

Sumin Rai

**WORKERS' SATISFACTION IN FOIBEKARTANO
HOMEHOUSE 1**

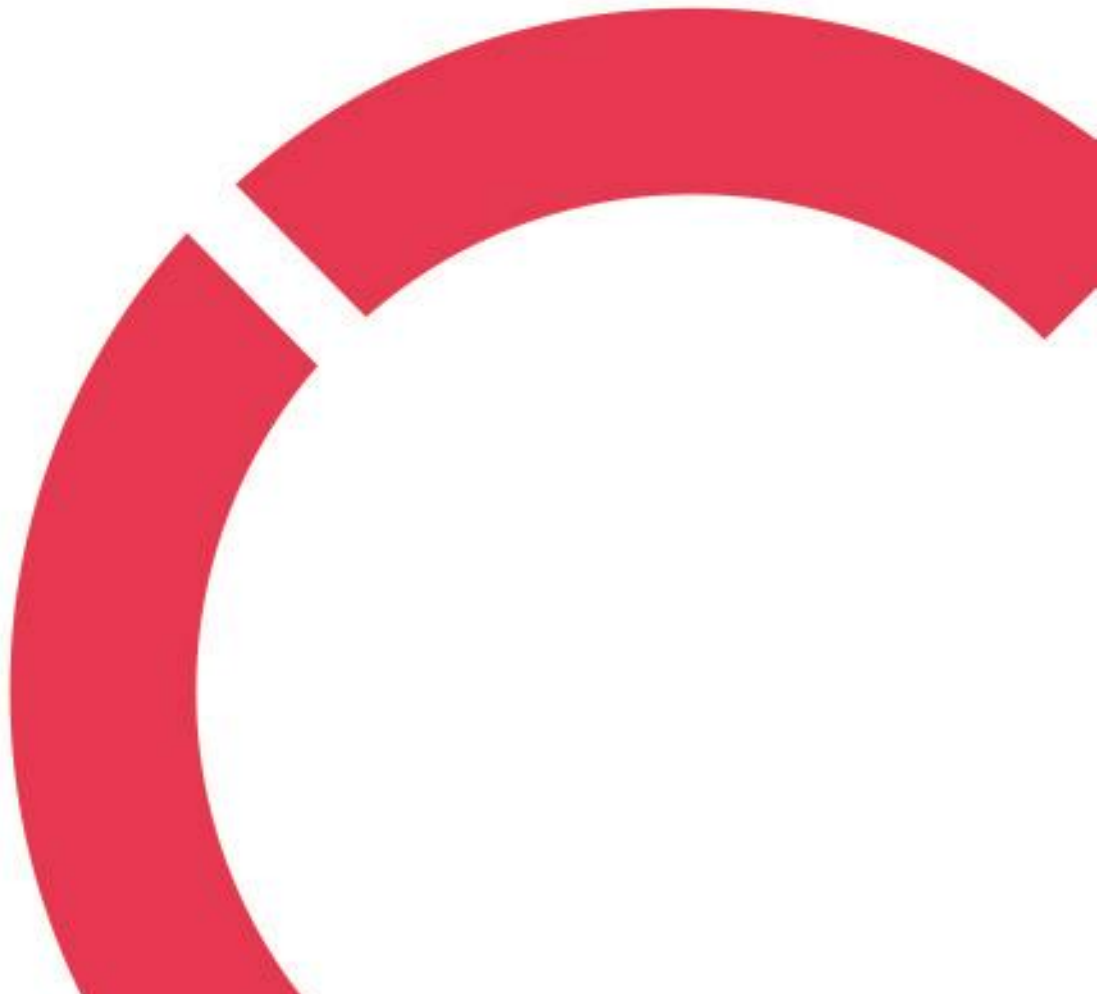
A study among workers at a Community Old Age Home

Thesis

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ABSTRACT

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Name of thesis WORKERS' SATISFACTION IN FOIBEKARTANO HOMEHOUSE 1. A study among workers at a Community Old Age Home		
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<p>This thesis was related to workers' satisfaction in Foibekartano Homehouse 1. The main aim of the thesis was to find the level of satisfaction of workers in Foibekartano Homehouse 1. It also aimed to find out the workers' efficiency and the level of motivation to work in the environment. It helped to find out several factors influencing their satisfaction. The result of the thesis gave idea about how much the workers were satisfied and how they perceived working in Foibekartano Homehouse 1.</p> <p>For the thesis, the research method used was quantitative study. Random sampling technique was chosen to select the representative for survey and the primary data were collected through questionnaires, which targeted the aim and objectives of the thesis. The prepared questionnaire was surveyed among the workers of Foibekartano Homehouse 1. The responses collected were utilised for further analysis, interpretation and making a final report.</p> <p>The findings of the study show that most of the workers are satisfied working in Foibekartano Homehouse 1. The workers are loyal, motivated and committed to the company. They are pleased to be the part of the company, are ready to put an extra effort for its success and willing to continue work in the future. The good relationship between workers and the company has enhanced the level of productivity, employee retention and overall success of the company.</p>		
<p>Key words Foibekartano, Motivation, Online Questionnaires, Quantitative Research, Workers' Satisfaction.</p>		

CONCEPT DEFINITIONS

FOIBEKARTANO

Foibekartano is a private community or an organisation in Vantaa, Finland, which consists of approximately 300 elderly residents. It builds the sense of community, which is motivated for the promotion of health and the quality of life. (Foibekartano 2024a.)

JOB SATISFACTION

Job Satisfaction is the state of mind from psychological, physiological and environmental aspects, which allows a person to say confidently, 'I am satisfied with my job'. It is a relaxed and tension-free state, which is achieved when the goal of life is fulfilled. (Hoppock 1935.)

QUANTITATIVE RESEARCH

Quantitative Research is the process of collecting and analysing numerical data to test hypothesis, make predictions and generalize conclusion to wider populations. It measures and quantifies variables, relationships and patterns within the dataset. (Jain 2023.)

ONLINE QUESTIONNAIRES

Online Questionnaires are the set of questions that the target audiences quickly and easily fill with the help of internet. It is generally created in Web form, which can store answers and analyse responses in real time. (Cleave 2017.)

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1 INTRODUCTION

Satisfaction means the most in everyone's life, which provides a sense of peace. It is evident that work has been an inseparable part of human life and majority of years are spent on working, which shows that work has huge impact on life. Thus, satisfaction in work is a “must”. The goal of life is to live happily and peacefully, which is never experienced without satisfaction from the work. This thesis intends to find out the level of satisfaction of workers in Foibekartano Homehouse 1, which is a private organisation located in Vantaa, Finland.

The main aim of the thesis is to find the workers' satisfaction in Foibekartano Homehouse 1. It aims to find out the level of satisfaction perceived by workers in the company. Whether they are satisfied or not working in such environments, as well as the workers' efficiency and the level of motivation towards the work, are closely evaluated in this thesis. The objective of this thesis is to find out the several factors affecting the level of satisfaction. It also helps to find out the importance of workers' satisfaction in the organisation.

Job satisfaction has a huge impact on the performance of workers. The fate of the organisation depends on the hard work and performance of their workers. The efficiency and the quality of work helps an organisation or a company to build their image in the market, which is the result of the best performance and continuous motivation of their workers. Job satisfaction is the state of mind of predominantly psychological, physiological and environmental aspects, where a person confidently says that he/ she is satisfied with the job (Hoppock 1935). A satisfied and peaceful mind should be the outcome of every work, which is then regarded as job satisfaction. There are several factors that determine the level of satisfaction from work, such as salary, recognition, work-life balance, security among other things, which greatly hamper the performance of workers if not achieved properly. Thus, maintaining job satisfaction in workers is planting the success for the company.

In order to achieve the aims and objective of this thesis, the quantitative research method is employed. Random sampling technique is implemented for the selection of representative respondents for the survey in the thesis, and the primary data is collected with the help of questionnaires, which mainly focus on the aims and objectives of the thesis. The set of prepared questionnaires is surveyed among the workers of Foibekartano Homehouse 1. The responses collected are utilised for further analysis, interpretation and making the final results as well as the conclusion of the thesis.

Foibekartano is one of the organisations, which is actively working in the field of elderly health care sector. It is situated in Vantaa, which is a beautiful city in Finland. It provides a wonderful environment for elderly people who want to spend their last decades of life to the fullest. It has been the home for a number of elderly people who either need assistance for living or live on their own. Foibekartano is prioritising the quality of life and well-being of residents. There are various indoor and outdoor activities for the recreation of residents. It has been the top choice of people who wants to spend their retired life the best way possible. (Foibekartano 2024a.)

In this present generation, work has been a part of every person's life. There is a mutual relationship between a personal life and a professional life, i.e. work. Most of the people work during the weekdays, some work for the private companies, whereas others work for the governmental sectors. Thus, it is found that work is essential for a good life. Because of more work in life, sometimes the life itself seems suffocating and frustrating. A good work-life balance of the workers has been the essential aspect for the success of the company. A well-motivated and happy state of mind of the workers is a key factor for overall growth and the development of the company. Thus, it is necessary to have workers' satisfaction in the company.

2 FOIBEKARTANO

Foibekartano is a private organisation, which is situated in Vantaa, Finland. It is the home for more than 300 elderly people. This company provides a beautiful blend of elderly people living with or without the assistance of staff in a collaborative and cooperative environment. It gives elderly people a community home to spend their relaxed and retired life happily. The company works for the promotion of residents' health as well as for the quality of life. It is seen that the kind nature of staff and eager helping hands have contributed a lot to create the sense of togetherness and community in Foibekartano. It is a place where people can experience a better life, participate actively in different meaningful activities, and enjoy the companions of fellow residents. (Foibekartano 2024a.)

