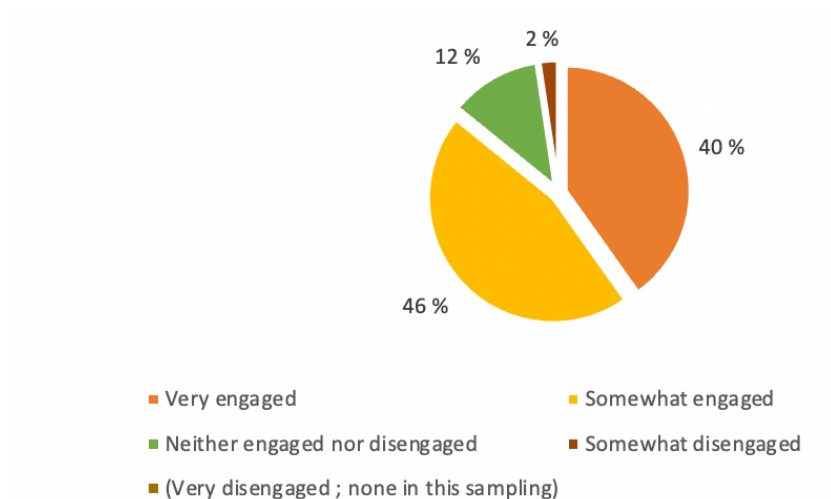


FIGURE 11. Employee engagement

The eighth question was whether employee benefits impact employees' engagement to the company. The shares were divided as shown below in Figure 12; 16% said that benefits impact engagement a lot, 45% responded that they impact quite a lot, 15% said that benefits do not have a positive nor a negative impact on engagement. 20% saw benefits' impact being little, and 4% of answerers stated that benefits do not have an impact on their engagement at all. Here the shares differ a little more which could tell about for instance that employee benefits are experienced in many ways at FinVector; some see them adequate, some would appreciate more benefits, or different kind of benefits. Furthermore it is important to remember that the use of Epassi is independent and the employee decides what to do with it or to leave it unused. Perhaps more information about where to use Epassi could be provided, especially to people who are not that familiar with the concept.

Based on theoretical aspect, especially Penna's Hierarchy of Engagement Model, and the outcome of the questionnaire, it can be concluded that by the employer addressing employee benefits, employee engagement can be impacted rather easily while it has a direct impact on the employees and how engaged they feel.

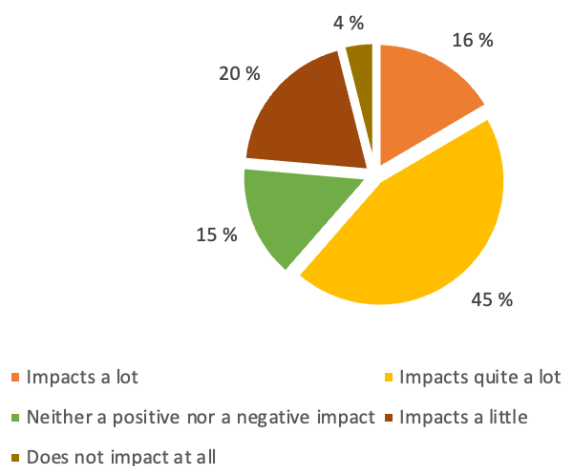


FIGURE 12. Employee benefits' impact on employee engagement

The ninth question was an open-ended question about the ways how employee engagement could be improved. Most mentioned matters are the following: to have higher or more competitive salary, adding or updating employee benefits, adding lunch benefit, bettering communication, bettering work facilities, receiving respect, bettering scheduling of work, having more proficient workflow and organizing team building activities. The division of the factors can be seen in Figure 13 below. The responses got were somewhat expected, and the fact that some points that were already handled in the questionnaire would rise again. On many points, improvements have been done, and some are under development at the moment.

This outcome of the questionnaire is linked to theoretical viewpoint in the following: Jagannathan's factors that enable engagement in Figure 2, Penna's Hierarchy of engagement since matters of it are mentioned in the ways how engagement could be improved, but also Job Demands - Resources Theory as the comments risen here can be interpreted, to some extent, being demands of the work.

