

Deborah Zowu

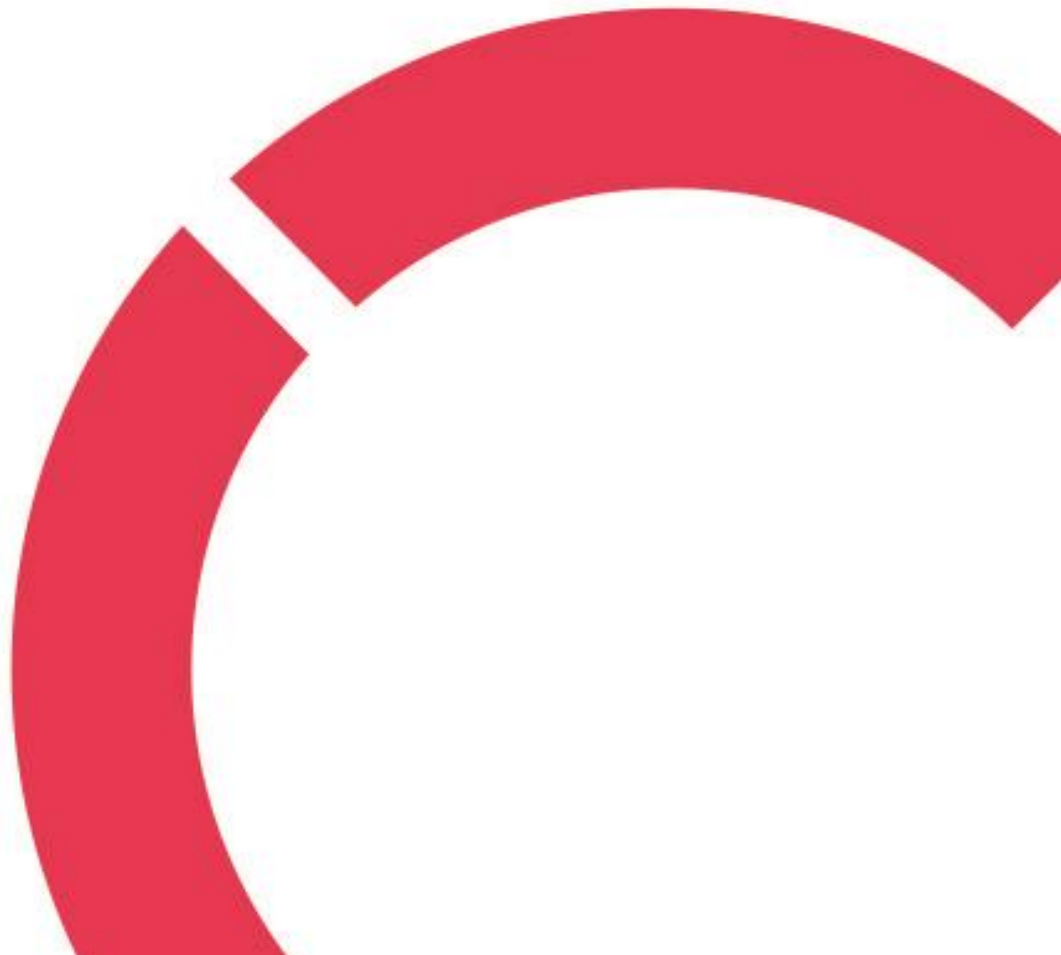
EMPLOYEE MOTIVATION AND FIRM PERFORMANCE

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ABSTRACT

Centria University of Applied Sciences	Date March 2024	Author Deborah Zowu
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<p>Abstract</p> <p>Organizations are seeking methods to enhance their performances to achieve their goals and adjust to the fiercely competitive work environment. Another option is to focus on enhancing staff motivation. This study investigated the correlation between employee motivation and firm performance by using Siskon Siivous as a case study to analyse this association. A total of ten (10) respondents were selected using purposive selection and convenience sampling methods.</p> <p>Direct interviews were carried out, and the information was transcribed and examined using theme analysis. It has been disclosed that there is a connection between staff motivation and performance at Siskon Siivous. The firm incorporates both intrinsic and extrinsic types of motivation and primarily relies on the Performance Management System (PMS) to evaluate personnel. Motivational awards are then provided depending on these assessments.</p> <p>Furthermore, the study revealed obstacles such as limited resources, inadequate performance evaluation, and an unjust promotion approach.</p> <p>Upon the disclosure, the researcher provided suggestions for managerial action, such as investigating alternative methods to supplement the current incentives to enhance employee performance.</p> <p>Additionally, management should allocate a higher proportion of the organization's budget towards motivation and the implementation of a comprehensive performance review system, such as the usage of a 360-performance review. This would ensure that the review process is not biased, as indicated by the respondents. The study explored the practical and theoretical aspects of motivation in the workplace.</p>		

Key words

Employee motivation, Employee performance, Extrinsic Motivation, Intrinsic Motivation

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1 INTRODUCTION

Scholars, practitioners, and organizational executives alike have shown a substantial amount of interest in the complex relationship that exists between employee motivation and job performance in the context of the fast-paced and ever-changing world of modern workplaces. Understanding the elements that motivate individuals to do exceptionally well in their jobs is essential to ensuring the success and long-term growth of any organization. This is because the success and growth of any organization are dependent on the aggregate effectiveness of its workforce. The concept of employee motivation, which is a multidimensional construct that permeates numerous dimensions of organizational behaviour, is at the centre of this dynamic.

Employee motivation, which is frequently considered to be the driving force behind individual and collective accomplishments within an organization, is intricately associated with job performance. When businesses are struggling to meet the challenges that are brought about by globalization, technological improvements, and the ever-changing dynamics of the market, it is of the utmost importance to have a comprehensive understanding of the complex relationship that exists between motivation and performance. The goal of this thesis is to analyse and assess the intricate relationship between employee motivation and job performance by looking at the factors that impact performance from an organizational perspective.

This study is based on the concept that gaining a knowledge of the elements that drive and maintain employee motivation can work as a catalyst for improving job performance. This belief is responsible for the premise of this study. As more and more businesses work towards the goal of cultivating a culture of high performance, it is becoming increasingly important to disentangle the complex linkages that exist between the various factors that motivate employees and the measurable results that these factors provide in the form of enhanced job performance.

A comprehensive analysis into the many theories and models that underpin employee motivation and work performance is going to be carried out as part of this research project with the intention of contributing to the current body of knowledge. The purpose of this study is to enable businesses that are looking to maximize their human capital and cultivate cultures that are beneficial to both individual and collective achievement with significant insights. These insights will be provided by combining empirical facts with theoretical frameworks.

Over the course of the next chapters, we will dig into the historical development of motivational theories, review modern viewpoints on job performance, and conduct an empirical investigation into the association between motivational elements and qualitative job performance indicators.

Motivation can be defined as an energetic strength that enables a worker to take heed on his/her desires or goals (Patrick 2018). According to Robbins & Timothy (2016), motivated employees are also

productive, devoted, inventive, and generate high-quality work for tasks they are enthusiastic about. Alternatively, workers who lack motivation are more likely to focus less on their work, lie to their superiors, and quit the company if given the chance (Galleta, Portoghese & Battistelli 2011, 19).

Performance is very important in every organisation because, companies use inputs like wages, bonuses, incentives, raw materials, and equipment to recoup their costs and profit from the project by reaching their objectives. Consequently, there is a relationship between motivation and the value of examining an organization's performance.

The problem of motivation is a major challenge for many cleaning companies, notably Siskon Siivous Finland. Siskon Siivous or Sister Cleaning in English is a cleaning company located in Finland, with headquarter in Helsinki.

This study focuses on the Siskon Siivous motivational system, how it is applied, how it relates to output, and the challenges associated with putting the desire into practise through methods or strategies. It's critical to evaluate the effects of motivational strategies in the workplace. connected overall well-being to increase efficiency and productivity at work. It is because of this; this study aims to evaluate the function of employees' motivation on firm's performance in companies with reference to employees of Siskon Siivous Finland.