There are altogether three buildings for residents in Foibekartano where people live in a harmonious environment. Some need assistance from staff, whereas others live on their own. A quality of life and physical well-being among the residents have been the goal of the organisation. It provides facilities such as a versatile gym and cozy warm-water pool to maintain the fitness of residents. It also hosts the interactive lecture series, which is called Foibe Akatemia where experts discuss current hot topics and questions. Every day, nutritious meals are served to its residents that are traditional and tasty home cooked meals. It has also the community garden and animal companions where people can enjoy the feeling of community gardening as well as take care of animals. These have become a source of relaxation and enjoyment. (Foibekartano 2024b.)



PICTURE 1. Foibekartano Homehouse 1

The main aim of Foibekartano is to build a strong sense of community among its residents and staff ensuring the promotion of their health and a quality life. They are involved in various activities like singings, outings, celebrations, gardening and many more together in a harmonious environment. (Foibekartano 2024a.)

Foibekartano Homehouse 1 is one of the buildings, which has 5 floors. It has top 2 floors for residents who do not need assistance and each floor contains 8 separate rooms for individuals whereas remaining bottom three floors have elderly people living who need assistance from the staffs and each floor consists of 10 separate rooms for elderly people. (Foibekartano 2024a.)

The staff consists of a variety of professionals, such as registered nurses, physiotherapists, gym instructors, and kitchen and cleaning staff. Foibekartano Homehouse 1 has more than 30 nurses who are actively working along with 5 or more workers in kitchen and cleaning departments. The whole staff works in a cooperative environment with helping hands. A well-established and a sound relationship between workers have made the building one of the best places to work. (Foibekartano 2024a.)

There is an executive committee for directing and controlling the activities in Foibekartano who are responsible for visions, planning and implementing them successfully for the well-being and betterment of residents. The executive committee consists of Ulla Broms (Managing Director), Timo Leivo (CFO), Tiina Suvanen (Chief Development Officer) and Salla Seppänen (Director, Service House for a Good Life). Similarly, there are separate teams for customer advisory, restaurant, physiotherapy, gym and many more. A polite, patient and helpful nature of all the members of Foibekartano is found to be the key for its long-term success. The director of Foibekartano Homehouse 1 is Salla Seppänen, who worked for the company for a long time. (Foibekartano 2024c.)

3 JOB SATISFACTION

In modern generation, companies face a lot of challenges due to the changing nature of the environment. Job satisfaction is one of the challenges that must be overcome in order to adapt to changing environment, achieve success, and remain competitive in the market. Job satisfaction increases the workers' efficiency, effectiveness, productivity and commitment as well. Thus, the company must satisfy the needs of workers by providing a good working environment. (Raziq & Maulabakhsh 2015.) Job satisfaction plays a vital role in the growth and success of a company. Robert Hoppock (1935) stated that "Job satisfaction is the combination of psychological, physiological and environmental circumstances that causes a person to say, I am satisfied with my job". A satisfied worker can contribute more for the company to succeed.

The determination of the right job is essential for satisfaction, which often involves personal intuition and conditions. Thus, the understanding of a right job can vary according to the person. Some people find earning certain amount of money as the right job, whereas for others, the right job might mean having supportive team members and working in a healthy environment. A person with the right job has his/ her needs fulfilled and has a sense of satisfaction. It is evident that people working in the same institution for long decades, whose well-being needs are considered, have found to be more satisfied in comparison to the people whose well-being needs are not taken care. (Bourne 2020.) The companies must look after the workers' well-being and the level of satisfaction.

3.1 Factors affecting job satisfaction

Work represents an essential and time-consuming part of everyone's life. It has huge impact on the life of people as well as the company. Thus, it is necessary for researchers and companies to find the factors that affect workers' well-being and the level of satisfaction. Such studies can serve as the foundation for organisational practices aimed at improving workers' well-being and satisfaction. A healthy and well satisfied worker can contribute more to performance of the company. It has been crucial to maintain workers' satisfaction in the company. (Bowling 2018.)

Industrial-Organisational (I-O) scientists used job satisfaction measure to assess workers' well-being. The main goal for the assessment was to determine whether workers liked or disliked their job. Since

the 1930s, I-O has conducted several studies to identify the causes of job satisfaction in workers. The interest in determining workers' job satisfaction persists today, and one of the primary reasons for the research is that the satisfied workers consistently outperformed the dissatisfied coworkers. Such a finding obviously supports the importance of job satisfaction in work. (Bowling 2018.)



FIGURE 1. Factors affecting job satisfaction (adapted from Indeed 2022)

A satisfied worker is the foundation of company. Figure 1 shows the common factors that generally affects job satisfaction in the workplace. It is found that workers level of satisfaction is dependent on work and life balance. A proper rest and working hour can yield more outcomes than improper work-life balance. Health benefits and the level of respect in the company also determine workers' satisfaction. It is also found that compensation from the workplace as well as stability of the work provide the sense of security to workers leading to satisfaction. (Indeed 2022.)

3.1.1 Work-life balance

Work-life balance is the important factor in job satisfaction as it helps to equalize personal life and professional life. Everyday work induces stress and exhaustion as well as monotonous in life. There must be some time for the rest. The level of energy decreases with the continuity of work, which reduces the efficiency of workers. Thus, there must be time for personal life where people can pursue their hobbies, reboot mental health and refuel themselves for work. A healthy work-life balance promotes to increased productivity, creativity and engagement in the workplace. (Rumage 2023.)

3.1.2 Health benefits

Health benefits are the facilities given by companies to their workers in the field of medical, dental and mental health, which give peace of mind to workers without financial stress. These benefits are targeted for the physical, mental and financial well-being of workers. It is evident that workers with health benefits have reduced stress and more job satisfaction. Companies who are giving health benefits have higher rates of employee's retention and loyalty. It has also maintained a positive workplace environment focussing on importance of workers' health. (Bourne 2020.)

3.1.3 Respect

The respectful treatment of workers in the workplace is one of the essential factors that leads to the satisfaction. Respect gives the sense of being someone who has particular purpose in the company. It also maintains a positive environment where workers are motivated and engaged in their work. The sense of recognition, pride and respect is all some people are devoured of from the work. There must be a respectful environment and harmonious working place for people to be satisfied where all the workers are treated in a respected manner. (Indeed 2020.)

3.1.4 Compensation

Compensation is one of the fundamentals of job satisfaction. Workers who are compensated well in their job have found to be more engaged and satisfied. It affects the financial status of the workers as well as give the sense of value in the company. It is the reward given to workers for their unprecedented and unparalleled contribution to the company. Compensation motivates workers to be more committed and loyal to the company, which motivate them to perform at their best in the workplace. (Herrity 2020.)

3.1.5 Stability

Stability is another factor that has huge influence on the workers' satisfaction. Workers with stability have peace of mind and security from the job. It allows them to focus solely on their work yielding the

best performance out of them. Job security helps workers to plan for future confidently in terms of career development and financial stability as well. A stable working environment motivates workers for loyalty and commitment towards the company. It gives the sense of relaxed and completeness to the workers leading satisfaction. (Indeed 2022.)

3.2 Importance of job satisfaction

As it is already known the effects of job satisfaction on workers. Maintaining a sound and satisfied workers must be the aim of each company. The performance of workers is greatly influenced by their level of satisfaction. Job satisfaction has been a vital aspect for both workers and employers in the company. The results of satisfied workers are more efficient, productive and committed to work leading to success. (Malik 2021.)



FIGURE 2. Importance of job satisfaction (adapted from Bourne 2020)

Job satisfaction is necessary to maintain in the company to increase employee retention or reduce the employee turnover. The productivity and performance in the company depends on the workforce and motivation of workers. A good working environment in the company ensure efficiency and effectiveness of the work. Loyalty among employees can one of the benefits that is secured if the workers are satisfied. Similarly, motivated and committed workers put an extra effort for the company to succeed, which also results in customer satisfaction. (Bourne 2020.)

3.2.1 Employee retention

Job satisfaction is necessary for employee retention because workers without fulfilment of any goals surely seek other job opportunities and leave whenever they find better offer. In other hand, workers with job satisfaction feel valued, respected and achieved their goals. They tend to retain more time in company and are committed to work. Similarly, satisfied workers have good bond and relationships with colleagues as well as company. There is less likely of leaving such job. The satisfied workers generally have high possibility of staying in the company for longer duration as compared to dissatisfied workers. There is sense of family and motivation for overall growth of the company. (Rumage 2023.)

3.2.2 Higher productivity

Job satisfaction has major role in higher productivity of the company. Satisfaction in the workers encourage to give the best out of them, which not only results in higher productivity but also increased profits in the company. It leads to sincerity and commitment in the workers as well as the feeling of ours in the workers is developed. This motivation leads to increased effort and enthusiasm for completing work efficiently. They give their whole efforts for the sake of company's success and development. Satisfied workers are more inclined to innovate and contribute creativity to their works. (Bourne 2020.)