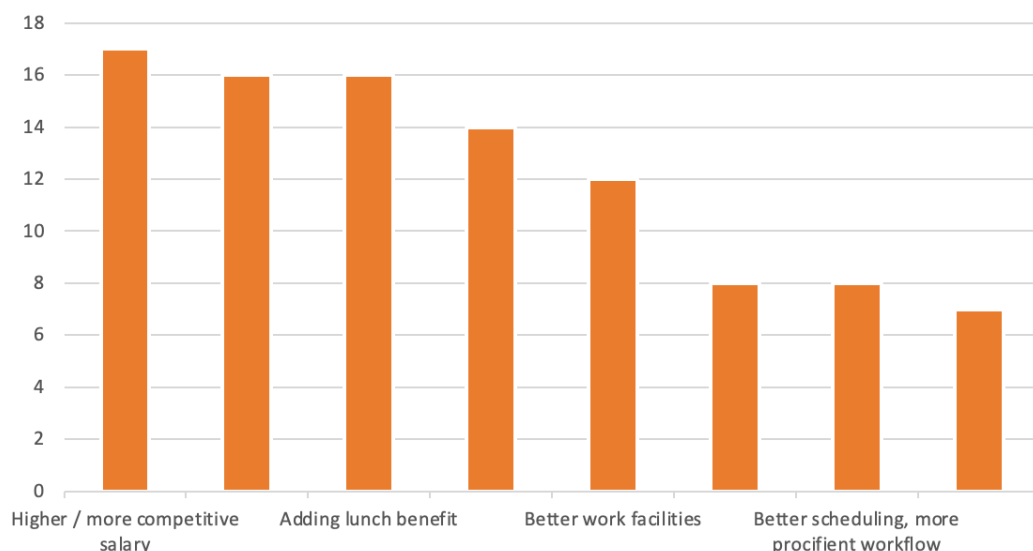


FIGURE 13. Improving employee engagement

The tenth point was a space to deliberate on one's thoughts about employee engagement. There the comments varied from theme to another since the respondents were given chance to write freely. Many mentioned that occupational healthcare is great, and that colleagues add value to the work days. Also Epassi seems to be a liked platform for the provision of employee benefits. Some wishes of adding dental care to benefits was mentioned here too. Comments that provided food for thought were comments about recruiting more employees to certain departments since those are slow to process some parts of the manufacturing cycle due to the lack of human resources, and more appreciation to the employees could be shown. All in all the comments were rational to be made in this section and clearly the questionnaire led the respondent to a thinking process which was an aim.

Here similar connections to the theory parts are made as in the previous questions of this section. Matters are mentioned again probably to highlight the points that the answerers considered the most important. Additionally links to the theoretical viewpoint of rewarding are made, since as the theory part mentions, it is important to consider how rewarding is done and in what kind of timeline, which was shown by frequent comments about Epassi working well.

When it comes to the work experience variable's impact on answers, it could be seen that both groups, less than a year to a year and over a year to five years, wrote similar matters as engagement improving points as stated when discussing question nine. What differed were the following; the less than a year to a year group mentioned updating benefits, better scheduling of workload and organizing more team building events. The latter group raised salary again, and the amount of answers were it was mentioned was enormous. Another point that was raised by the group was better communication and better transparency. The fact that up to a year of work experience group mentioned updating benefits was interesting, maybe they had the most recent employee benefit systems in mind from for instance the latest workplace before FinVector. Salary on the other hand was presumed to be something that is mentioned a lot throughout the questionnaire. All in all, despite engagement is on a great level with both groups, there are matters that could be improved, and matters that differentiate depending on the amount of work experience.

6.4 Well-being

The eleventh question of the questionnaire, the employees were asked how happy they are with occupational health care services. Figure 14 shows that more than half, 53% were very happy. 35% responded somewhat happy and 12% were neither happy nor unhappy. In this sampling none responded somewhat unhappy nor very unhappy which is admirable. This tells that FinVector's employees are content with the occupational healthcare which is great information since the company puts a lot of resources to cover for the healthcare that includes more than the occupational healthcare does in general.

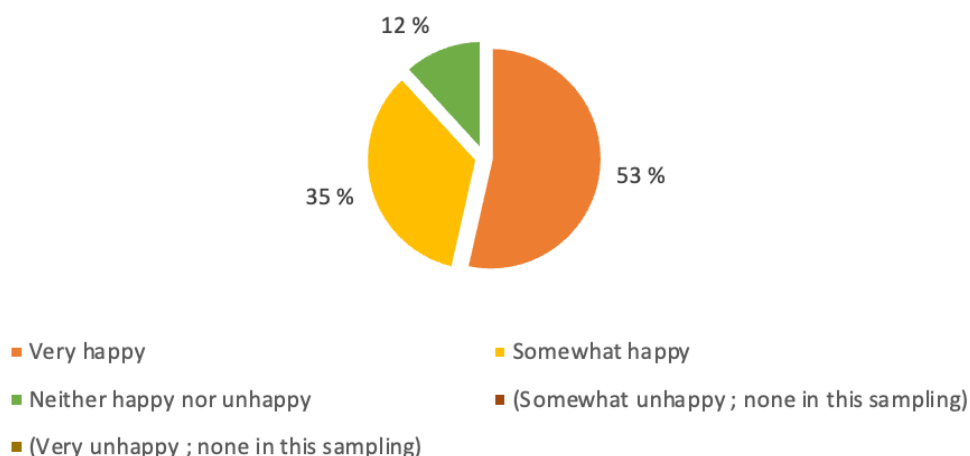


FIGURE 14. Occupational health care

The twelfth question was about employees' interest towards using well-being related employee benefits. The answers were divided to five shares, as shown in Figure 15, two of which were 1% of answers. The majority, 54% were very interested in using well-being related employee benefits, the second largest group of 35% of the answers were somewhat interested. Neither interested nor uninterested formed 9% of the answers, and the before mentioned 1% shares were from somewhat not interested and definitely not interested.