It is critical for management to enhance working conditions and effectively encourage employees to lower labour turnover and retain productive staff. Management must understand the demands of human resources and the processes that drive motivation in different cultural contexts. They must also keep in mind that people are an extremely valuable and costly resource for any kind of business.

Although extensive study has been conducted, there remains a limited understanding of the impact of motivation on the performance of employees in cleaning companies, particularly in the specific situation of Siskon Siivous. This study aims to assess the effects of motivation on the performance of employees at Siskon Siivous. This study aims to explore the connection between employee motivation and firm performance at Siskon Siivous assess the motivation system, evaluate its implementation, determine the effectiveness of the incentive scheme, and identify potential challenges.

This study also focused on the following research questions.

- What system of motivation does Siskon Siivous operate?
- How is the Siskon Siivous system of motivation implemented?
- How is their system of motivation translated into performance?
- What are the challenges that may arise during the execution of the motivation system.

This study aims to elucidate the significance of implementing an effective motivational approach in firms and the correlation between employee motivation and job performance. Simultaneously, the study will contribute to the existing knowledge base for aspiring scholars who desire to delve further into this field of investigation. Additionally, implementing suitable measures to enhance employee motivation types and modalities will enable management to make informed decisions and establish effective strategies, as supported by the study's findings. Moreover, the study will aid organizations in

reorganizing their criteria for motivation and empower them to consider crucial aspects that impact employee motivation. In addition to these cleaning companies, policy makers, the government, and stakeholders would also benefit from the study.

2 LITERATURE REVIEW AND THEORETICAL BACKGROUND

This section reviews literature on motivation and performance, focusing on theoretical explanations and empirical studies to test the link between motivation and firm performance.

2.1 Motivation Theories

This chapter's goal is to provide an overview of earlier studies that have been connected to this research. This overview of earlier studies focuses on describing and explaining ideas, models, or theories that are pertinent to the study of motivation and required to provide a thorough examination and comprehension of the research topic. Understanding the meaning of the word "work motivation" and its underlying principles may also be helpful. Below is an expansive definition of employee performance and work motivation presented. Theories are underlying frameworks that provide set of assumptions, relationships to explain a course of action (Miles 2012). This subsection looks at hypotheses that academics have developed and modified to explain the connection between employee motivation and company performance. Expectancy theory, need theory, and goal setting theory are the theories that are covered.

2.1.1 Expectancy Theory

Victor H. Vroom created the Expectancy Theory, a theory of motivation, in the 1960s. According to this idea, people are driven to take actions because of their perceptions of the possibility that their efforts will result in the desired results and the importance they attach to those outcomes. Intrinsic motivation refers to the act of engaging in a behaviour due to the personal satisfaction it brings. You are engaging in an activity intrinsically, without being motivated by any external incentives. Intrinsic motivation refers to the inherent satisfaction derived from the behaviour itself, whereas extrinsic motivation occurs when we are driven to engage in a behaviour or activity to obtain a reward or evade punishment. In other words, you will partake in actions not out of personal enjoyment or satisfaction, but rather due to the anticipation of receiving a reward or avoiding something undesirable (Kendra

2023). A lack of intrinsic motivation to complete a task is common when workers believe their efforts will go unnoticed.

According to Leonard, Beauvais & Scholl (1999, 52, 969–998), the core thesis of expectancy theory is that some behaviours in the workplace are caused by motivators. Unlike intrinsic motivators, which come from within, extrinsic rewards like bonuses and incentives are thought of as eliciting motivational states that drive behaviours. An employee's pleasure of their work whether it's tough, fascinating, enriching, engaging, or any number of other reasons is one example of an intrinsic motivator (Chiang & Jang 2008). According to DeSimone (2015), this theory has been utilized to explain motivation in several fields such as health, hospitality, education, and industry. It has been determined to be a strong hypothesis, which is why it was chosen for this study. Motivation, according to the theory, is affected by three crucial elements: instrumentality, valence, and expectation.

The concept of instrumentality (I) pertains to the belief that successful completion of a given task will yield outcomes or incentives. The correlation between performance and the expected outcome is evaluated. Individuals are more likely to achieve a desired outcome or demonstrate increased motivation when they hold the belief that their commendable performance will be recognized (Mullins 2002).

Valence (V) Valence refers to the subjective value or significance that an individual assigns to the anticipated outcome or reward. It evaluates the appeal or desirability of the anticipated reward. Even if an individual holds the belief that their exertion will lead to effective execution and that execution will provide a recompense, their motivation may be lacking if the recompense is not personally meaningful to them (Shields 2007).

The expectancy Theory can be expressed using the formular.

$M = (E) \times (I) \times (V)$. where M stands for Motivation, E stands for Expectancy, I stands for Instrumentality, and V stands for Valence.

Vroom's theory states that individuals are motivated to put in effort when they have the belief that their effort will lead to performance (Expectancy), which in turn will lead to desired results (Instrumentality), and these consequences are considered valuable (Valence) (Gordon 2023).

Expectancy, denoted as (E), pertains to an individual's conviction regarding the likelihood that their exertion will yield favourable results. Put simply, it evaluates the perceived likelihood that the quantity

of work invested in an activity will lead to the intended level of achievement. Individual motivation is more likely to be increased when they maintain the conviction that their efforts will likely yield favourable outcomes (Shields 2007).

2.1.2 Need theory

Need Theory, also known as Need Hierarchy Theory, was developed in the mid-twentieth century by psychologist Abraham Maslow. One of Abraham Maslow's theories of motivation, the "hierarchy of needs," states that to feel fulfilled, one must first attend to their most basic needs. A typical visual illustration of the theory is a pyramid, with fundamental needs at the base and increasingly sophisticated demands at the top. Maslow (1943) proposed a five-tiered hierarchy of needs, which includes: Food, drink, air, sleep, and a safe place to live are all examples of physiological demands. These requirements take precedence over other, more abstract wants if they are unmet, and people will stop focusing on satisfying other needs until their basic needs are satisfied.

After basic physiological requirements are met, people look for ways to feel safe and secure. Physical safety, financial security, good health, and resilience in the face of uncertainty all fall under this category. Once physiological demands are satisfied, safety needs take centre stage as motivators (Herzberg 1968).

After the need for physical protection is met, the next most important need is the need for meaningful relationships, a sense of belonging, and companionship. At this stage, we have an intense desire for social connection through loving and being loved by others and feeling like we belong somewhere (Aubrey Bailey 2023).

The need for regard. When people's social needs are met, they move on to seeking their own and other people's regard. Among these are the aspirations for admiration, success, credibility, and esteem. Accomplishments and praise from others might fulfil esteem requirements. At the very top of the list is the urge for self-actualization, which includes things like striving to reach one's maximum potential, improving oneself, and finding one's life's true calling. Creativity, problem-solving, ethics, and self-awareness are all part of this level (Maslow 1943).

Many people think of Maslow's Hierarchy of Needs as a pyramid, with each level representing a different need and the ones below it. There is no universally accepted method for meeting basic human needs, and people's perceptions and priorities of those needs could vary widely.

The domains of psychology and management have benefited from Maslow's theory of motivation and behaviour. However, it has been attacked for its lack of empirical backing and the assumption that all persons follow the same hierarchy of demands. These concerns aside, the Need Theory is still a powerful tool in the toolbox when it comes to understanding what drives people and what variables impact their actions (Aubrey Bailey 2023).

2.1.3 Goal-Setting Theory

Following its original presentation in the 1960s by Edwin Locke and Gary Latham, the goal setting theory has seen multiple revisions and extensions since then.