3.2.3 Employee loyalty

Job satisfaction plays important roles in maintaining the sense of loyalty to the company. Satisfied workers have good relationships with company and the bond increases with time leading to the commitment to them. They find the company as their home and are more motivated for its development. Likewise, there is a positive working environment and the feeling of selfless, which greatly influence the mentality of working people. They are committed to the company and are loyal in every possible way. There is not any cheating or corruption in the performance of satisfied workers. It is a two-way relation, and the satisfied worker pays it by being loyal, committed to the company. (Bourne 2020.)

3.2.4 Customer satisfaction

The level of customer satisfaction is highly influenced by the workers' satisfaction as the satisfied workers are more likely to be engaged and motivated to their responsibility giving better customer service and satisfaction. The satisfied workers are motivated that greatly influence the interaction with customers. Furthermore, job satisfaction leads to employee retention resulting in more experienced workers in the company, which improves performance and service. They are more experienced, have better attitudes, and have excellent customer service skills in all situations. They interact friendly and in professional manner, which has a huge impact on the customer satisfaction. (Mallick 2021.)

4 THEORIES OF JOB SATISFACTION

Workers are the foundation of a successful company, and their future lies on the hard work of the workers. A demotivated worker has zero contribution for the growth and development of the company. The satisfaction of workers is a key deciding factor for a long-term success of any company. It is the state of fulfilment of wishes or needs as well as the pleasure attained from it. Thus, the feeling of happiness or the attainment of a goal in the job leads to the motivation of workers, which is as essential aspect for a company to succeed. It also depends on the healthy relationship between employee and employer. Lofquist and Davis (1991) defined job satisfaction as “An individual’s positive affective reaction of the target environment as a result of the individual’s appraisal of the extent to which, his or her needs are fulfilled by the environment”.

4.1 Maslow’s hierarchy of needs

One of the effective theoretical frameworks to understand job satisfaction is Maslow’s Hierarchy of Need. It was the first theory that examines the vital contributors for job satisfaction, which explains that human needs are categorized in five-level hierarchy. Maslow presented his theory with the help of triangular shaped structure, which shows human needs on different levels; physiological needs at the flat bottom, followed by safety, belongingness/ love, esteem and self-actualization at the pointed top. It explains that the level of satisfaction increases as the needs are met from bottom to top. The theory emphasizes that the basic needs of life are important at first such as physiological needs, safety later complex needs can be achieved such as belongingness, esteem. (EU-OSHA 2018.)

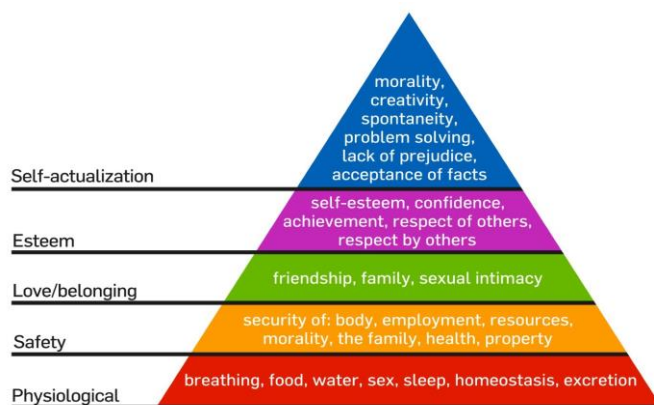


FIGURE 3. Maslow’s hierarchy of needs (adapted from EU-OSHA 2018)

4.2 Motivator-hygiene theory

Motivator-Hygiene Theory was given by Herzberg and is commonly renowned as Herzberg's Two-Factor Theory. It states two distinct factors, which are key determinants of workers' satisfaction in the job that are motivator factors and hygiene factors. The motivator factors such as achievement, recognition, responsibility are intrinsic factors of the job, which leads to job satisfaction whereas hygiene factors such as salaries, working conditions, working policies are extrinsic factors, which causes dissatisfaction of the workers. Some workers are more inclined towards motivator factors for satisfaction while others are towards hygiene factors. However, it has been discovered that satisfaction is more dependent on motivation factor than hygiene factors because achieving hygiene factor does not always imply that the worker is satisfied, it can be neutral, whereas achieving motivation factors almost always implies that the worker is satisfied. (Herzberg 1970.)

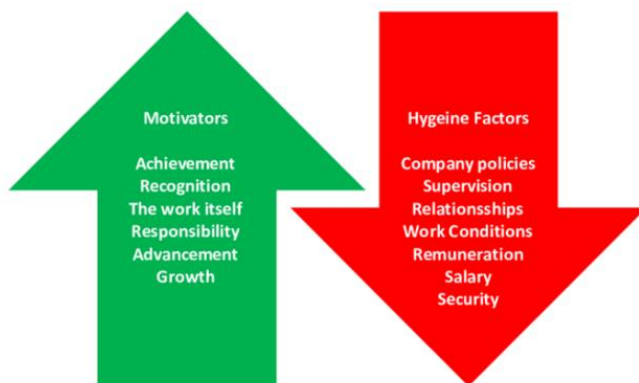


FIGURE 4. Herzberg's motivator-hygiene theory (adapted from MacPherson 2021)

4.3 Job characteristics model

It was proposed by Hackman and Oldham, which aims to understand the effects of job design on the workers' satisfaction and motivation. There are five core job dimensions in this model, which are skill variety, task identity, task significance, autonomy and feedback. These core job dimensions interact to determine the critical psychological states of workers, which are experienced meaningfulness of the work, experienced responsibility for outcomes of the work and knowledge of the actual results. In simple understanding, the worker must use variety of skills and they must clearly understand every step in the process. Also, worker plays a certain core important role. In other hand, job must allow worker to

use some powers and responsibility to see the results. The worker must receive regular feedback to improve themselves. Eventually, these three psychological states of workers lead to the number of potential outcomes including job satisfaction. (Schaffner 2020.)

The Job Characteristics Model

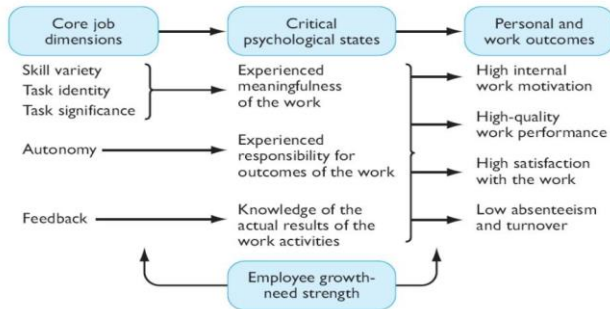


FIGURE 5. Job characteristics model (adapted from Schaffner 2020)

4.4 Vroom's expectancy theory

According to this theory, worker motivation is based on the belief that effort will lead to performance, and performance will lead to reward, which determines whether or not the worker is satisfied. Workers' efforts are linked to the performance of the company, which leads to reward if the performance is positive or meets expectations. Similarly, if the reward given to workers is adequate and meets their expectations, it results satisfaction otherwise it leads to dissatisfaction. Because of reward, workers are highly motivated to put their best effort into the work resulting better performance. It is a chain of positive reaction and motivation encouraging workers to give their best. The proper balance between effort, performance and reward can give satisfaction to the workers. (Sutton 2024.)

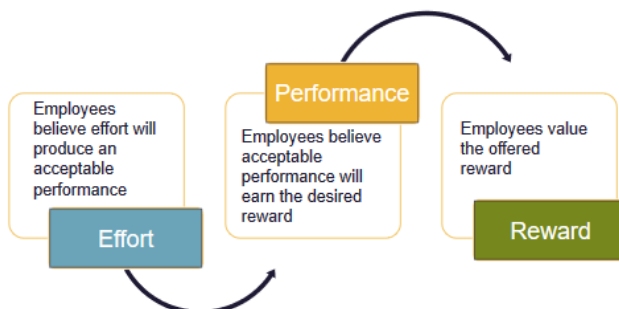


FIGURE 6. Vroom's expectancy theory (adapted from Sutton 2024)

4.5 Adam's equity theory

Equity Theory was developed by J. Stacy Adams in 1960, which states that every individual in the workplace compare the ratio of their inputs such as time, skills, education, experience, work performance, etc. to the job outcomes such as salary, recognition, promotion, bonus, etc. with others in similar circumstances. If there is inequity in the form of under-reward as compared to their colleagues even if they work the same hours and put in the same efforts, they will be dissatisfied with their jobs. In the other hand, they experience the sense of satisfaction if they receive over-reward. The theory typically based on the human instinct or human nature of seeking satisfaction when being rewarded. Workers try to have balance job inputs and outcomes relative to others in workplace showing the importance of fairness in the reward for similar positions. The employer must look on the equality and fairness while distributing rewards such that it prevents the sense of dissatisfaction in the workplace. (Jahan 2016.)