The very interested or somewhat interested responses were wished since the initial plan was to increase the possibility of using employee benefits that are health and well-being-related. However it has been taken into account that just under 10% of respondents answered neither interested nor uninterested, so other options for instance more balance that can be used for culture will be added. If the outcome had been emphasized on not interested, the benefits would have had to change significantly. Fortunately that was not the case and the original plan could be continued to concrete actions.

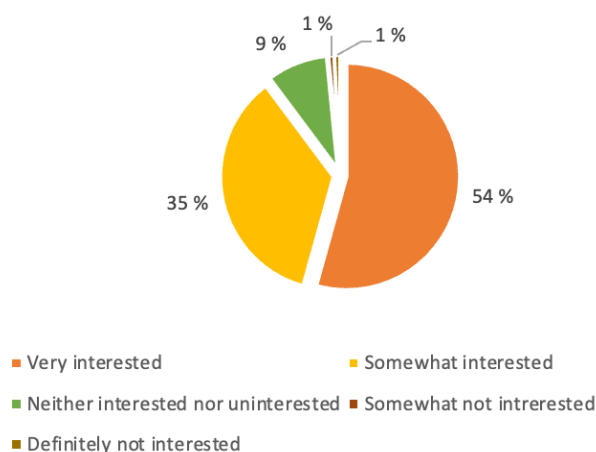


FIGURE 15. Interest in using well-being related employee benefits

In question thirteen the respondents were asked how much current employee benefits improve their well-being. As one may see from Figure 16, the responses varied from employee benefits improving well-being a lot, to them not improving well-being at all. 9% answered that employee benefits improve their well-being a lot and 43% responded quite a lot. These answers were followed by the group of 33% of answers who chose neutral. Lastly the least answered options; 13% answered employee benefits' impact on their well-being to only be little, and 2% chose the not at all option. It was expected that this question may divide answers since some value even a little effort from the company to improve employees' well-being, and some would appreciate if a lot of (financial) support was given by the employer.

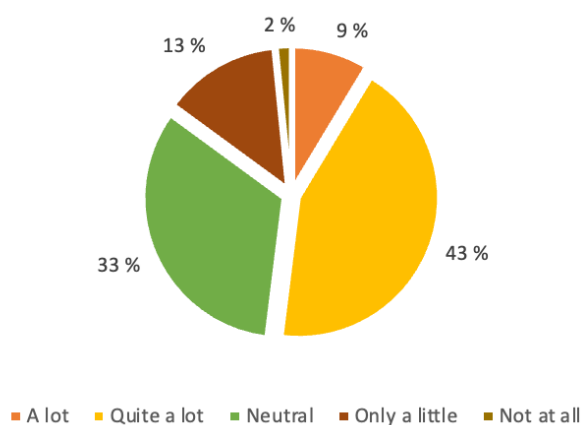


FIGURE 16. Employee benefits improving one's well-being

The fourteenth point, and the last part of this section was a space for comments related to well-being. It was mentioned that Epassi is a good platform, however the balance that can be used could be bigger. Also highly requested additions to benefits was dental care services and a gym nearby the work facilities. The fact that healthcare services are easily accessed, being in the same building as FinVector facilities, was mentioned as a positive factor in the experience of using them. Short psychotherapy has been a rather recent addition to the health care package that the employer offers which has been liked. To sum up, well-being services are good but employees would like to have more balance to be able to use the services in a more encompassing way. The ways Epassi balance can be used could be more versatile so that more employees, if not all, would find ways to use the balance and better their well-being.

When looking at work experience and the answers, it could be seen that with less than one year to one year, the responses were emphasized in the middle of the scale 2-4 (f.e. "Somewhat happy", "Neutral" and "Quite a lot") whereas answers given by employees who had worked at FinVector from over one to five years stated the best options of scale 4-5 (f.e. "Very happy" or "Somewhat happy"). Also over a year to five years group gave positive feedback of the latest addition of occupational healthcare; the different ways of supporting mental health. Furthermore the group wished dental care services to be added as an employee benefit a great amount of times.

These results are fascinating, maybe the employees who have worked less time at FinVector evaluated the matters asked based on their (limited) experience, meaning that it might be so that for example, if an employee has not used occupational healthcare yet, the assumption is that it works well but they cannot state the best alternative due to not having personal experience. The occupational healthcare services are monitored and supervised, so the writer doubts that the answers are mediocre because of dissatisfying experiences. When it comes to the more work experience group, the answers are more likely to be based on an experience that has been positive. To sum up the variable's impact on answers was interesting, and even slightly unexpected. However the overall orientation of current situation and future wishes followed similar lines which facilitates a rather easy implementation of updated employee benefits.

6.5 Employee benefits

Figure 17 indicates how answers were distributed in question fifteen where respondents were asked if they would use Epassi (for exercise/sports, culture, massage) more if it had more balance. 62% answered that they definitely would, followed by 22% for likely they would. Third largest group was 12% who answered that having more balance would not effect their use of Epassi. 3% responded that likely they would not use Epassi more, and 1% answered that having more balance definitely would not increase their use of Epassi. It was expected that majority would use Epassi more however the percentage could have been larger. It might be that since not everybody likes to use well-being services, having more balance would not effect them. However in the big picture growing Epassi balance would increase the use of it because it would enable benefiting from different services more than it does at the moment.