A set of presumptions that direct workers towards effective performance is also provided by the goal-setting theory. Organisational performance is the means via which goal-oriented action, whether short- and long-term, is completed. The theory highlights the need for specific and clearly stated goals that are linked to goal oriented action such as performance (Locke & Latham 2006). Firms use techniques that can assist in achieving their predetermined aims based on their goals. The implementation of a well-defined aim and plan in management practises guarantees that personnel possess the necessary skills and drive to accomplish their objectives, both personally and within the organisation. (Locke & Lathan 1990).

Rather than aiming for the moon, the key tenet of the Goal-Setting Theory is that people are more likely to succeed when their objectives are crystal clear. The idea puts forth several important guidelines:

Setting objective Clarities. Objectives ought to be crystal clear, detailed, and specified. People and businesses succeed more when they aim for specific, measurable outcomes rather than generalizations. A distinct direction and focal point for activities can be provided by this clarity (Locke & Lathan 1990).

Theoretically, demanding goals, as opposed to easy or nebulous ones, result in better performance. While considering the individual's skills and resources, it is important that the level of difficulty remains reasonable and doable.

Participation in the goal-setting process increases the likelihood that an individual will be motivated to achieve their goals. People are more likely to see their goals through to completion when they have a hand in creating them (Locke & Latham 2006).

It is critical to provide regular feedback on how well you are doing regarding your goals. A person's progress, areas for improvement, and level of motivation can all be better understood with the use of feedback. As a bonus, it makes you feel good about yourself and helps you stay committed to your goal.

Understanding what an effective objective-Setting is. This depends on how complicated the activity or objective is. A mix of moderately specified objectives and sub-goals may be useful for complicated tasks, but goals that are both difficult and work better for simpler jobs (Moore 2019).

A person's level of motivation is affected by their level of commitment to accomplishing a goal. Greater effort and perseverance are correlated with higher levels of commitment. Latham and Locke (2007), argue that a cognitive mechanism underlies goal setting. Setting ambitious but attainable objectives helps people focus their energy and drive on the things that will get them closer to their goals, and staying committed to these objectives boosts motivation.

Many domains can benefit from the Goal-Setting Theory's practical applications, such as education, personal growth, and management. Aligning individual and organizational goals is a common way for organizations to achieve strategic objectives, which in turn boosts employee performance and productivity (Moore 2019).

2.2 Empirical Review

This section examines studies on motivation and performance, noting gaps in previous research and emphasizing the link between the two. It also examines strategies I proposed in the literature review.

The research on motivation and performance that has been done is reviewed in this subsection. The review identified gaps in these earlier studies and presented the results of some empirically conducted studies. This was carried out in two ways. First, study on the connection between performance and motivation; and second, tactics listed in my literature evaluation.

Muogbo (2013), carried out a study to look at how employee motivation affected organisational performance in a few chosen Nigerian companies. A sample of 103 respondents was utilised in the study for the descriptive survey design. The structured questionnaires were distributed by the researcher as a means of data collection through purposeful sampling. The conclusion was that employee motivation and company growth are positively correlated. Therefore, providing employees with extrinsic motivation in the form of compensation, perks, and favourable working circumstances has a big impact on the company's success.

Furthermore, Kuppuswamy, Saminathan, Udhayakumar, Vigneash and Gopalakrishnan (2017, 396-402), discovered that employee performance in organisations was significantly influenced by motivation. Of the 157-sample questionnaire replies that were distributed, the researchers chose 40. The analysis was done with an Excel tool from Microsoft. It was discovered that performance and motivation had a strong positive correlation. Instead of being a true field study, the research was a hypothetical one that used students as respondents. Utilising students to evaluate motivational aspects associated with future work performance is enlightening, but it might not be the same as employing job incumbents. The current study is important for inquiry because of this gap.

Cerasoli, Nicklin, and Ford (2014), employed meta-analysis in a rigorous research design to investigate the potential predictive power of the two motivational forms on performance. The study incorporated findings from earlier investigations carried out at academic institutions, workplaces, and physical settings, totalling 212,468 samples produced from 183 studies. Extrinsic motivation was found to be a better predictor of performance quantity, while intrinsic motivation showed a medium to strong predictive power for performance quality.

Furthermore, Hanaysha and Majid (2018), carried the research to find out how employee motivation affects productivity in Malaysian higher education institutions. 870 employees were sent questionnaires via email as part of the study's online survey methodology. According to Nulty (2008), there was a reported response rate of 28% (242 respondents) and it is widely acknowledged that online surveys lacking incentives receive low response rates. To get the answers, the researchers evaluated the

data using a reliable statistical method called structural equation modelling. The results showed that worker productivity is significantly positively impacted by worker motivation.

Using a quantitative approach and data collected through the distribution of questionnaires to employees of the chosen banks, Abusharbeh and Nazzal (2018), investigated the effect of employee motivation on performance inside Palestinian commercial banks. The researchers used regression analysis and Pearson moment correlation to find that bank management significantly increases staff motivation. The performance of the employees was not impacted by the social or material motivators, nevertheless. An employee's job title and years of experience had a significant impact on differences in motivation, and the number of years of experience had a significant impact on performance.

It is evident from the evaluations above that there is a methodological flaw in determining how motivation and performance are related. Most research projects used a quantitative methodology, with survey questionnaires serving as the primary means of gathering data. The application of additional techniques, such as the qualitative approach, which involved the use of interviews, offered a rich experience in improving understanding of the relationship.

2.3 Strategies for motivating employees

Extrinsic and intrinsic motivation are the two main classifications for motivation. Studies have been done, and advice have been given by researchers on how managers and organisations might increase employee motivation to boost output. A summary of employee motivation tactics is provided below.

2.3.1 Extrinsic motivation

Research indicates that providing concrete incentive tools by managers is strongly endorsed (Muogbo 2013). Various need theories, like Maslow's hierarchy of needs and McClelland theory of needs, highlight the critical importance of motivational variables that address employees' needs. To ensure their survival and well-being, employees are driven to satisfy their physiological and safety demands. Employees might be motivated to perform effectively at work by rewards and incentives that employers understand and can connect with. Accordingly, enhancing productivity requires a strong

focus on extrinsic motivating elements. A strong source of motivation to increase a company's productivity has been suggested is extrinsic motivation, which encompasses compensation, perks, promotions, working conditions, job security, and service agreements. Here are thorough justifications and examples of extrinsic motivation.

Monetary Compensation/Salaries is the first example of extrinsic motivation. According to Obasan (2011), monetary incentives remain the most effective means of enhancing extrinsic driving factors. Most of the people's decision to take or turn down a job offer is based on the salary and other financial perks offered. Its power to captivate, engage, and motivate individuals to greater heights is unparalleled. The fundamental motivator for industrial workers to enhance productivity, according to Frederick Taylor and his scientific management colleague, is money (Ryan & Deci 2000). Rewards incentivize workers to perform, which in turn influences employee motivation. Pay, promotions, bonuses, and other types of remuneration are used to encourage and reward high-achieving employees to continue performing at a high level. Due to the multiplicative effect of highly motivated workers' increased productivity, any company can increase its bottom line by implementing an effective incentive program (Ryan & Deci 2000). To find out how incentives affect worker motivation, Vroom conducted an experiment on a person who worked in an oil refinery. While workers may be happy with their salary overall, they may become dissatisfied if they compare it to that of their coworkers and see that it's lower. Incentives and higher wages for highly productive employees were argued for as the study ended, supporting the idea that organizations seeking highly driven personnel should do the same. Thorndike, a famous experimental psychologist, conducted two trials in 1911 comparing the efficiency and effectiveness of humans and machines. Six years later, he conducted the identical experiment on human subjects. The results of these two experiments showed that a particular behaviour was more frequently performed after receiving a reward (Latham & Locke 2007).

Secondly, a positive relationship with leaders. A leader is someone who can influence people to do what they want them to without using force. Strong leadership relationships are crucial for inspiring employees. Help with work-related concerns, good communication, and regular performance evaluations are all options that can boost employee enthusiasm. Everyone wants to feel valued and appreciated, to belong somewhere, and to have a say in decisions that affect them. They would like to have a voice and be kept informed at work. When workers are appreciated for their efforts, they are motivated to do their best.