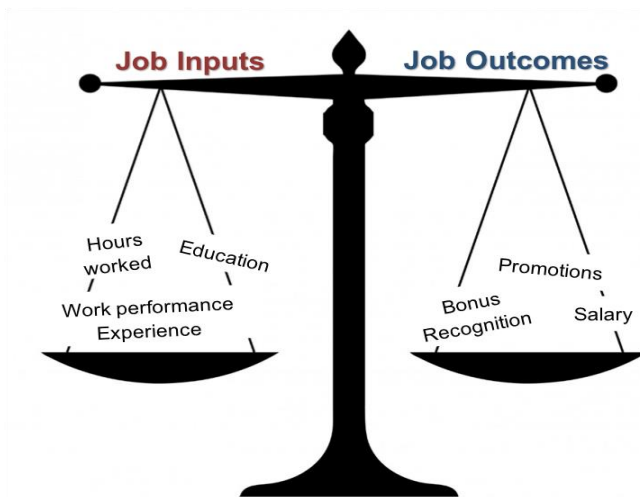


FIGURE 7. Adam's equity theory (adapted from Jahan 2016)

4.6 Job embeddedness theory

This theory determines the level of retention or commitment of the workers in their job, organisation and communities. It considers both work and non-work factors that affects the attachment to their job as well as community. It consists of three main dimensions as links, which are the connections of workers with company inside and outside the workplace, fit that means the compatibility of workers with their job and community, lastly sacrifice that involves the amount of cost while leaving the job and community. The theory says that workers with low level of job embeddedness are less committed to the organisation, and they have high chances of leaving the job because. In other hand, the workers

with high level of job embeddedness do not leave the company easily as they are more committed to their job and community, which makes high costs of leaving whereas workers with low level of embeddedness have tendency to leave easily. (Khan, Aziz, Afsar & Latif 2018.)

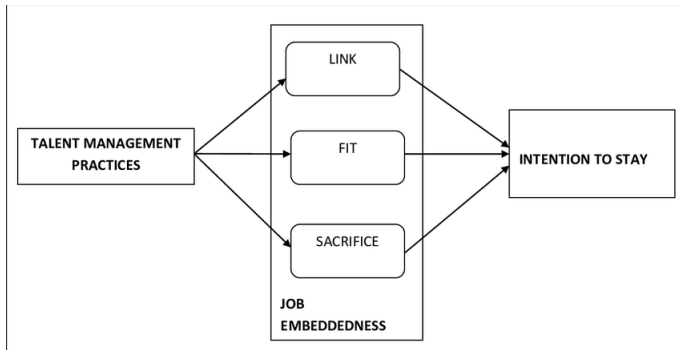


FIGURE 8. Job embeddedness theory (adapted from Narayanan 2016)

5 RESEARCH METHODS

Research method refers to a structured and scientific approach to collect, analyse and interpret quantitative or qualitative data to find out the objective of research or test hypothesis. It is a plan conducted for research, which describes the techniques and procedures to identify and interpret data regarding research topic. (Sreekumar 2023.) The research methods are quantitative and qualitative types. The research method that is implemented for this thesis is quantitative approach. Random sampling method is used to select representative for the survey and the data is collected with the help of online questionnaires surveyed among the workers of Foibekartano Homehouse 1.

5.1 Research design

Quantitative research method is the process of collecting and interpreting numerical data, which is particularly useful for identifying patterns, making predictions and generalizing results to large number of populations. It differs from qualitative research methods, which deals with non-numerical data such as text, video and audio. This method provides as effective way to reach out to largen number of populations is a short period of time. It involves the employment of surveys, experiments or other methods for data collection and the most common sampling method for selecting representative in this method is simple random sampling. (Bhandari 2023.)

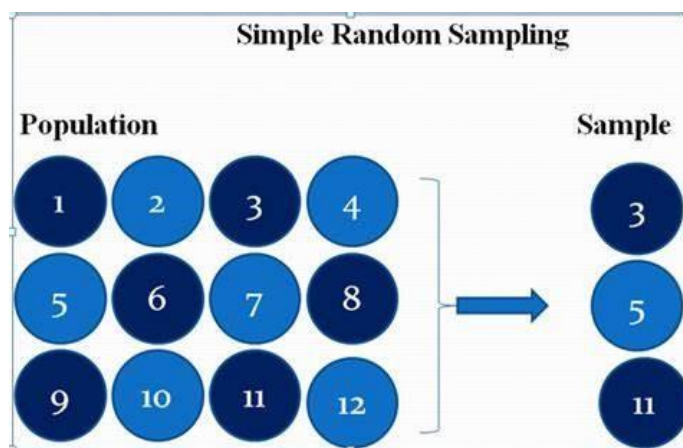


PICTURE 2. Quantitative data collection method (adapted from Bhandari 2023)

This thesis utilises quantitative research methods for collecting, analysing and interpreting data. For this approach, simple random sampling technique was used for collecting primary data. A set of questionnaires was prepared. The questionnaires included the various aspects or the key factors for job satisfaction. The data collected from the survey was interpreted and analysed using descriptive analysis, which then used for producing a valid result. The use of bar-diagram and pie-charts were made for better understanding of results.

5.2 Sampling Method

Random sampling methods ensures that every element or representative in the population has equal probability of being chosen as sample. In simple random sampling method, randomly selected numbers are used to pick samples from the population. The samples or representatives of the population are assigned specific numbers. Randomly numbers are generated for example with the help of Excel or in a classroom, roll number after certain number can be used as random samples. Only those samples or representatives from population who has that random number are selected for the survey. This increases the randomness in the population or group decreasing bias during the time of survey. (Shin 2022.)



PICTURE 3. Simple random sampling method (adapted from Shin 2022)

The sampling method used in this thesis for the selection of representative is simple random sampling methods. Foibekartano Homehouse 1 has around 30 workers. The samples for the survey or the participants for the survey were randomly selected. They were selected on the basis of working schedule, preferably the workers on duty because anyone could have shifts on the days of survey. The link of

prepared online survey questionnaire was shared in WhatsApp where the participants could respond in their free time.

5.3 Data collection

Online Questionnaires are the set of questions that the target audiences can fill out quickly and easily using internet. It is typically created in Web form that can store answers and analyse responses in real time. (Cleave 2017.) These questionnaires provide primary data for the quantitative research. Bhandari (2023) stated that “Data collection is a systemic process of gathering observations or measurements”. Any specific patterns or themes noted in the data are studied precisely to provide the better understanding of level of workers’ satisfaction in the company.

To find out the level of satisfaction of workers of Foibekartano Homehouse 1, the primary data was collected with the help of online questionnaires. The questionnaires were designed in such a way that they fulfilled the aims and objectives of the thesis. As this thesis employed only quantitative research method hence these questionnaires were surveyed among the representatives that were selected by simple random sampling techniques. The results were analysed graphically with the help of bar-diagram and pie-charts. These results were tallied, evaluated and interpreted with the help of descriptive analysis.

For the analysis of the results, it was evaluated from different job satisfaction theories point of view. The use of Maslow’s hierarchy of needs helped to interpret whether the basic needs of workers are met or not and ideas about overall fulfilment of additional needs of workers. Motivator-hygiene theory gave idea about the presence or absence of motivator and hygiene factors in workers. Also, the workers’ satisfaction based on efforts, performance and rewards in the company was easy to analyse due to Vroom’s expectancy theory. The degree of equality and rewards, which affects workers’ satisfaction was evaluated based on Adam’s equity theory.

5.4 Reliability and validity

Reliability and validity are the measure of trustworthiness and correctness of the thesis indicating the quality of research done. The procedures, surveys and the results must be accurate in accordance with the actual scenario. Reliability refers to consistency of the method to reproduce same result every time

in the same circumstances whereas validity refers to accuracy of the method what it is intended to measure. Bias in sampling and use of inaccurate data during the time of analysis reduces reliability and validity of the research. Reliability and validity must be maintained throughout the implementation of thesis for an accurate result, which corresponds with the physical or social world. (Middleton, 2023.)

This survey has maintained high levels of reliability and validity. The study was absolutely conducted in the workers of Foibekartano Homehouse 1. There was use of random sampling technique for the selection of participants, which has reduced the possibility of biasness. The respondents could be anyone from the company at any post. The primary data collected are accurate and corresponded to the actual responses received. Also, there is maintenance of high degree of originality during analysis and interpretation of the results. The result of this survey is reliable and valid, which aligns with the reality of the company.

6 RESEARCH FINDINGS

This section includes the findings obtained after collecting the questionnaires responses from the workers of Foibekartano Homehouse 1. The data is tallied and is analysed descriptively for the fruitful results. Data analysis is the process of systematically collecting, modelling and interpreting data to extract meaningful insights from the data for decision-making (Calzon 2023). A graphical presentation with the help of pie-charts is used for descriptive analysis of the collected responses. It helps to make correct decision and result corresponding to the actual scenario.

For the survey, online questionnaires were prepared in Webropol and a link was made to share with workers. There were altogether 25 questions among which, 24 questions had options to choose, and the last one was open-ended question. The survey was conducted at the end of April 2024 among the workers of Foibekartano Homehouse 1. The number of responses collected was 21, which is quite more for a company with small numbers of workers. Then, the responses are evaluated on the basis of general information, job satisfaction and the commitment towards the organisation of the respondents.

6.1 General information

In this section, demographic and general information are gathered, which are presented below with the help of pie-chart.

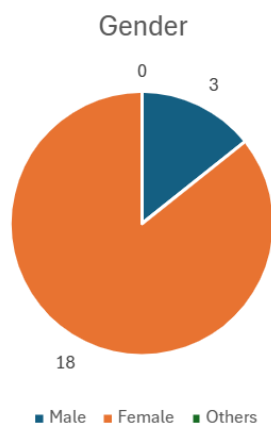


FIGURE 9. Gender

Figure 9 is the graphical representation of data, which provides information about gender in the study of Foibekartano Homehouse 1. Out of 21 participants, it is found that 3 (14.3%) males, 18 (85.7%) females and 0 identified as others. The graph shows that most of the respondents were females. Thus, it gives information that the majority of workers are female in the company.