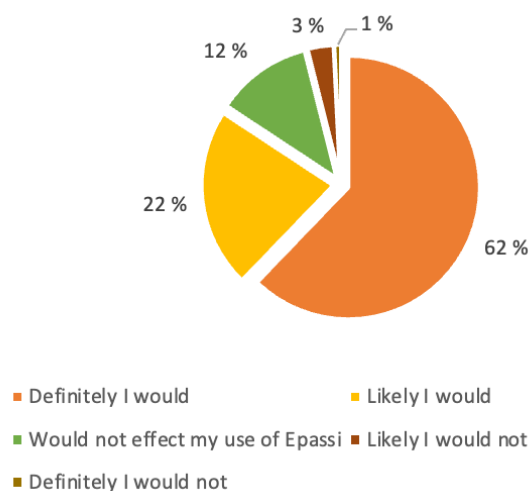


FIGURE 17. Usage of Epassi if it had more balance

In the sixteenth question personnel was asked if they were interested in using Epassi for dental care services. As Figure 18 indicates, 55% answered that they definitely would, 27% responded that they likely would be interested, 10% were neither interested nor uninterested. 7% and 1% respectively likely would not use Epassi for dental care services or definitely would not use it. As stated earlier, the demand for dental care services was high so the results were not surprising here. The division of not so keen answerers is again natural. The lack of interest may result from not viewing dental care that important or having formed a functioning dental care relationship already somewhere. Another reason might be that people like to use their Epassi balance on some other services and find that adds more value to their experience of employee benefits.

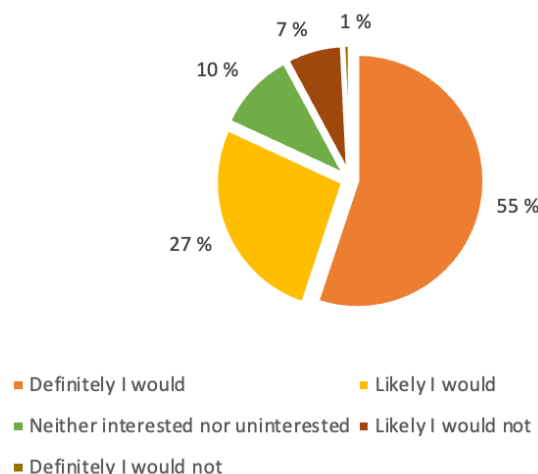


FIGURE 18. Interest to use Epassi for dental care services

Usage of work commute bicycle was the subject in question seventeen. Answers are distributed along the answer options more than in other questions as seen in Figure 19. 34% answered that they definitely would use work commute bicycle. 24% answered that they would likely use it, 18% stated that they do not know if they would or not. Likely would not use work commute bicycle was the choice for 17% of respondents and 7% answered that they definitely would not use a work commute bicycle to commute from home to work and back to home. The combined answers of definitely would and likely would sums up to 58%. It was unexpected that interest about work commute bicycle would be as high as that. However it was expected that this question divides answers a lot since it is a very practical one. Additionally the costs of an electric bicycle, which is expected to be the most popular among the interested employees, is rather high. Based on that preconception surprisingly many were eager about using a work commute bicycle.

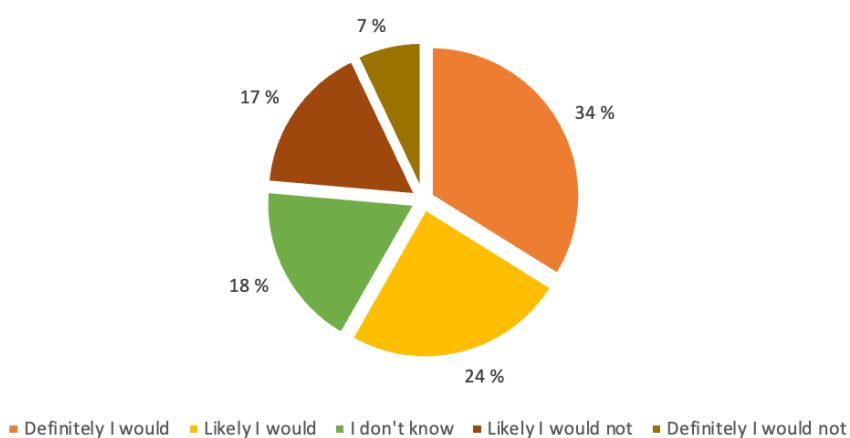


FIGURE 19. Usage of work commute bicycle

In eighteenth question the respondents were asked how interested they are in lunch benefit. Volunious 74% were very interested. 17% were somewhat interested and 5% were neither interested nor uninterested. 2% of answerers stated they are somewhat not interested, and another 2% responded definitely not being interested in lunch benefit. As stated, and seen in Figure 20, interest towards lunch benefit was grand and highly requested. This was predictable and something that had been brought to the attention of Human Resources already before executing this questionnaire. The less interested answers were surprisingly low because at the moment bringing one's own lunch is the most common practice, and it was expected to be seen impacting the answers a little more.