Thirdly, we have unemployment safety. The importance of job security has grown among companies and employees alike, driven largely by economic considerations. Therefore, it is today a crucial factor impacting employee motivation and performance. According to research, almost 75% of workers around the world would rather remain at their jobs than consider other options (Feldman & Arnold 1985). It is the fundamental right of every worker to be employed for an unlimited period. Employees' perceptions of their own job security are the most important factors in their choice of employer, according to this view (Latham & Locke 2007).

Evidence from studies shows a beneficial relationship between job stability and employee performance (Latham & Locke 2007). The research conducted by Osuagwu (2002), found that employees' motivation to work decreases when their job security is poor, and that job security has a major impact on employee performance. Research on the topic of employee behaviour in connection to job retention and unemployment has shown that the moment workers start to fear for their jobs, they start to act negatively (Osuagwu 2002). The results of relevant research indicate (Latham & Locke 2007). As a result, job security does more than just motivate workers; it also affects their degrees of other motivations. According to study conducted by Latham & Locke (2007), job security is one of the three most important motivating variables across all subcategories.

Additionally, Sharing Information Efficiently Through Communication is an excellent example of extrinsic motivation. One of the many variables that might affect an employee's motivation and output is the ease with which the employer and worker are able to communicate and share relevant information. Since this inspires a fair degree of trust in management amongst the personnel, it is rational. When there is open communication between employers and employees, both parties can feel comfortable providing feedback in a safe setting. The implication here is that everyone is being respectful and mindful of everyone else. Especially in the case of a major organization-wide development, acquisition, or change, it is critical that information be exchanged between employers and employees. Without confidence, employees may be afraid of failing or perhaps losing their job. Productivity raises the level of uncertainty. A lot of guesswork may result from missing or made-up data, which would put the employee's job on the back burner. Employees feel more certain and trustworthy when you inform them. Management must build a reliable rapport with employees, the press, and anybody else who matters to ensure a motivated work environment. Workers should be informed about changes as soon as they happen, giving them plenty of time to adapt.

And lastly, the Task at Hand: The relationship between the nature of a work and employee motivation has been the subject of numerous studies. These research' findings indicate that when workers evaluate many aspects of their jobs, such as supervision, prospects for advancement, pay, and coworkers, among other things, the nature of the work itself becomes a significant component in determining employee motivation. Employee motivation will rise when they believe they are doing a significant and less stressful work. Conversely, it is often known that stressful work can lead to low motivation and morale, decreased performance, high staff turnover, accidents, sick leave, low job satisfaction, subpar goods and services, poor internal communication, and conflicts.

2.3.2 Intrinsic motivation

The act of working itself provides intrinsic motivation. It is derived from the idea that people must have pride in their ability to complete tasks in professional situations and feel competent about it (Deci & Ryan 2010; Kamal & Razak 2016). According to Hackman and Oldham (1980), an employee can develop intrinsic motivation through knowing the true results of their work activities, having a sense of purpose in their work, and taking responsibility for the work they do. Because of this, work should be organised such that employees have access to a wider range of skills through efficient training and development initiatives.

Furthermore, for tasks to have meaning, workers need to believe that their responsibilities contribute to the larger objectives and target of the company (Oldham & Hackman 2010.) Furthermore, people should be able to exercise some degree of autonomy and flexibility in their work positions rather than being micromanaged. Additionally, workers are more motivated when they receive feedback on the tasks, they complete (Allam 2017.) When employees perform very well, they should be commended, given a well-done, or given recognition for their hard work. Conversely, constructive criticism can be utilised to motivate an employee to improve their performance in the future if outcomes are below expectations. Employee well-being, achievement, self-actualization, and self-sustenance are all enhanced by intrinsic motivation. (Ferguson & Reio 2010.)

There is a link between extrinsic and intrinsic motivating elements, nonetheless, despite the different types of motivation (Hung, Durcikova, Lai & Lin 2011, 415-427.) Researcher believe that there is a reciprocal relationship between intrinsic and extrinsic motivation. Extrinsic motivators can occasionally reduce intrinsic motivation, but both types of motivation can encourage workers to show

up for work because they complement one another (Cerasoli et al 2014). The dyad is significant because not all employees have the same levels of motivation; some may place a higher value on inner motivational elements while others may be more reliant on external variables (Deci & Ryan 2010). Here are thorough justifications and illustrations of intrinsic motivation.

The very first example is independence and self-help. According to Clutterbuck & Kernaghan (1994), empowerment is the process of ensuring that staff members are able and motivated to take personal responsibility for improving the accomplishment of their assigned duties and contributing to the organization's overall aim. In addition, empowerment was defined by Sibson (1994), as the process by which managers delegate responsibilities to their employees, especially about the methods and processes used on the job. Workers generally agree that they should have some leeway to do a good job, which means giving them some autonomy in how they do their tasks and giving them a say in what they work on whenever possible.

A person's ability to take charge of their own life and thrive in the workplace is directly correlated to the level of responsibility and agency bestowed upon them. Workers report higher levels of job satisfaction, motivation, and trust in the firm after being granted greater flexibility and autonomy. Employee productivity, efficiency, and originality are all fostered by these as well. According to research Sibson (1994), over half of the people surveyed said that characteristics related to their jobs that make them feel like they have some say in how they get things done were major factors in their happiness and motivation on the job. Clutterbuck & Kernaghan (1994) found that when employees have more freedom and independence at work, their performance improves.

Secondly, we have acknowledgment and inspiration for employed employees. Employee motivation and job satisfaction are strongly correlated with organizational success, and rewards and recognition play a pivotal role in enhancing both (Kamalian, Yaghoubi & Moloudi 2010, 24). His opinion is that if you show appreciation for your staff, they will go out of their way to help. The underlying motive of acknowledgment is the emotional rewards gained from achieving well. Employees might be recognized for their skills, achievements, or overall performance by written or spoken means. Rather of monetary compensation, he continued, "intrinsic rewards" like recognition are what really motivate workers on a regular basis (Hanaysha & Majid 2018).

According to studies, one of the best ways to motivate workers is to create a work atmosphere that values and praises their efforts. Researchers in Pakistan looked at the connection between incentives

and motivation in commercial banks (Kamalian et al 2010). A variable that was examined in the study was acknowledgment, which was one of four distinct forms of incentives. The results demonstrated a strong correlation between recognition and employee motivation, with a correlation coefficient of 65%.

The aspect of treating people fairly is a good example of intrinsic motivation. People's perceptions of fairness are influenced by their perspectives on the methods employed to distribute chances and rewards, the outcomes of those techniques, and how they themselves were treated. It is crucial to any company's performance and, via the interactions between management and employees, can influence the company's viability in the future. Because of this, companies should strive to create a work atmosphere where employees are reliable, committed, and generally content. Empirical study shows that treating employees significantly influences their attitudes, which in turn influence their motivation, job satisfaction, dedication, and behaviour. Before judging if anything is fair, everyone should calculate how much they put in relative to how much they got out in terms of economic or social recompense (output) (Kamalian et al 2010). Receiving an excessive amount (overcompensation) or an inadequate amount (under compensation) is seen unjust. So, individuals try to make things more equitable by altering their input (like working less) or output (like stealing from the organization) (Guest, Namey & MacQueen 2011; Kamalian et al 2010).

2.3.3 Employee motivation and firm performance in Europe and Finland

Since employees are the ones that carry out the duties that will ultimately result in profit, they are a company's most valuable resource. Workers frequently have a lot of pressure to perform and meet goals. Extreme stress may result from this.

Finland is known for its strong work culture that values collaboration, teamwork, and a positive working environment. Motivated employees are more likely to engage in collaborative efforts, leading to increased innovation and productivity.