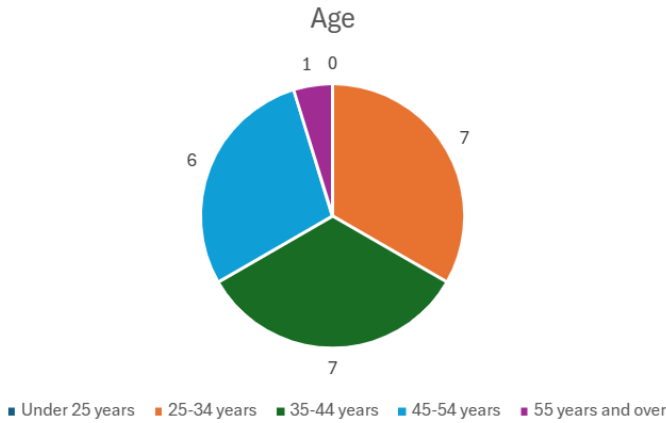


FIGURE 10. Age

Figure 10 provides information about age in the study of Foibekartano Homehouse 1. Among 21 participants 7 participants (33.3%) are from each age group 25-34 years and 35-44 years, which makes the majority of workers from that age group. The graph provides information about 6 respondents (28.6%) from age group 45-54 years and most of the workers fall between 25-44 years of age.

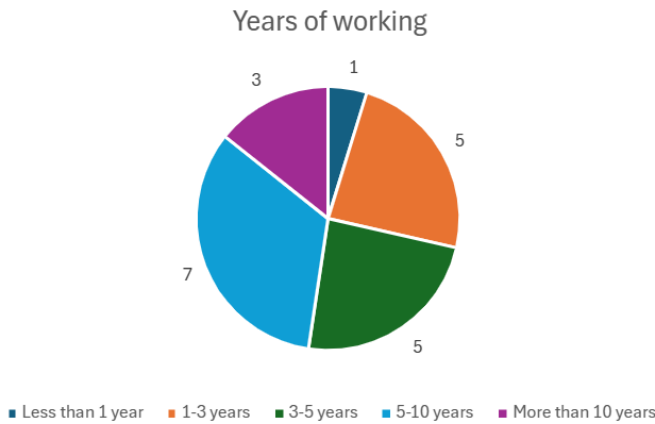


FIGURE 11. Years of working

Figure 11 provides information about the number of working years in the study of Foibekartano Homehouse 1. The graph shows that majority of respondents i.e. 7 (33.3%) are from 5-10 years of working duration. Similarly, a greater number of the respondents fall in 1-5 years of working duration.

1 participant (4.8%) is from less than 1 year and 3 participants (14.2%) are from more than 10 years of working duration.

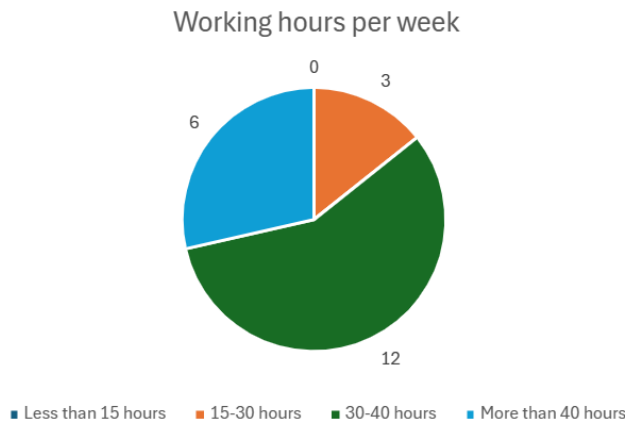


FIGURE 12. Working hours per week

Figure 12 provides information about the number of working hours per week in the study of Foibekartano Homehouse 1. 12 participants (57.1%) out of 21 responded to work for 30-40 hours per week followed by 6 participants (28.6%) working more than 40 hours per week. It is also found from the survey that 3 respondents (14.3%) work for less than 30 hours per week.

6.2 Job satisfaction

In this section, the level of satisfaction of worker of Foibekartano Homehouse 1 are collected, analysed and represented with the help of pie-charts.

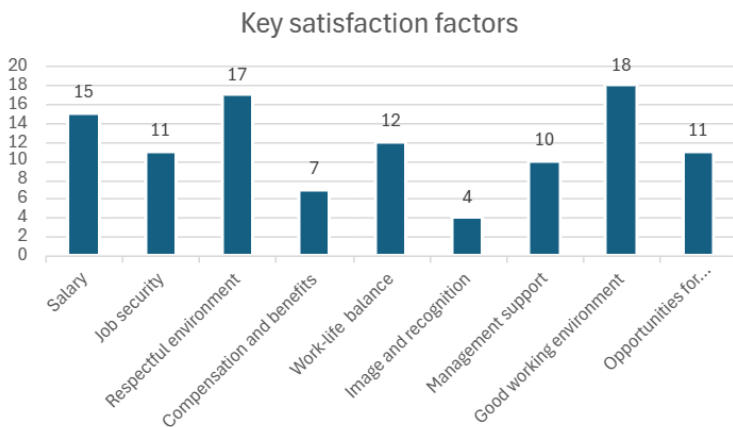


FIGURE 13. Key satisfaction factors

Figure 13 is the graphical presentation, which provides information about the workers’ key satisfaction factors of Foibekartano Homehouse 1. The graph contains a list of 9 key satisfaction factors, which are Salary, Job security, Respectful environment, Compensation and benefits, Work-life balance, Image and recognition, Management support, Good working environment and Opportunities for professional growth and development. Participants can choose multiples key satisfaction factors, which they think is essential for job satisfaction.

Among 21 participants, 18 participants (85.7%) have identified good working environment, 17 participants (80%) have identified respectful working environment as well as 15 participants (71.4%) have identified salary as the most important factor for job satisfaction. This also shows that most of the workers prefer good working environment and respectful workplace as well as good salary amount for their satisfaction in the company.

Similarly, 11 (52.3%),7 (33.3%),12 (57.1%) participants have identified Job security, Compensation and benefits, Work-life balance respectively as the most important factor for job satisfaction. It is found that the workers’ satisfaction is affected by job security, benefits as well as the work-life balance in the company.

In addition, 4 (19%),10 (47.6%),11 (52.3%) participants have identified Image and recognition, Management support and Opportunities for professional growth and development respectively as the most important factors for job satisfaction.

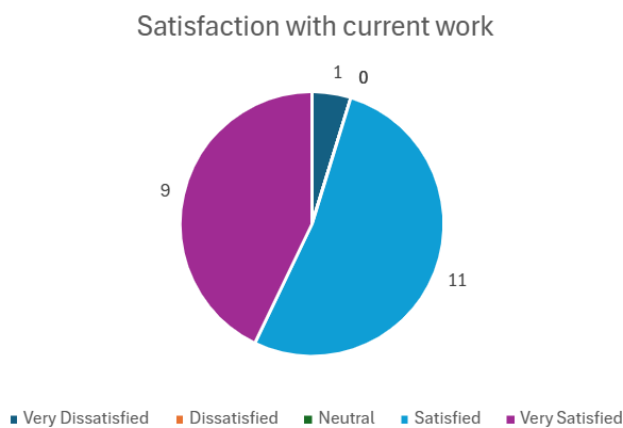


FIGURE 14. Satisfaction with current work

Figure 14 provides information about the workers' satisfaction with current work in Foibekartano Homehouse 1. Among 21 participants, it is found that 11 participants (71.4%) are satisfied, and 9 participants (42.9%) are very satisfied with the current work. Thus, it is found that the workers are satisfied with the company and the facilities they are receiving.



FIGURE 15. Satisfaction with salary

Figure 15 provides information about salary satisfaction of workers in Foibekartano Homehouse 1. Out of 21 participants, it is found that 13 participants (61.9%) are satisfied, and 5 participants (23.8%) are neutral. There are 2 respondents (9.5%) who are dissatisfied with the salary whereas 1 respondent (4.7%) is very satisfied with the salary. Though there are few workers who are dissatisfied with salary, but it is observed that the majority of them are okay and satisfied with the current salary scheme.

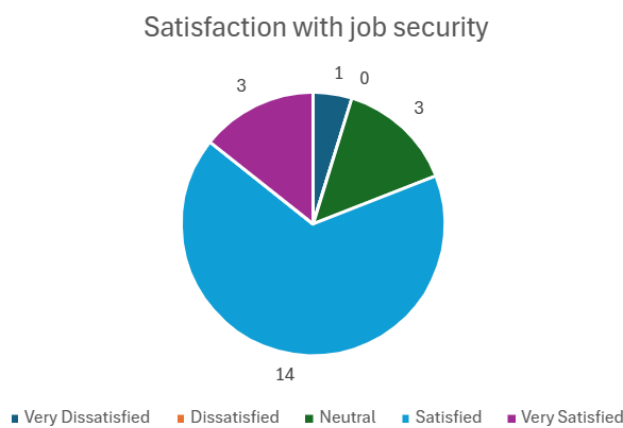


FIGURE 16. Satisfaction with job security

Figure 16 provides information about the workers' satisfaction with job security in Foibekartano Homehouse 1. The graph shows 3 participants (14.3%) are neutral, 14 participants (66.7%) are satisfied, and 3 participants (14.3%) are very satisfied with the job security they are getting from the company. It is found that most of the workers are satisfied with job security that the company is offering and the company is able to provide good job security to the workers. There is 1 respondent (4.7%) who is very dissatisfied with job security.