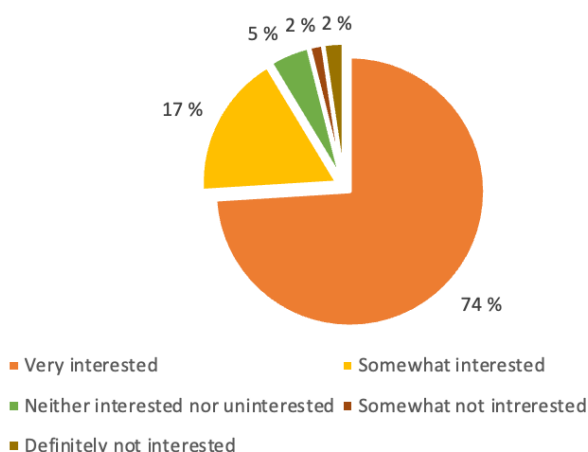


FIGURE 20. Interest towards lunch benefit

The employees interest towards work commute ticket was inquired in question nineteen. 27% started to be extremely interested, 33% somewhat interested, 20% were neither interested nor uninterested, 13% answered somewhat not interested and 7% responded definitely not interested. Since this is again a question that is highly practical, it was expected that responses will vary to a large extend as it can be seen in Figure 21. People commute to work in the way they are used to. At Fin-Vector the employer provides car parking close to the facility which increases the interest of employees to commute by car if they have one. However it was valuable information to know that work commute ticket would be interesting too to a large part of employees. It will be closely research and viewed if it is possible and easy to implement.

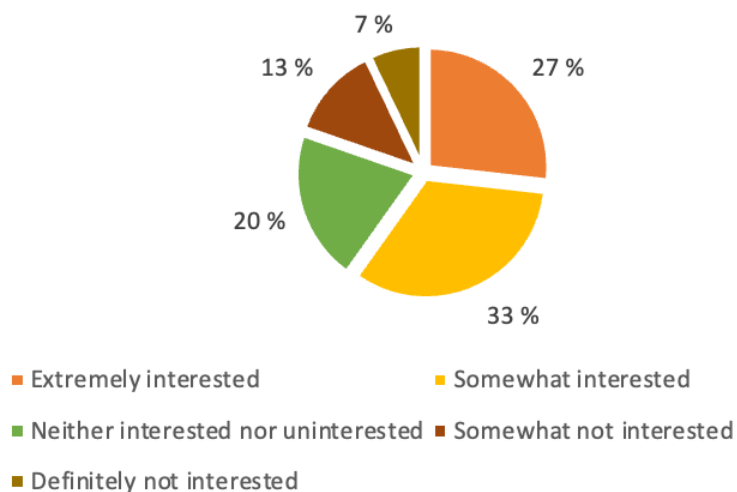


FIGURE 21. Interest towards work commute ticket

The twentieth question was the following open-ended question: what other benefits would you like to have. As stated in lunch benefit question which was the eighteenth question of the questionnaire, the demand for it was high. As one can see in Figure 22, lunch benefit was by far the most mentioned here as well even though the question was about other employee benefits. It was also mentioned that more Epassi balance would be great, different discount agreements with local companies or service providers could be made, dental care services could be added, bicycle benefit would be desired and a gym close to the facilities would be nice.

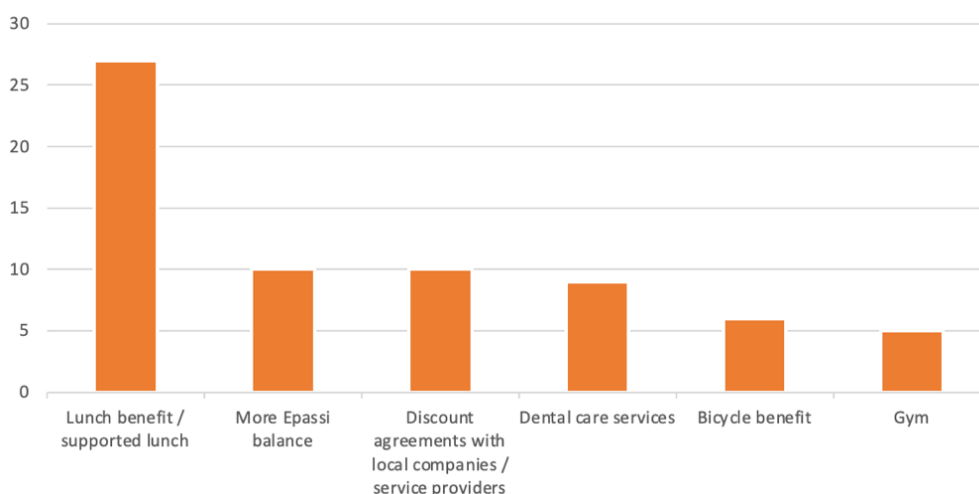


FIGURE 22. Other wished benefits

When it comes to lunch benefit, FinVector has decided not to implement it at this moment. That is because it is expensive to the employee as well as to the employer. Employees would still use it rather little, based on statistics. However this might change when the new factory is in use and an own restaurant can be set up. Work commute bicycle, as well as ticket, is being researched and possibly

added to the employee benefit package. Also gym possibilities will be checked and possibly a contract price for FVT Employees could be offered. The ways of using Epassi balance is vastly in Epassi's control, however the categories will be broadened which gives a little more choice to the employee to decide what to use the balance for. Discounts with local providers of goods is old-fashioned and since not many shops or services are interested in making a contract of that sort, this will not be implemented. All in all, in this question the matters mentioned most were already handled earlier in the questionnaire which shows that the questionnaire dealt the issues that were interesting among the respondents.