In Europe, 25% of workers believe their jobs stress them out, and another 25% believe their jobs have an impact on their health, according to a 2014 survey by EU-OSHA & Eurofound 2014. assert, like Maslow Whitmore & Performance Consultant International (2017, 17) work has a discernible impact on employees' health and well-being and that exceptionally positive outcomes can be observed when

the working conditions meet the psychosocial needs, which are represented in Maslow's hierarchy of needs. (Maslow Whitmore & Performance Consultant International (2017, 16).

Given the rising retirement age in Finland Yle Uutiset (2016), and the country's apparent declining birthrate since 2010. Tilastokeskus (2017), it is imperative that studies on the relationship between employee motivation and business performance be conducted. These studies are critical to the success of any organisation. Those born in 1955 will be the first to confront Finland's raised retirement age. After reaching 63 years and 3 months Eläketurvakeskus (2017) the retirement age will only continue to grow progressively for those who were born after 1955. Thus, studying the relationship between employee motivation and business performance is essential.

More than ever, employers must take care of their workforce to ensure that they will be able to work and perform well until retirement by keeping them healthy and engaged. The 2018 retirement reform shows that young people will have to work longer while their years of retirement are not longer than those of previous generations because life expectancy does not significantly change whether you are older when you are eligible to retire or older when you receive a full pension (Yle Uutiset 2016).

If there was a direct correlation between profit and employee pleasure, companies would understand how much effort they must invest into enhancing and improving employee motivation to improve work output. Physical issues and burnout brought on by the job are unwanted expenses for businesses. According to Hyken (2014), an organization's success stems from within since pleased customers are more likely to recommend the business and return, and motivated and engaged staff will take better care of the customer. This research will examine how employee motivation originates from within the organisation, as well as from the team or leader they work with.

2.3.4 Conceptual framework

According to Sinclair (2007), a conceptual framework is a "map" or guide that unifies or connects variables of interest to a researcher during the study process. Based on the literature research on the factors in Figure 1, a conceptual framework was constructed for the empirical investigation of motivation and company performance. It was inferred from the figure that intrinsic and extrinsic motivating factors would affect output. However, this influence is contingent upon the motivational

factor(s) that were previously mentioned, including pay perks, promotions, duties, and the type of employment. The conceptual framework is displayed beneath this.

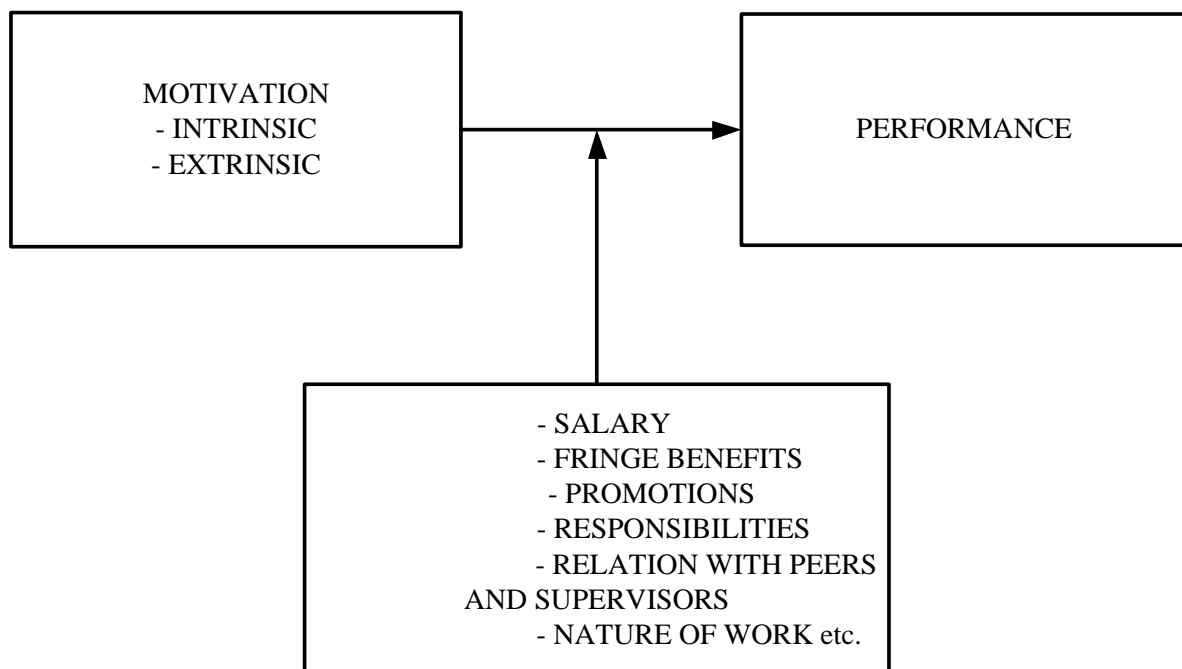


Figure 1: Conceptual framework.

Source: Adapted from Cerasoli et al. (2014)

3 METHODOLOGY

The research methodology, which includes the research design, population, sampling procedure, sample size, data collection instrument, source, ethical issues, and data analysis, is critical for drawing valid conclusions and presenting credible research findings.

3.1 Profile of Siskon Siivous

With its headquarters situated in Ruosilantie 11 00390 Helsinki, the capital of Finland, Siskon Siivous Oy, commonly known as Sister Cleaning in English, is a three-star cleaning company that serves businesses throughout Finland with all cleaning needs. With more than 300 cleaning specialists, Siskon Siivous is a large organisation. Siskon Siivous has over 25 years of experience in the cleaning sector. Siskon Siivous offers many types of business cleaning services, although their areas of expertise are primarily in office, store, hotel, restaurant, stair, construction, and window washing for businesses. Among its clients are the Omena, Scandic, Blue Plaza, Helka, and other hotels. Siskon Siivous has offices in Helsinki, Porvoo, Turku, and Tampere and services clients all throughout the country. Its clientele ranges from small, locally owned businesses to large, nationwide organisations.

Cleaning is first and foremost a service at Siskon Siivous, and happy workers translate into happy clients. Siskon Siivous Motto. (siskonsiivous 2023).

The company's turnover is approximately 300 million Euros as of December 2022 (siskonsiivous 2023).

Siskon Siivous has branches spread all over Finland, but its main headquarters is in Helsinki, capital of Finland precisely at Ruosilantie 11, FI-00390 Helsinki.

I chose this company firstly because she is currently an employee of this company, meaning I already has access to the company's information and I know a great deal about the company, since I have been working in the company for over two years now. Secondly, it will be easier for me to gather data required for the emphatical part of the thesis, since the employees are equally my colleagues.

3.2 Research Design

The research findings must be supported by the methodological technique employed for a legitimate conclusion to be drawn from the study. The approach used to carry out the investigation is covered in this section. The demographic, sampling strategy, sample size, data collection tool, data source, ethical issues, and data analysis are some of the sub-themes that are covered.

The study employed a qualitative research methodology to gather data on the relationship between employee motivation and organisational performance. Using a qualitative technique, the researcher was able to get insight into how the incentive mechanisms put in place at Siskon Siivous had affected their performance. The narrative technique was one method used in the qualitative analysis to help answer the study questions. The narrative approach is the best choice, according to Frey (2018), if the researcher wants to gather and recount people's experiences to explain how a phenomenon—like a policy or practice—affects their lives. This made it possible to make connections inside the operationalized framework of the motivational systems.

3.3 Sampling Techniques and Sample Size

There are two main ideas about data collection methods that have been proposed. The two types are enumerated as probability and non-probability sampling by Patten & Newhart (2017). Because not every participant in this study had an equal chance of being chosen, the non-probability technique was used. Purposive and easy sample forms are the types of non-probability strategies that were used to target persons that are subjectively key (Marshall & Rossman 2014). These sampled respondents gave substantial, detailed, and pertinent information. Additionally, these sources offered quick glances and immediate access to information about past and present occurrences pertaining to motivation systems and how they relate to the effectiveness of organisations. Additionally, I selected additional sample strategies in such a way that my judgement was used to pick the respondents.