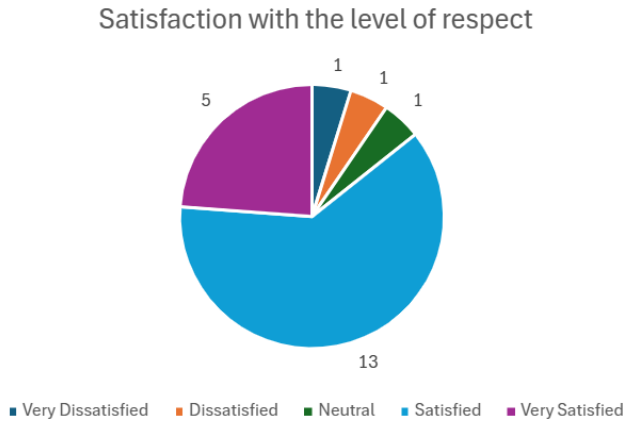


FIGURE 17. Satisfaction with the level of respect

Figure 17 provides information about the level of respect in Foibekartano Homehouse 1. Among 21 participants, a greater number of respondents “i.e., 13 (61.9%)” are satisfied with the respect they receive in the company followed by 5 (23.8%) neutral respondents and a few numbers of dissatisfied respondents as well. From the above graph, it is found that majority of the workers are satisfied with the respectful working environment in the company. The sense of respect is maintained in the company.

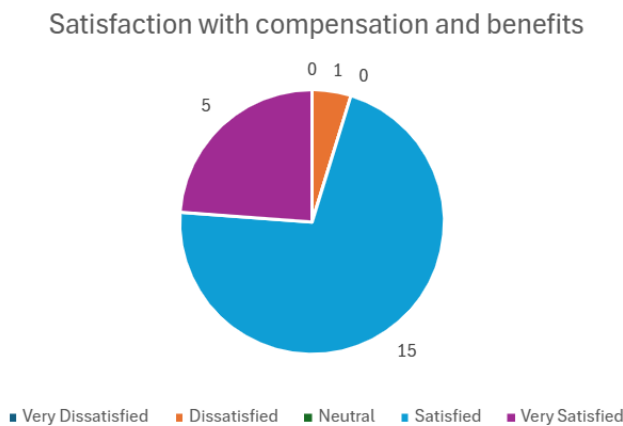


FIGURE 18. Satisfaction with compensation and benefits

Figure 18 provides information about compensation and benefits in Foibekartano Homehouse 1. 15 respondents (71.4%) are satisfied as well as 5 respondents (23.8%) out of 21 are very satisfied with the provision of compensation and benefits. It is evident from the figure that most of the workers are satisfied with compensation and benefits offered by the company to their workers. However, there is 1 participant (4.8%) who is dissatisfied in this matter.

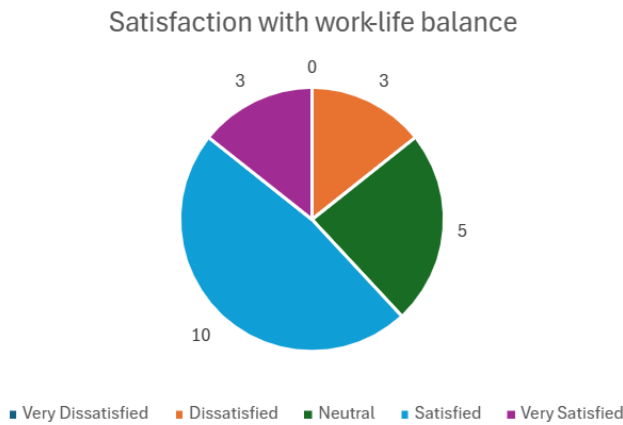


FIGURE 19. Satisfaction with work-life balance

Figure 19 provides information about work-life balance in Foibekartano Homehouse 1. Out of 21 participants, it is found that 3 participants (14.3%) are dissatisfied, 5 participants (23.8%) are neutral, 10 participants (47.6%) are satisfied, and 3 (14.3%) participants are very satisfied with the work-life balance. Though, it is seen that few of the workers are dissatisfied but most of the workers are satisfied with work-life balance in the company.

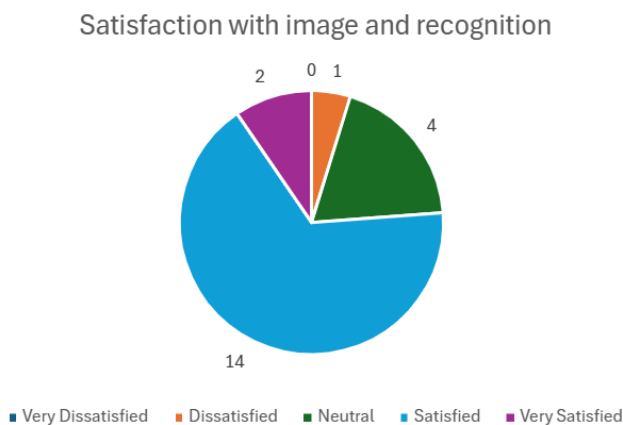


FIGURE 20. Satisfaction with image and recognition

Figure 20 provides information about image and recognition got from working in Foibekartano Home-house 1. 14 respondents (66.7%) among 21 are satisfied with the reputation they received by working in the company. Similarly, 4 respondents (19%) are neutral, and 2 respondents (9.5%) are very satisfied. It shows that a greater number of workers are satisfied with the image and recognition they received on working in the company.

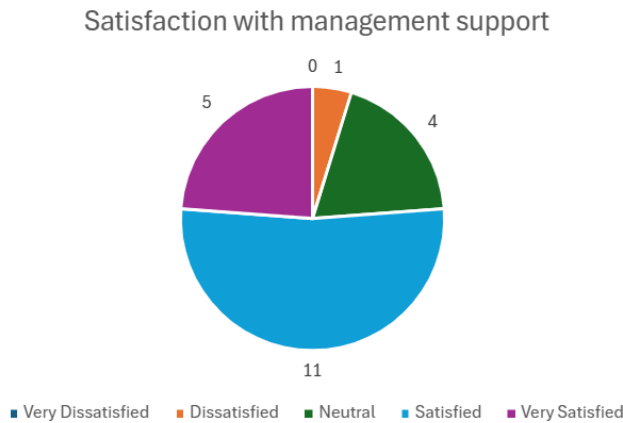


FIGURE 21. Satisfaction with management support

Figure 21 provides information about satisfaction with management support in Foibekartano Home-house 1. Among 21 participants, it is found that 1 (4.8%) participant is dissatisfied, 4 participants (19%) are neutral, 11 (52.4%) participants are satisfied, and 5 participants (23.8%) are very satisfied with the management support given by the company. Thus, the graph shows that the majority of workers are satisfied with the support they get from management team in the company.

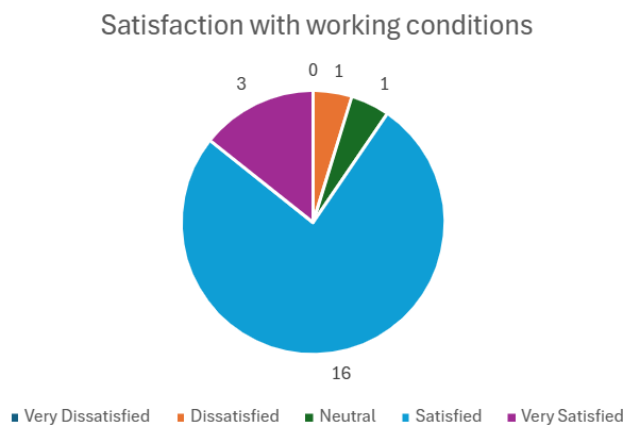


FIGURE 22. Satisfaction with working conditions

Figure 22 provides information about satisfaction with working conditions in Foibekartano Homehouse 1. 16 participants (76.2%) out of 21 are satisfied with the current working conditions that the company has provided. It is also found that 3 participants (14.3%) are very satisfied, and few are dissatisfied. The graph shows that most of the workers are satisfied with the working environment of the company.

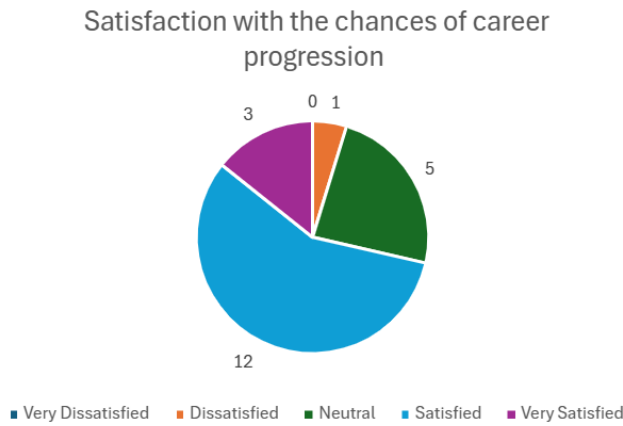


FIGURE 23. Satisfaction with the chances of career progression

Figure 23 provides information about the chances of career progression in Foibekartano Homehouse 1. Out of 21 participants, it is found that 1 participant (4.8%) is dissatisfied, 5 participants (23.8%) are neutral, 12 participants (57.1%) are satisfied, and 3 participants (14.3%) are very satisfied with the chances of career progression. Thus, it shows that most of workers are well satisfied with the chances of career growth and development in the company.