The last, twenty-first point was a place to leave comments at. Respondents mentioned that they would feel Epassi being the most beneficial when they could use it on something that they would normally have to pay for themselves. For instance using Epassi balance to pay for bus tickets would be great. What is more it would increase equality since car owners can park their car on the employer's cost. Some were very happy with the current benefits and stated that simply having more balance would be great since they use it a lot.

When looking at how work experience impacted answers, it could be seen that employees who had worked less than a year to a year at FinVector stated their answers more on the scale's best options as 4-5 answers (f.e. Definitely I would, Likely I would), whereas the employees who had worked for over a year to five years gave far more for instance "Somewhat not interested" and "Definitely not interested" answers which are lower 1-2 options on the scale. The reason for this is challenging to say. It might be that employees with more experience are

6.6 Findings

To summarize the results of this questionnaire, it was clear that coworkers and work atmosphere related category composed the key drivers of the employees' motivation. Majority of the employees were very motivated or somewhat motivated. Last minute changes and workload being heavy were something that was commented, however in the comment space the responses were mostly singular of each kind which somewhat decreases their weight when looking at the whole entity.

When it comes to engagement, respondents were mostly very engaged or somewhat engaged. Employee benefits that there currently are divided responses, still them impacting engagement a lot more in a positive manner than them not having impact. Engagement could be improved by paying better salary, updating employee benefits, and adding lunch benefit as the three most mentioned factors amongst other valuable points.

In well-being section, it was found out that majority were happy with occupational healthcare services, and that well-being related employee benefits are something employees are interested about which was crucial when thinking about the future updates that will be made. When asked about employee benefits improving well-being, the answers varied. But answers categories "Only a little" and "Not at all" were the smallest groups here.

Lastly employee benefits as a category was covered. EPassi having more balance would be a great change, as well as adding dental care services to the selection. Work commute bicycle divided answers a lot however it was great to get data about the matter, and information that rather many

would likely use a bicycle if it was offered as a benefit. Lunch on the other hand interested a major group of respondents, followed by other ideas that had only a few mentions. All in all the questionnaire confirmed that the direction of updating of the employee benefits is correct and follows similar lines with what the employees of this sample would appreciate.

7 DISCUSSION, VALIDITY, RELIABILITY AND ETHICS & THE WRITER'S PROFESSIONAL GROWTH

In this chapter a discussion about the thesis and future research is conducted. The writer wished to link the points of interest to the outcomes of the thesis in a compact way, and simultaneously assess the process as an entity. Also validity, reliability and ethics are being addressed in this section as it is important to consider those matters all the time when writing but also when evaluating performance at the end, as that is a major part of the learning process. Lastly the writer's professional growth is covered. There the writer critically evaluates her work throughout the thesis writing process.

7.1 Discussion

The aim of this thesis was to study the impact of employee benefits on employee engagement and work motivation. The process of writing the theory part was challenging, however interesting and highly rewarding once matters started to progress and the subjects became to come together. It was noted already in the beginning that there is a somewhat limited amount of suitable articles about engagement purely. In a lot of material for instance commitment, work performance, employee participation or retention were the main focus, and the overall methods, research and outcomes were not in line with the points of interest of this thesis. The writer was critical of the materials that were going to be used as a source which had a positive impact on the overall quality of the thesis.

In the thesis a deep insight into engagement was made in the theoretical framework by researching and reading a great amount of material from which the employee engagement discussing section was then formed. Penna's Hierarchy of Engagement, Kahn Theory of Engagement as well as Job Demands-Resources Theory were the chosen theories, and they turned out to be not only applicable but also supportive of one another. The writer is happy with these choices, and extremely content about being able to deepen her knowledge about the three theories. Additionally the theories and the research were rather simple to connect, as integrative matters rose when interpreting the research results.

When it comes to work motivation, a great amount of information was gathered. The writer could then form an overall picture of the matter, and choose a lot of articles and publications that were going to be used – early on in the process. It could be seen that work motivation is studied a lot more, and the whole subject is easier to approach compared to employee engagement. The theories that were applied were Self-Determination Theory and Alderfer's ERG Theory. These were a good combination, since both have a viewpoint of their own but still they had similar nuances. When thinking about the theory choices in retrospect, maybe adding Herzberg's two-factor Theory could have been considered more because later on, the writer noticed how much the theory is used when examining this subject. On the other hand, the chosen theories suited the study well so the choice of leaving Herzberg's theory out was not harmful. Also the writer learned to understand the theory better when she read more about it which was one matter more learned in this process.