As saturation sets in, qualitative research has been observed to typically use fewer units (Fusch & Ness 2015). According to Flick (2018), the sample frame may consist of interactions, documents, and responders, with a sample size ranging from 10 to 40. Ten participants in this study were selected from important groups and departments, including the staff, management, and human resources division. Six employees of Siskon Siivous Helsinki and four supervisors (Senior Staff) provided the qualitative

primary data for this study. There were 6 (60%) men and 4 (40%) women in the sample. Most of the respondents had first degrees and some had completed high school too. Most participants (80%) have additionally collaborated with Siskon Siivous for over eight years. This indicates that a significant portion of the responders have been with the organization for an extended period, indicating that they presumably have a solid understanding of its incentive system. Junior Staff numbered six (6) and Senior Staff numbered four (4). All the respondents came from Helsinki.

Comprehensive information on their viewpoint on the study aims was provided by the diverse sample frame. Additionally, the goal of a qualitative study is transferability to similar contexts, not generalisation Marshall & Rossman (2014), so this sample size was excellent for that purpose as well. The focus of a qualitative study is more on sample adequacy than sample size, hence a sample size of ten (10) was sufficient to obtain responses to the research questions (Bowen 2008).

3.4 Data collection instrument And Source of Data

Research instruments are assessment tools used to gather information from participants about a particular topic of interest (Creswell 2009). An interviewing guide

) was created. To acquire reliable and rigorous data for the purpose of drawing believable conclusions, this was developed using the Kallio, Pietilä, Johnson, and Kangasniemi (2016), five-step approach to qualitative semi-structured interview development. The steps involved were as follows: fulfilling the prerequisite for conducting a semi-structured interview; locating and utilising prior knowledge; creating draught questions for the semi-structured guide; testing the questions in advance; and finally honing and presenting the final version of the semi-structured interview guide.

The primary method of data collection employed in the study for respondents who work at Siskon Siivous Helsinki. There were 6 (60%) men and 4 (40%) women. The sample was a semi-structured interview guide. Verbatim responses supporting the findings were offered to complement the findings. Respondents' identities were kept secret, and their names were substituted with alphanumeric codes to protect respondents' identity and other ethical reasons. Senior staff responses are therefore coded as SS; the first senior staff member interviewed is identified as SS1, the second as SS2, and so on. Junior staff responses were also coded as JS, and they were displayed as JS1, JS2, and JS3 for the first, second, and third staff responders, respectively.

Using respondents who work at Siskon Siivous as the primary data source. Employees of Siskon Siivous in the Finnish capital was interviewed to obtain the primary data the interviews were approximately 10 to 13 minutes. The company's reports, brochures, bulletins, and website served as secondary sources of data.

3.5 Ethical Considerations

There are guiding principles for research in the qualitative domain (Sanjari, Bahramnezhad, Fomani, & Cheraghi 2014). This study made sure that the rules governing the qualitative research methodology were adhered to. Also, there was stringent adherence to research ethics when it came to using human subjects in investigations. For example, respondents were asked for their informed consent before the interview sessions were recorded. To have ethical research that accurately represents the sampled respondents, voluntary participation was required, with the option to leave at any time throughout or after the data collection phase (Yin 2014).

The usefulness and addition of knowledge to Siskon Siivous Helsinki were taken into consideration when evaluating the study's beneficence. This was accomplished by presenting the findings to the HR team at Siskon Siivous. The project report is made available to any other stakeholder who plans to use any portion of the study for the public good, therefore achieving beneficence in this way as well.

3.6 Data Analysis

The study used a Thematic Analysis approach, examining qualitative data according to Braun and Clarke (2006), six-step method. The researcher's initial action involved acquainting herself with the data by engaging in several readings. The second phase entailed producing preliminary codes that encapsulate fundamental concepts or patterns of the researcher's investigation. The third step involves identifying themes, which are recurrent patterns that are pertinent to the study inquiries. The themes are subsequently examined and honed to guarantee their appropriate portrayal of the facts. The last stage entailed establishing and designating the themes according to their substance and pertinence to the study query. The researcher discovered that thematic analysis, a popular method in qualitative research Guest MacQueen and Namey (2011), was a suitable method for analysing the data collected from the respondents.

3.7 Demographic Characteristics of Respondents

To analyse the primary data collected from the interviews, thematic analysis was used. The act of finding themes or patterns within textual data for a research audience is known as thematic analysis, according to Braun & Clarke 2006), This study used a straightforward but methodical procedure, despite the variety of approaches to theme analysis. The audio was literally transcribed after the taped interviews were played back and forth. Following that, the interviews' transcripts were carefully examined to look for response trends. Following their categorization into themes, the patterns were utilized as anchors for the analysis, which was cantered around the research objectives.

Six employees of Siskon Siivous Helsinki and four supervisors (Senior Staff) provided the qualitative primary data for this study. There were 6 (60%) men and 4 (40%) women in the sample. Most of the respondents had first degrees and post-graduate degrees in addition to being high school graduates. Most participants (80%) have additionally collaborated with Siskon Siivous for over eight years. This indicates that a significant portion of the responders have been with the organization for an extended period, indicating that they presumably have a solid understanding of its incentive system. Junior Staff numbered six (6) and Senior Staff numbered four (4).

Verbatim responses supporting the findings were offered to complement the findings. Respondents' identities were kept secret, and their names were substituted with alphanumeric codes to protect respondents' identity and other ethical reasons. Senior staff responses are therefore coded as SS; the first senior staff member interviewed is identified as SS1, the second as SS2, and so on. Junior staff responses were also coded as JS, and they were displayed as JS1, JS2, and JS3 for the first, second, and third staff responders, respectively.

4 ANALYSIS AND DISCUSSION

This section provides an analysis of the data collected from respondents through structured interviews. Respondents described their experiences with the motivating system and its relevance to organizational growth and performance. The replies were organized around the several objectives described previously, and the results are presented in four sections: a preliminary analysis, demographic features, primary analysis, and a summary conclusion.

4.1 Motivation Systems Operated at Siskon Siivous

The initial goal of this research was to evaluate Siskon Siivous's motivational system, evaluate its implementation, determine the effectiveness of the incentive scheme, the impact of motivation on the performance of employees at Siskon Siivous, the connection between employee motivation and firm performance at Siskon Siivous, and identify potential challenges.

Interviews with organization personnel and supervisors helped to achieve this goal. The investigation showed that the company used a wide range of motivational techniques and systems. These were divided into the intrinsic and extrinsic categories of motivation, which correspond with the conclusions of other research and indicate that motivating strategies can be obtained, inspired, and sourced internally or through rewards and tangibles (Chiang & Jang 2008). The following motivating techniques were identified by the interviews:

4.1.1 Extrinsic motivational systems

The extrinsic form was another motivational system that was thematized. Extrinsic motivation refers to material perks that are given to employees to make them feel content while carrying out their employment duties, such as welfare packages, fridge benefits, and bonuses. The following are actual quotes from a few of the extrinsic motivators given to staff members:

When it comes to encouraging employees, Siskon Siivous as an organization makes provisions for car and mortgage loans, as well as providing clothes allowances, loans, as well as providing clothes

allowances, transportation allowances, and car and fuel maintenance [SS2].

A junior employee described Siskon Siivous's motivational system.

Positive reinforcement is how Siskon Siivous imparts motivation. That is, when an answer is followed by a reward or other satisfying reward, like favourable working conditions or compensation commensurate with one's degree of achievement. Once they are given to employees, they help the business run smoothly [JS5].

Another respondent, a supervisor at Siskon Siivous, described this incentive offer.