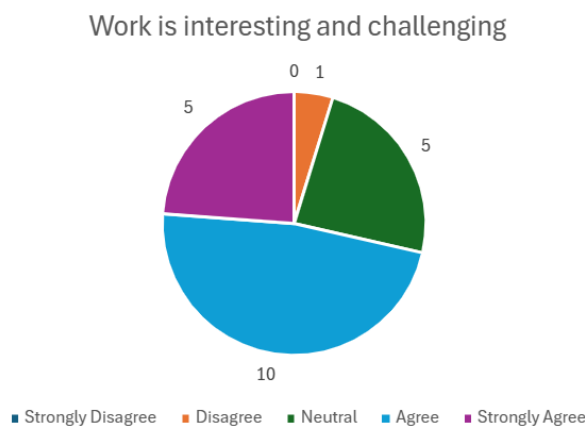


FIGURE 24. Work is interesting and challenging

Figure 24 provides information about the nature of work being interesting and challenging in Foibekartano Homehouse 1. 10 participants (47.6%) out of 21 agree on their work being interesting and challenging whereas 5 participants (23.8%) are neutral, and 5 participants (23.8%) strongly agree on it. It is found that most of the workers agree on their work being interesting and challenging to do in the company.

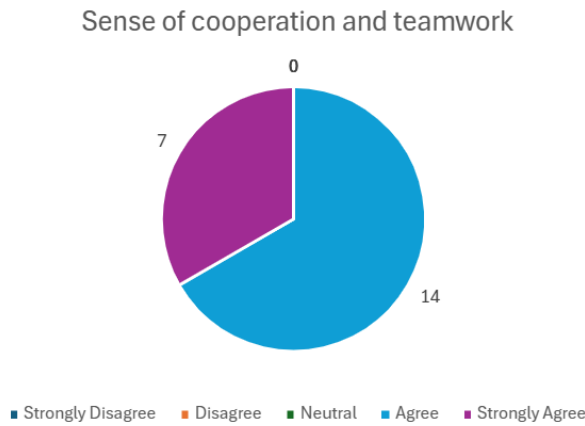


FIGURE 25. Sense of cooperation and teamwork

Figure 25 provides information about the sense of cooperation and teamwork in Foibekartano Homehouse 1. Out of 21 participants, it is observed that 14 participants (66.7%) agree, and 7 participants (33.3%) strongly agree with the sense of cooperation and teamwork in the company. The graph shows all the workers have good sense of cooperation and teamwork in the company. Thus, it supports that there is mutual understanding and sound relationships between the workers in the company.

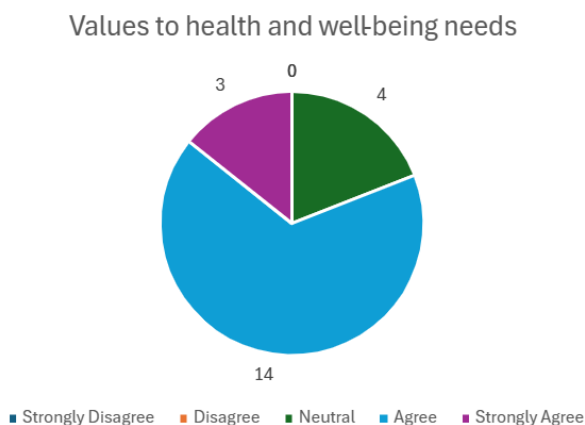


FIGURE 26. Values to health and well-being needs

Figure 26 provides information about values given by company to workers' health and well-being needs in Foibekartano Homehouse 1. 14 participants (66.7%) among 21 participants agree that the company values workers' health and well-being needs. Similarly, 4 respondents (19%) are neutral, and 3 respondents (14.3%) strongly agree on this matter. It is found that the company has given good importance on the health and well-being needs of the workers, which is shown by above graph.

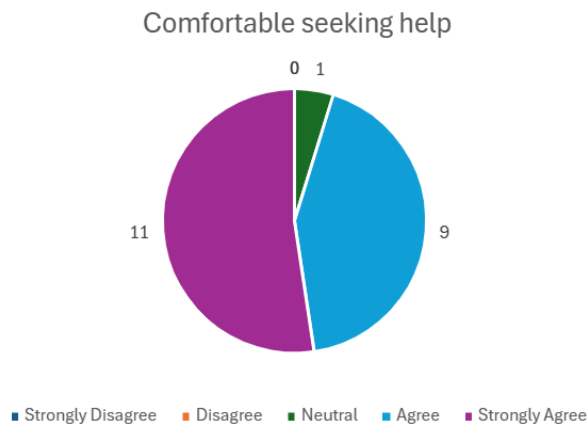


FIGURE 27. Comfortable seeking help

Figure 27 provides information about the easiness of workers to seek help from others in Foibekartano Homehouse 1. 9 participants (42.9%) out of 21 agree whereas 11 participants (52.4%) out of 21 strongly agree that they are very comfortable seeking help with others. This shows that all the workers are comfortable asking help with colleagues when needed as well as shows the sense of equality and eagerness of learning from others.

6.3 Organisational commitment

In this section, the organisational commitment of the worker is observed and is represented with the help of pie-charts.

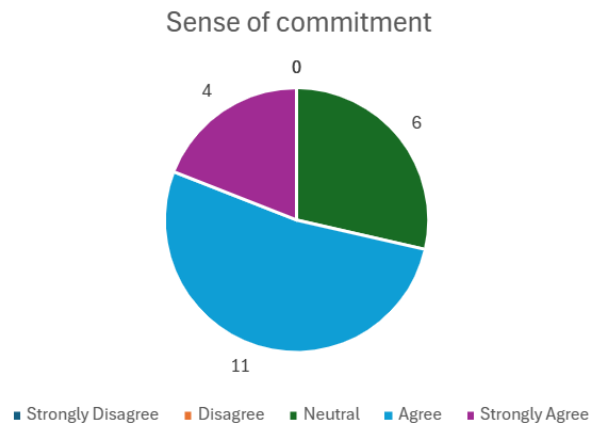


FIGURE 28. Sense of commitment

Figure 28 provides information about workers' commitment in Foibekartano Homehouse 1. Out of 21 participants, it is found that 6 participants (28.6%) are neutral, 11 participants (52.4%) agree, and 4 participants (19%) strongly agree that they have the sense of commitment towards the company. The figure shows that most of the workers are motivated and committed to the company.

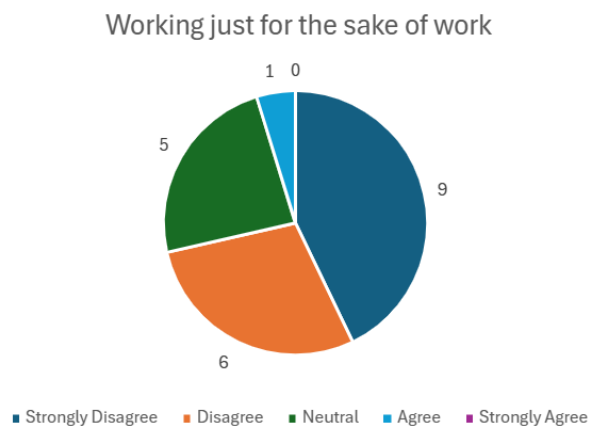


FIGURE 29. Working just for the sake of work

Figure 29 provides information about workers' mentality towards work in Foibekartano Homehouse 1. 9 participants (42.3%) out of 21 strongly disagree that they are working just for the sake of work whereas 6 participants (28.6%) disagree, and 5 participants (23.8%) are neutral. However, 1 participant (4.8%) does agree on this matter. The figure shows most of the workers disagree that they don't work just for the name but are also putting their effort on the work, which is surely a good aspect for the company.

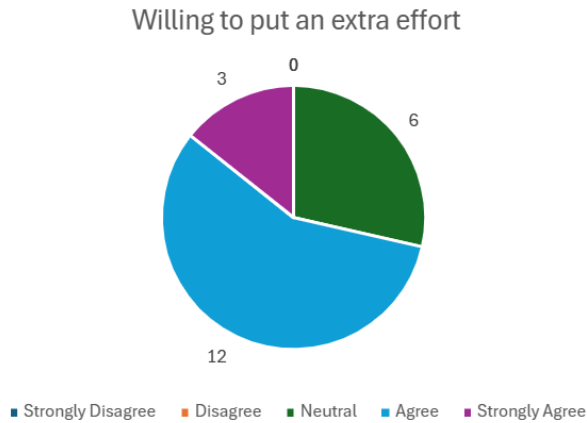


FIGURE 30. Willing to put an extra effort

Figure 30 provides information about willingness of workers to put an extra effort in Foibekartano Homehouse 1. Among 21 participants, it is found that 6 participants (28.6%) are neutral, 12 participants (57.1%) agree, and 3 participants (14.3%) strongly agree that they are willing to put an extra effort to help the company succeed. The graph shows that workers are motivated to put an extra effort for the success and progress of the company. They are self-inspired to put an extra effort for the benefits the company.



FIGURE 31. Loyal to organisation

Figure 31 provides information about loyalty of workers in Foibekartano Homehouse 1. 10 participants (47.6%) out of 21 agree that they are loyal to the company. In addition, 3 participants (14.3%) are neutral, and 8 participants (38%) strongly agree on this matter. The above graph shows that all of the workers are loyal to the company and are motivated to put effort for company's benefits.