Considering the whole writing process, the writer wishes she had the theory part in a more advanced position before designing the research. However there was a timetable given by the commissioner and that had to be followed. Taking that into consideration, the writer is content with what was asked, how and why. Also the feedback of the questionnaire was positive at the workplace and that increased the confidence of the writer greatly.

Studying rewarding and well-being were also important parts. Since the aim was to research employee benefits, it was crucial to discuss for instance how the rewards are given, and when. By researching the subject, it was pleasant to notice how giving reasons for the importance of the matter was truly significant when looking at the study altogether. Furthermore addressing well-being was a supportive matter as the benefits were then, and were also planned to be, well-being-related in the upcoming update. Also one will unlikely think about the importance, so it was essential to highlight the impact of the actions made towards supporting, bettering or upkeeping the employee's overall well-being, as the outcome of these efforts can be seen as positive results at the workplace.

When thinking about future research, it would be interesting to see how the updated employee benefits have impacted the employee engagement and work motivation at FinVector. Also for instance linking work performance or the impact of leadership to these subjects would be fascinating to research into. Moreover the writer sees a lot of potential in researching intrinsic motivation and its relation to different matters in work-life.

All in all the thesis' subject was intriguing, versatile and current. The commissioner benefited from the research, as well as the writer. The writer is content to have decided to study employee engagement and work motivation, and to have been able to cooperate with an international company.

7.2 Validity, reliability and ethics

Validity of a research points at how precisely a systematical process is able to measure what the aim of it is to measure. (Middleton 2019.) The validity of this research was high since many validity evaluating matters were accomplished. First of all, the response rate was just under 50% of the company's employees. Taking into account that the holiday season was already ongoing, and the employees are busy at FinVector, the amount of answers was impressive. The results are valid because there is a good amount of them, and there are differences in the answers, however the responses followed a viewpoint where links could be observed in the responses of each individual as well as when observed as the sample's results in the big picture. Moreover, the research was designed in a profound manner, and each question was refined many a times before the questionnaire was published. When looking at the sample, it was clearly defined that employees who had worked at FinVector for less than a year to a year, and over a year to five years were going to be included in this study. Once that was decided, it was not changed nor modified.

Reliability points at how coherently a systematical process is able to measure the matter that is being observed. When a similar outcome can be reached time after another, reliability is on a high level. (Middleton 2019.) Here too, the fact that the sample size was good secures the reliability of the research. The way the data was collected, processed, and interpreted was careful and respectful. Also the aim was to do the before mentioned matters in as a correct manner as possible

with the knowledge gathered and administered by the writer. The research could be repeated, and the writer believes the results being similar, however it has to be noted that the update of the benefits has been done now which could result in the whole sample viewing the matter differently. Still the writer would assume the group to have same kind of cohesion in the answers as in this research.

When it comes to ethics, the writer wanted to consider the matter from the beginning to the end of the process. The respondents knew that the data collected would be deleted after it had been processed. Also the writer gave her contact information if anyone had questions about the questionnaire but despite this, there were no approaches which increases the reliability as the writer totally had no contact, discussion nor equivalent communication about the research with the respondents. As mentioned, the questionnaire was responded anonymously, so the answerers could not be identified from the responses.

7.3 The writer's professional growth

When evaluating the writer's professional growth, it can be seen that she has developed significantly. As she had not written any piece this vast and comprehensive, the whole process itself was something new and required independent studying, as well as information searching. In the following chapters she ponders on matters where professional growth was grand.

In the beginning the writer had to come to terms with uncertainty; for some time the thesis' structure and contents were unclear. Also the fact that the thesis starts from an empty template where for instance no questions are expressed – as there is when completing a regular UAS course - was something that required getting used to. It has to be said that this was a short period of time so it was not a major matter in the big picture, but it taught leadership which in turn was a major matter. The writer had to start thinking the questions to which the thesis would answer, what kind of theories would be suitable and so on which truly kickstarted the thesis' writing.

Another matter where the writer grew as a person was when she learned to tolerate incompleteness. The thesis progressed at a steady pace, however there were periods when resources were tight and for that reason the writing went forward slower. Also since the writer has been the kind of person who starts something and finishes it in a relatively quick timetable, the thesis forced her to fraction the entity and progress one step at a time. She found this a major point of professional growth acquired in this process.

Sometimes it was challenging to find suitable sources – which might have hindered the pace. The writer was critical about the quality of the materials that were used. Still, she would choose the same method again, since now she can be content with what kind of articles and publications she used. Talking about sources, the writer learned information research skills, critical thinking when it comes to sources, combining together different sources an matters discussed, and to connect theoretical viewpoints into practice while reasoning the choices with knowledge obtained from the theory. One matter she could have done differently was that the writer could have used more sources written in Finnish. However as the degree is about International Business, it is surely a positive thing that information research and so on is natural to be done mostly in English. All in all the professional

growth was impressive, and the writer feels she has significantly better competences to succeed in this kind of projects in the future.