To encourage employees to continue working, we offer welfare benefits. Short-term and medium-term loan assistance are the two categories of welfare packages that are available and serve as incentive tools to keep employees or encourage them to perform better. These packages also help staff members feel comfortable in other aspects of their lives, such as getting to and from work, finding a place to live, and applying for other short-term soft loans and study periods that will help them quickly handle problems as they arise [SS1].

To encourage staff members to put in a lot of effort all year long, Siskon Siivous also offers a bonus program. The bonus program, known as "best workers of the year," was warmly embraced and strongly advised; it pays confirmed employees at the end of the year (December).

After putting in a lot of effort and achieving our goals, we get bonuses, which are given in December [JS2].

These driving forces help to establish Siskon Siivous as a "go to" and preferred employment.

The term "go-to" signifies that Siskon Siivous is trusted by its employees for their experience, dependability, and proficiency in accomplishing tasks efficiently. Preferred employment means Siskon Siivous is a company that individuals seek or prioritize due to extrinsic motivational factors.

4.1.2 Intrinsic Motivational system

The motivating method used by Siskon Siivous was found to be focused on guaranteeing internal staff satisfaction using intangible rewards. Because they guarantee fulfilment, curiosity, and internal challenge in relation to the work's substance, these intrinsic motivators were essential. The use of promotion as a means of recognizing performance, accountability, and effort was one of the motivators. The points that respondents listed on this theme are highlighted in the following.

It's true that after about two years in your grade, Siskon Siivous has a system in place that automatically advances you to the next level. Additionally, the organization provides motivation by recognizing great performance and ensuring that you receive the appropriate recognition and reward [SS3].

Essentially, it exists in a variety of forms.”, another responder said, confirming the promotional techniques. “One could be an advancement to a more senior position. You go up to a higher level because of that [JS5].

These intrinsic motivators are crucial mechanisms that encourage Siskon Siivous staff members to put in more effort to meet company objectives as admitted by the respondents.

4.2 Implementation of Motivation Systems at Siskon Siivous

We will be examining the systems of motivation practiced at Siskon Siivous in this section.

4.2.1 Implementation of Performance Management System (PMS)

Examining the Siskon Siivous system of motivation's application was one of the study's other goals. Based on the feedback provided by the employees, there was a clear correlation between the Performance Management System (PMS) used in the company and the motivational system's implementation. PMS is a methodical process for evaluating how well workers are performing in respect to the aims, mission, and goals of the company (Ferguson & Reio 2010). According to Armstrong & Taylor (2014), the PMS offers a merit-based grading system wherein employees' performances are evaluated, analysed, and controlled to apply the proper consequences. The performance management system is utilized at the chosen company, Siskon Siivous, to determine who is eligible for rewards and why, as stated in the following quotes:

Using the yearly PMS (Performance Management System) survey. A midyear review of our performances, including the ones related to the notches, is also available. So, even for those in the same grade, there will be a progressive salary increase (SS1).

A different participant referred to the PMS as the typical measure used in Siskon Siivous' incentive system implementation, stating:

As for Siskon Siivous, PMS (Performance management system) is the primary implementation technique used. Considering each person's unique work schedule, goals are established here at the start of the year. Then, at the middle of the year, you get an assessment to see if you are on track or meeting your goals. Finally, at the end of the year, you get another assessment to see if you are eligible for a little pay increase based on your performance, which is known as meritorious. If you're additionally eligible for a bonus, it's mentioned [JS6].

In response to an interview question regarding the motivation implementation plan, a junior staff member stated as follows:

It is via the performance of the job (JS2).

In addition to the job performance system, another responder advocated for further peripheral implementation techniques of motivation to recommendations from the clients.

After you reach your goals, employees receive assessments. After that, your performance will be evaluated to see if you achieved your goals. Customers and other stakeholders, in addition to Siskon Siivous, assist with the implementation process. Sometimes, clients will write feedback messages to the company praising employees that go above and above and deserve recognition (JS6).

An employee must have worked for the company for a certain amount of time before being eligible for certain incentives and/or motivators, according to a senior staff member who also offered insight into some other peripheral motivation implementation techniques.

Most of the implementation has a time limit. To be eligible for fuel allocation and assistance with vehicle loans, you must have been an employee of the company for five years. You must have served the company for ten years or more to be eligible for mortgage loan assistance (JS1).

The implementation cycles and plan listed above are what Siskon Siivous uses to run its business. The basis is the performance management score that an employee receives following a supervisor's evaluation, together with additional tactics like customer recommendations. Additionally, the motivation allocation procedures are further determined by duration of employment with the company.

4.2.2 Motivation and Performance at Siskon Siivous

Additionally, the study aimed to determine whether Siskon Siivous's motivational system influences employee and organizational performance. According to the respondents' collective statements from the interviews, the incentives offered to staff members have an impact on both individual performance and that of the company. Individuals, teams, and organizations have performed better because of

certain motivating tools, according to the respondents. These tools include welfare packages, housing, bonuses, promotions, and responsibilities. Here are a few examples of these advantageous connections.

4.2.3 Employee performance

According to reports from previous researchers like Frederick Herzberg, Abraham Maslow, Douglas McGregor etc, motivation affects each employee's performance, and this was also inferred from the current investigation. The incentive policy in place, according to respondents, encourages them to work more and surpass goals. An increase in tools for motivating had a good impact on workers. Respondents proposed the following quotes:

All these ancillary benefits significantly increase our motivation to perform much above our current level of performance. Performance and motivation are complementary qualities that go hand in hand (JS1)

Another respondent backed up this statement.

Indeed, there is a positive impact of these incentives on employee performance. Because contented employees are more able to offer their all at work. When a business provides for the basic needs of its employees, such employees can offer their best performance at work. It guarantees that they surpass their goals by enhancing staff morale (SS3).

4.2.4 Organizational growth

According to the respondents, there is a clear link between the firm's organizational growth and the motivational tactics used within the business. The company continued to add new employees, extend existing contracts, and secure new business contracts. To implement its strategic initiatives, Siskon Siivous was able to get a significant number of documented contracts. The incentive structure in place

is one of the many tactics used by management to guarantee this progress, as indicated by the responses. The following quotations emphasize this:

Employee motivation directly affects the achievement of the organizational goal, hence there is a positive and direct relationship (SS3).

Inspiring employees put in a lot of efforts and go above and beyond to meet company goals, which promotes the growth of the company. Like any other firm, we put in a lot of effort because management provides, and motivation comes in various forms. Making Siskon Siivous grow is the goal of these incentives (SS4).

4.3 Challenges with the implementation of motivational system at Siskon Siivous

To guarantee that staff members give their all-in order to maintain Siskon Siivous' effectiveness, the researcher also sought to ascertain some of the difficulties associated with the current motivational structure in place at the company. Three categories apply to the difficulties that have been identified: unfair promotion strategy, poor performance review, and resource limits.

4.3.1 Constraint on Resources and Review of subpar performance

One of the key instruments for increasing motivation at work is financial resources. Remarkably, it is also a primary cause of issues that companies encounter when trying to put the ideals which are mostly found in organizational strategy and human resource empowerment into practice and implementation (Adams 2002). Not all the people who qualify for such motivation have access to the funds needed to execute reward schemes. A senior staff respondent aptly described this when they said:

Employee motivation is hampered by budgetary constraints, notwithstanding the organization's willingness to do so (JS1).

One person noted this concerning the organization, stating that this was in reference to difficulties facing the incentive process.

Budgetary limits in that only the amount that the budget could support each year is implemented, even though several individuals may be eligible for a promotion under the system. As such, there may be a backlog of eligible candidates that, because to financial restrictions, cannot be filled each year and must be carried over to the following year (SS2).

The performance management system, which serves as the standard for most motivational practices including reward, advancement, and other incentives, has reportedly been corrupted to the point that its usefulness has been compromised, according to respondents. An employee mentioned that:

The difficulties right now stem from the fact that your manager is, by far, the last person to genuinely suggest you for a reward. Therefore, if you and your manager are not on good terms, you might not be recommended. In terms of motivation, we are aware that some people receive rewards and are driven to work even though they are not the individuals for whom we believe that rewards are necessary (JS4).