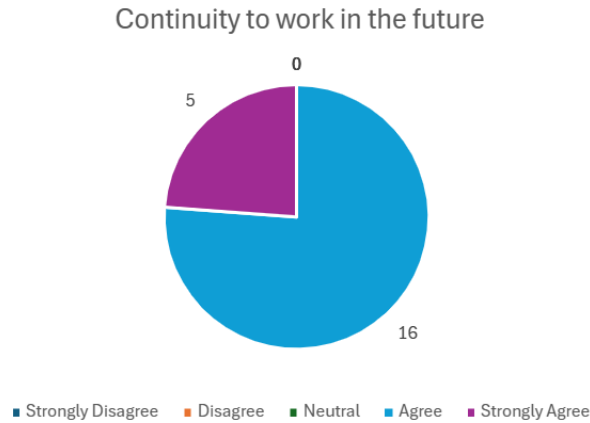


FIGURE 32. Continuity to work in the future

Figure 32 provides information about continuing work in future in Foibekartano Homehouse 1. 16 participants (76.2%) out of 21 agree that they see themselves continuing work in the future for the company whereas 5 participants (23.8%) strongly agree on that. The graph shows that all workers are willing to continue their work in the future for the company. This willingness reflects how they are satisfied working in the company and how they want to stay in the company in the future.

TABLE 1. Suggestions given by participants in the study

S.N.	Suggestions given by participants in the study
1.	More benefits such as travel ticket, lunch money, etc
2.	Everyone should be treated equally
3.	More effective in work to increase work quality
4.	Provision of Smartum pay vouchers, e-passport, sports, etc
5.	Workforce planning

Among the suggestions received from the participants of the survey, though they are satisfied with compensation and benefits, they seek for more benefits such as travel tickets, lunch money, e-passports, etc. Also, they want to emphasize on equality in work and agree on the fact that everyone should be treated equally. When it is about work, everyone should leave their personal issues out of the work and should not effect on the level of respect. Similarly, they also suggested to be more effective on the work to improve the quality of work.

To utilise free time to explore workers' hobbies, they expect the company to give the provision of Smartum pay vouchers, sports, etc. This can be used in various activities such as in exercise, culture exploration and lunch venues within the network. Lastly, workforce planning is also an important as-

pect and should divide work force according to the need of workload. There must be an equal and appropriate workload given to each worker. This not only distributes the work force but also make the work faster and efficient.

6.4 Suggestions to commissioner

According to the survey results, it is obvious that the workers of Foibekartano Homehouse 1 are quite satisfied with their work. The survey tried to explore varieties of aspects that influence the level of satisfaction of the workers. The result obtained is pretty much positive with high level of satisfaction among the workers working in the company. The achievement of such level of satisfaction shows good relations of workers with the company, which is good point for the company as well as the workers. As job satisfaction holds significance for both the company as well as the workers, such result clearly shows a good condition of the company and a healthy relationship among the workers as well as between the workers and the company.

This survey mainly focuses on the key factors affecting workers' satisfaction and their impact on the company. It also aims to find out the level of workers' motivation towards the company. But the future survey should focus on some of the factors in more specific manner such as the level of stress on the workers. It is undoubtedly for sure that the workers must go through high level of stress from their regular work. The study can be done aiming to find out the effects of stress in workers on their satisfaction as well as the ways of minimizing them. Even though, work-life balance seems minor in the job, but it has huge impact on workers' performance and mental status. There must be delicate approaches for the establishment of good work-life balance among the workers. A tired and faded workers can no longer support the company than an energetic and fresh worker.

Though the result seems quite satisfactory and positive but sometimes, it may not coincide with the reality because people have this tendency to fill the forms, which doesn't align with their situation. This generally happens when there is survey conducted seldomly to explore the status of workers. Thus, regular monitoring as well as individual interaction about the working condition with workers may provide detail and actual clear picture of the workers' situation. The company should follow up their workers in regular way to secure the level of satisfaction in their workers. A friendly approach and regular follow-up with workers obviously give idea about the real status of their satisfaction.

The provision of compensation and benefits can be widened because workers expect to receive more benefits with time. In addition to conventional benefits, the company can offer more benefits such as travel tickets, lunch money, etc. to motivate workers. Similarly, the provision of Smartum pay vouchers, e-passport, sports, etc. can be given to support workers' hobbies in their free time. These benefits can allow workers to enjoy the facilities of exercise, explore culture and lunch venues within the network. This surely help workers to utilise their free time in indulging into various activities and it also helps in workers' self-development.

The result shows there is respectful working environment, but sometimes it can be violated when there is stress among the seniors. The personal stress should not cause any issues in the working environment, and it should not hamper on the level of respect. I would like to draw attention that there must be always the sense of respect among every worker despite job title, education, skin colour or nationality. A respectful working environment allows workers to work confidently and freely without any sense of inferiority or pressure. Hence, the company should keep eyes on this matter too to maintain satisfaction among the workers. Understanding workers' need inside as well as outside the company surely installs great satisfaction on them. In return, a loyal and committed worker is built for the company.

7 CONCLUSIONS

It is clear that the workers' satisfaction is the key to success for a company. The foundation of company's success resides on the level of motivated and satisfied employees. It is crucial to maintain good working environment and relationships with workers as well as the importance of their satisfaction is undeniable. Workers should be satisfied and motivated to do an extra effort for the benefits of the company. Otherwise, a demotivated worker is no longer than a burden to the company who can't contribute to the development of the company.

The survey completed for the workers' satisfaction in Foibekartano Homehouse 1 show satisfied and well-motivated workers. Almost all of them are positive with the job they are doing in the company. They are satisfied with the working conditions. They also appreciate about the compensation and benefits receiving from the company. The company has successfully restored respectful working environment where workers of different job title and background are found to working happily. There is good work-life balance in the company, which is shown by results. Workers clearly speak about the sense of cooperation and teamwork among the workers where they never hesitate to ask help with other in case of any problems or doubts.

The management team has done excellent job and has given the best management support to their workers. The high level of patience and hearing everyone's problem as well as coming up with the best solutions have always amazed workers. Similarly, the opportunities of career growth and development has wonderfully given a wide horizon of career progression among the workers. That's why it has been a case of proud for workers to be the part of this company. Because of overall high level of satisfaction among the workers, they are well motivated and committed to put an extra effort for its success. The result also shows that the workers are interested to continue their work in the future for the company. This indicates a good impression of working life of people in the company.

At last, the workers of Foibekartano Homehouse 1 are found well satisfied and motivated. They are very much pleased to be the part of the company as well as well committed to the company. They are willing to continue their job in the future for the company. This shows a better understanding and a good relationship between workers and Foibekartano Homehouse 1.

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Workers Satisfaction in Foibekartano Homehouse 1

PART 1: JOB SATISFACTION SURVEY

April 2024

Job Satisfaction Survey

Dear all employees

Foibekartano Homehouse 1,

I am Sumin Rai and am conducting a survey on " Workers Satisfaction in Foibekartano Homehouse 1". So, I would like to invite you to take part in this survey to find your views on job satisfaction. I hope that you would take a moment to answer the survey below. The survey takes about 7 minutes to complete and please note that there are no right or wrong answers. I assure to you that all your response is private and confidential. Also, all your responses will not be identified in any data or reports and will not be linked with enrolment records.

If you have any questions about this survey or would like further information, please do not hesitate to contact with me via email: sumin.raai@centria.fi

Thank you for considering your involvement in this survey. I wish you all the best in your future education and career.

Yours sincerely,

Sumin Rai

email: sumin.raai@centria.fi

PART 2: QUESTIONNAIRES FOR THE SURVEY

General Information

1. Gender

- Male
- Female
- Others

2. Age

- Under 25 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55 years and over

3. How long have you been working in this organisation?

- Less than 1 year
- 1-3 years
- 3-5 years
- 5-10 years
- More than 10 years

4. How many hours per week do you work?

- Less than 15 hours
- 15-30 hours
- 30-40 hours
- More than 40 hours

Job Satisfaction

Please indicate the level of your job satisfaction by choosing one of the following options:

5. Which factor is the most important for your job satisfaction? You can choose multiple options.

- Salary
- Job security
- Respectful environment
- Compensation and benefits
- Work-life balance
- Image and recognition
- Management support
- Good working environment
- Opportunities for professional growth and development

6. How satisfied are you with your current work?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

7. How satisfied are you with your salary?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

8. How satisfied are you with your job security?

- Very dissatisfied
- Dissatisfied

- Neutral
- Satisfied
- Very satisfied

9. How satisfied are you with the level of respect in the organisation?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

10. How satisfied are you with the provision of leave such as annual leave, sick leave, education leave, maternity leave, etc.?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

11. How satisfied are you with your work-life balance?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

12. How satisfied are you with the recognition that you got from working in the organisation?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

13. How satisfied are you with the support you receive from management?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

14. How satisfied are you with working conditions?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

15. How satisfied are you with the chances of career progression?

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

16. Your work is interesting and challenging.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

17. You feel the sense of cooperation and teamwork.

- Strongly disagree
- Disagree
- Neutral

- Agree
- Strongly agree

18. The organisation values your health and well-being needs.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

19. You feel comfortable seeking help or advice from your colleagues when needed.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Organisational Commitment

Please indicate the level of agreement to your organisation by choosing one of the following options:

20. You feel the strong sense of commitment to the organisation.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

21. You are working just for the sake of work.

- Strongly disagree
- Disagree
- Neutral
- Agree

- Strongly agree

22. You are willing to put an extra effort to help the organisation succeed.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

23. You are loyal to your organisation.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

24. You see yourself continuing to work for this organisation in the future.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

25. What improvements do you expect from this organisation? (Open-ended question, you can write your suggestions)