The writer feels like it was highly favourable to work with a company. The timetables and support got were suitable, and the experience of combining independent academic process to practice and work-life was great. Also the comprehensive questionnaire was something that increased the work-life's presence in the thesis, as the responses were gathered from the employees, and the outcomes resulted in updates that had a direct impact on the employee benefits. It was a great feeling to inform the company about the updated Epassi balance as the response was joyful which was definitely a reward from the hard work.

Writing this thesis was challenging, but all the time the writer was interested in the matters researched, and motivated to complete the thesis to the best of her ability. Additionally starting this kind of process in the future does not feel tedious, because the writer now has skills to complete a thesis, which is a great outcome. The writer feels she has acquired important competences, knowledge, and has experienced great amount of professional growth through the writing process of this thesis.

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ANNEX 1 COVER LETTER

Questionnaire on the Impact of Employee Benefits on Employee Engagement and Work Motivation

Dear All,

My name is Jenni Virtanen. I am currently doing my internship at FinVector's HR department, and simultaneously finishing my Bachelor of Business Administration degree.

This questionnaire is executed for the purpose of my thesis; The impact of employee benefits on employee engagement and work motivation. The aim is to develop rewarding systems hence the views of the employees are extremely valuable. By answering you can impact what kind of benefits could be added.

This questionnaire is answered anonymously, and the collected data will be deleted after it has been examined. Please answer by Thursday 23rd June.

In the questionnaire you are asked to answer questions by choosing an alternative from a scale of 1 to 5. There are also a few questions where you can write about your thoughts on the matters of this questionnaire. The collected data will give guidelines for the process of developing employee benefits further during this and next year.

The questionnaire takes about 4-6 minutes to answer. I would highly appreciate your help on my journey to complete my Bachelor's degree.

If there are any questions, please do not hesitate to contact me by email jenni.virtanen@finvector.com

ANNEX 2 QUESTIONNAIRE

Respondent information

The data from the questionnaire will give guidelines for the process of developing employee benefits further during his and next year. The survey is answered anonymously, and the collected data will be deleted after it has been examined. The questionnaire begins with a few questions regarding the respondent.

1. Age*

- 18-30
- 31-40
- 41-50
- 51-60
- 61-70
- I don't want to answer

2. Work experience in years at FinVector*

- less than one year to a year
- over one year to five years
- five to ten years
- ten to fifteen years
- fifteen to twenty years
- twenty years or more

3. Is the answerer an employee from Finland or from abroad?*

- Finnish employee
- Foreign employee
- I don't want to answer

WORK MOTIVATION

In this study, work motivation is denined as the necessity and motive(s) of the employees to make the required efforts in order to perfor as well as possible in their daily responsibilities.

4. What motivates you to do your current job at FinVector?*

5. How motivated are you to do your current job at FinVector?*

- Very motivated
- Somewhat motivated
- Neither motivated nor unmotivated
- Somewhat unmotivated
- Very unmotivated

6. Anything to add / Comments

ENGAGEMENT

In this study, employee engagement is defined as a combination of mental and emotional strength that strongly links employees to their work, teams and the organization.

7. How engaged are you as an employee?*

- Very engaged
- Somewhat engaged
- Neither engaged nor disengaged
- Somewhat disengaged
- Very disengaged

8. Does employee benefits impact your engagement to FinVector?*

- Impacts a lot

- Impacts quite a lot
- Neither a positive nor a negative impact
- Impacts a little
- Does not impact at all

9. How could employee engagement be improved?*

10. Anything to add / Comments

WELL-BEING

In this study, well-being is defined as an individual's interpretation of health, prosperity and happiness. Mental health, feelings of fulfillment, feelings of having a purpose and being able to control stress are included in the term.

11. How happy are you with occupational healthcare?*

- Very happy
- Somewhat happy
- Neither happy nor unhappy
- Somewhat unhappy
- Very unhappy

12. How interested are you in using well-being related employee benefits?*

- Very interested
- Somewhat interested
- Neither interested nor uninterested
- Somewhat not interested
- Definitely not interested

13. Current employee benefits improve my well-being *

- A lot
- Quite a lot
- Neutral
- Only a little
- Not at all

14. Anything to add / Comments

EMPLOYEE BENEFITS

In this study, employee benefits are defined as perks to the employee from the employer in addition to salary. These can be goods or services that enhance the lives of the employees in some way.

15. Would you use Epassi (exercise/sports, culture, massage) more if it had more balance?*

- Definitely I would
- Likely I would
- Would not effect my use of Epassi
- Likely I would not
- Definitely I would not

16. Would you be interested in using Epassi for dental care services?*

- Definitely I would
- Likely I would
- Neither interested nor uninterested
- Likely I would not
- Definitely I would not

17. Would you use work commute bicycle to commute home-work-home if it was offered?*

- Definitely I would
- Likely I would
- I don't know
- Likely I would not
- Definitely I would not

18. How interested are you in lunch benefit?*

- Very interested
- Somewhat interested
- Neither interested nor uninterested
- Somewhat not interested
- Definitely not interested

19. How interested are you in work commute ticket?*

- Extremely interested
- Somewhat interested
- Neither interested nor uninterested
- Somewhat not interested
- Definitely not interested

20. What other employee benefits would you like to have?

21. Anything to add / Comments