Another respondent reinforced the idea that the manager or supervisor should be the sole ones doing the assessment by teasing that:

I believe that additional work needs to be done sometimes after looking at the assessment portfolios. You see, when these finest performances are reported, people don't always believe them. Instead, they start to grumble that the individual is in the good graces of their boss or supervisor. At times, this causes a great deal of discomfort and frustrations among the staff. Some of the poor evaluation portfolios are the result of favouritism (JS6).

4.3.2 Injustice in Promotion and Succession Planning

There were other employees who believed that the organization's succession and promotion plans were inadequate, which undermines the effort to instil a sense of intrinsic motivation in workers. Racial and political infiltration that evade the succession process is the source of this. Respondents agreed with this, and their opinions are shown below.

I should be the one to take over when this man retires, but we really don't have a clear succession plan in place for promotions. In fact, there is a problem at Siskon Siivous because junior employees are promoted to department heads over more experienced and qualified individuals. This makes it a real problem. A person can be brought in from somewhere and end up being your boss because promotions go through various levels, including racial, political, familial, and all of that (JS3).

Another respondent made a similar statement:

People's influence, especially at the top level, can sometimes be the cause. This happens when people engage in racist and discriminative behaviours that greatly benefit a select few at the expense of the numerous workers who dedicate a great deal of time and energy to securing these positions (JS5).

Another respondent also affirmed the organization's ambiguous succession and promotion strategy, saying as much:

The system is deficient in one area a documented succession plan and the way advancement is handled within it demotivates some employees. Certain employees lack clarity regarding their desired career path within the company and its potential outcomes (SS1).

4.4 Conclusion

The motivating techniques employed at Siskon Siivous, the methods for putting motivation into effect, and the difficulties associated with the motivational process were all vividly described in this part. According to the given research aims and questions, a systematic list of prepositions was obtained from the thematic analysis of the narrative.

Also, From the sub-themes on the relationship between motivation and performance, there is a positive correlation between the expansion of employee motivational tools and the environment that fosters increased productivity at the individual and company levels. This result is consistent with the findings of other researchers who discovered a related association (Kuppuswamy, Saminathan, Udhayakumar, Vigneash, & Gopalakrishnan, 2017).

Also, based on the replies given, it appears that some employees believe the difficulties they face at Siskon Siivous, have an impact on the organization's incentive systems. This idea is problematic because it can lead to employees feeling that there is not enough money allocated for staff incentive, which can result in poor performance reviews, a lacklustre succession and promotion plan, and low morale when it comes to exceeding employee targets for improved company's performance.

5 SUMMARY CONCLUSION AND RECOMMENDATIONS

An overview of the research's conclusions is given in this section. Considering the aims, purpose, and research findings collected, it draws conclusions based on the data presented, concludes, and offers suggestions. The recommendations were divided into two categories: those that were applicable to Siskon Siivous's management and other stakeholders, and those that were meant to be studied further to fill in identified gaps and support the company's and other businesses' case for greater motivation tools. The study's primary goal was to investigate motivation and how it relates to output at Siskon Siivous, or Sister Cleaning, in Helsinki, Finland. The following conclusions were drawn from the qualitative study:

Finding out how well Siskon Siivous's motivational method works was the initial goal. Based on the results, Siskon Siivous employs both intrinsic and extrinsic motivating strategies to improve employee satisfaction at work and boost productivity within the company. In addition to current employees, fresh applicants, and potential candidates find the Siskon Siivous appealing because of these diverse types of incentive.

Analysing Siskon Siivous's motivational system in practice was the study's second goal. The study's conclusions showed that the company mostly evaluates staff members using the Performance Management System (PMS), with incentives given depending on these results.

The evaluation of whether Siskon Siivous's motivational system affects organizational, and personnel performance was the third research goal. According to the study's findings, most participants believe that motivation and performance have a good and significant link.

The last goal was to investigate various issues with Siskon Siivous's current incentive system.

Resource limitations, a subpar performance assessment process, and an unjust promotion approach were the issues noted.

Through theories and empirical studies, employee motivation has gained more attention as a crucial practice over time. The current study looked at the relationship between performance at Siskon Siivous and motivational approaches to see if there was a commercial rationale for them. The study's findings demonstrated that Siskon Siivous uses a variety of motivational techniques to encourage her staff members following the administration and evaluation of a performance management system. The study emphasized the positive correlation between motivation and performance, even if Siskon Siivous has certain difficulties when putting these motivational techniques into practice. The disclosure

demonstrates that Siskon Siivous should consistently apply and improve the current incentive methods to guarantee increased employee happiness and efficient operation of the business.

The management of Siskon Siivous and academic researchers studying motivation and performance might consider the following suggestions. The study's conclusions can be applied by Siskon Siivous management, as they provide guidance for several critical tactics that guarantee optimal staff performance. Businesses are searching for methods to guarantee productivity, and this study demonstrates that tactics to guarantee improved performance still need to take motivation into account. Consequently, to improve employee performance, the company ought to consider alternative strategies that involve augmenting the current incentives with new ones.

The study also suggests that management include a line item for motivation in the organization's budget since it is a prerequisite for raising employee morale and facilitating the accomplishment of organizational objectives. Management must try to provide a larger portion of the organization's budget to motivation since these extra rewards for favourable working circumstances are crucial for maintaining employee happiness and lowering morale and dissatisfaction if they are eliminated or scaled back.

In addition, the management of Siskon Siivous ought to consider their performance review system to ensure that it is not biased, as stated by the participants. Since managers and supervisors alone complete the current assessment, the rating is rather subjective and susceptible to bias. To address that, the study suggests that Siskon Siivous implement the 360-degree performance review system. This makes it possible for managers, staff members, and coworkers to rate one another. The average performance measure from each of these assessors is then calculated using the scores. This will guarantee that the outcomes and any consequences that follow, like awards or recognition, are welcomed by everyone in the organization.

First, Siskon Siivous was the sole organization on which the study was focused. Further research should consider employing more than one organization and using a wide sample of respondents to ensure external validity of findings to provide more solid evidence to support the case for expanded consideration of motivating methods by management of various firms. Future studies may also consider longitudinal research, in which workers are evaluated over an extended length of time while businesses use different incentive techniques, allowing for the observation of the effects over a comparatively long time. This will broaden our comprehension of motivation's long-term impact on the Finnish corporate environment.

Future research endeavours may also want to examine determinants of organizational performance by considering additional variables that have been documented in previous studies as contributing to performance variance. In addition to motivation, other elements that can be considered are customer service effectiveness, corporate leadership, participation in organizational citizenship behaviours, and training and development initiatives, among others. This will identify the important component among these performance-predicting variables so that these elements can receive more attention to improve business performance in Finland and around the world.

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APPENDIX 1.

FIGURE 1. Motivation and Performance Interview guide

Ethical guide,

This research interview aims to investigate the relationship between motivation and performance in an organizational setting. Your involvement in this study is completely voluntary, and any information you submit will be kept private and used exclusively for scholarly purposes. This 15-minute interview lasts approximately. Thank you for your response.

Interview guide questions.

1. Would you kindly introduce yourself? Consequently, first name, employment history, role, and degree of education.
2. Could you explain Siskon Siivous's motivational method as it is implemented in this organization?
3. How is the employee motivation system at Siskon Siivous implemented?
4. What impact does an increase in motivational tools have on staff members inside the company?
5. Does the effectiveness of a company suffer when employees are motivated by things like compensation, favorable working circumstances, or perks? How?
6. Does Siskon Siivous's organizational growth and employee motivation have a meaningful relationship? How?
7. Siskon Siivous, what are some of the difficulties in using motivation methods in this organization?