

Employee motivation in JYSK Finland

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<p>This thesis is commissioned by JYSK, a global retail chain. The aim of this thesis is to find out the level of employee motivation in the case company JYSK Finland. The objective is to find out what motivates the employees, what decreases motivation and how can the employees be motivated better in the future. Stress-management and stress creating factors are also researched.</p> <p>The study was carried out using a web-based survey and the link was posted to the JYSK employees. The survey included questions about respondent's background, factors increasing and decreasing motivation, goal-setting, expectations, rewards, stress-management and factors causing work-related stress. The survey got 127 answers, which is about 32 per cent of the population.</p> <p>The results show that the employee motivation is relatively good in the case company. Employees are motivated by money, bonuses and monetary rewards, successful sales and service situations, work community and colleagues. Things that decrease motivation are poor shift planning, weekend and public holiday shifts, unsuccessful sales and service situation and unequal expectations from superior. Most of the employees also experience work related stress, caused by lack of resources at work and the effect of work to one's free time.</p> <p>In conclusion it seems that the employees that answered the survey are motivated to work in JYSK and are quite happy with their jobs. Motivation can be enhanced by better shift planning, rewards, giving more feedback, taking care of the relationship between colleagues and superior and improving resources such as time and enough workforce at the workplace. Employees gave also good feedback about the survey.</p>	
Keywords employee motivation, quantitative, research, stress-management, JYSK	

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1 Introduction

"Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. *We are what we repeatedly do.* Excellence, then, is not an act but a habit." –Aristotle

As Aristotle talks about excellence, we shall think of how excellence is achieved in the work places. Employee motivation is a key concept to be thinking about, when wanting to aim for the best result possible, excellence.

Employee motivation can be described as the level of energy, commitment, and creativity that the employees apply to their jobs and it has been the hot topic since the world realized that human is not a machine, but needs stimulus to be productive and efficient. Finding the right stimulus for each of the employees is crucial in today's constantly developing and more demanding business world, and employee motivation is also constantly developing to match the world right now. The most known motivational theories were developed in the mid-1900s, and now sixty years later some things still apply, some things have radically changed. Therefore it is important for companies to know how motivated their employees really are and what really drives their motivation.

This thesis is commissioned by JYSK, a Danish based retail company which over the years has grown to be a multinational giant with operations in 39 countries worldwide, and the aim is to research employee motivation in JYSK Finland. JYSK has a huge ambition to be the best in their area of business but ambition is useless without the motivation to achieve it. Therefore the aim is to help JYSK achieve their vision by researching their most important resources, their employees.

1.1 Background and the purpose of the thesis

The thesis is commissioned by JYSK Finland and the purpose of this study is to identify current employee motivation level at the company. The aim is to research what are the reasons that make employees motivated and where is still room for improvement. Also stress management will be researched among the motivation, and the purpose is to identify the factors that create stress for the employees.

JYSK does an employee satisfaction survey every two years in the whole concern. The results of this study measure employee satisfaction, but not employee motivation which is also crucial to the company in order to succeed. The survey asks for the level of motivation, but does not find out the factors behind one's answers. Therefore I aim to research

the motivation more deeply, in order to get a good understanding about the motivational factors in JYSK. Without motivated employees the company cannot perform as well as it should, and therefore it's important to know the level of employee motivation. Previous employee satisfaction survey was done in 2014 and among Finnish employees the response rate was 93 per cent. The survey measures two things: loyalty and satisfaction. Naturally this thesis work is separated from the job satisfaction survey, and deeper motivational factors are considered in this thesis to provide value for the commissioner.

1.2 Research problem and sub-problems

Research problem is the basic of every research. It states the concern, improvement, goal or what the research is about. Usually research problem is formed into a question. The problem should also be significant and precise, not too general nor something that can already be found elsewhere. A research problem is often a bigger wholeness and therefore it can be divided to a smaller sub-problems to make the work easier and clearer. Research problem should also support multiple perspectives. (Labaree, 2015)

Research topic, which often is a bigger phenomenon, is discovered first. From that a smaller, specific part is taken and formed to a research problem. How the research problem is captured influences the whole research, for example to choice of research design, measurements and data collection. Research design relates to the choice of strategy to collect data needed to answer the stated research problem. (Pervez & Kjell, 2005)

The research topic in this thesis is employee motivation. From there it narrows down to employee motivation in JYSK Finland. The main research problem is how motivated are JYSK employees in Finland? For sub-problems I identified finding out what are the factors that create motivation and what are the factors reducing motivation. Also stress management and the effect of stress into motivation will be researched because stress has an immense impact on employees performance.

The aim is to be able to answer the research problem and find out the level of employee motivation in JYSK Finland. Based on the result I aim to create some solutions for factors that are decreasing motivation and creating stress.

2 Introduction: JYSK as a company

Jysk is an international retail chain that sells different kinds of home goods such as mattresses, beds, furniture and home décor. Jysk is founded by a Danish businessman Lars Larsen. The first shop was opened in 1979 in Denmark's second largest city Aarhus where the original shop is still running. The retail chain is still owned by Larsen although in some countries Jysk operates on franchise basis. Jysk is divided in to three different parts: JYSK Nordic, DÄNISCHES BETTENLAGER and JYSK franchise. The word Jysk in Danish is related to calmness, honesty and thoroughness which are the core values of Larsen as well. (JYSK, 2015)

2.1 Mission and vision

Jysk's mission is to give a great Scandinavian offer for everyone within sleeping and living. The vision of the company is to be customer's first choice, to be employees' first choice within retail and to be the world's most widespread and profitable chain of stores. Jysk has stayed true to its Scandinavian roots and it is seen widely in their selection of products. Scandinavian style is light, clean and simple which can be seen in the design of facilities and the products sold in Jysk. (JYSK, 2015)

Today JYSK group has more than 2200 stores in 39 countries. The first expansion from Denmark was to Germany and after that the Northern countries and other European countries. At the moment Jysk operates in Denmark, Norway, Sweden, Finland, Poland, the Czech Republic, Hungary, the Netherlands, Slovakia, Germany, Austria, Switzerland, Iceland, Canada, Greenland, the Faroe Islands, Estonia, Latvia, Lithuania, Ukraine, Kosovo, Bulgaria, Kazakhstan, Romania, France, Great Britain, Slovenia, Macedonia, Croatia, Italy, Spain, Bosnia-Herzegovina, China, Serbia, Indonesia, Armenia, Montenegro, and latest additions in 2015 are Greece and Singapore. The annual turnover is 2,8 billion euros and the growth of the company has been controlled and stable throughout the years. Jysk employs about 19 000 employees at the moment. Even though today's JYSK is a global concern, they have always stayed true to our Scandinavian roots, which are reflected in their culture and the way they do business. (JYSK, 2015)

In Finland JYSK has currently 70 stores and two to three new stores are opened every year. Stores are located all around Finland as seen in Figure 1. JYSK Finland competes

with international and national chains and stores who operate in the same field of retail, for example Ikea, Sotka, Asko and Kruunukaluste in Finland. (Pihlajamäki, 2015)

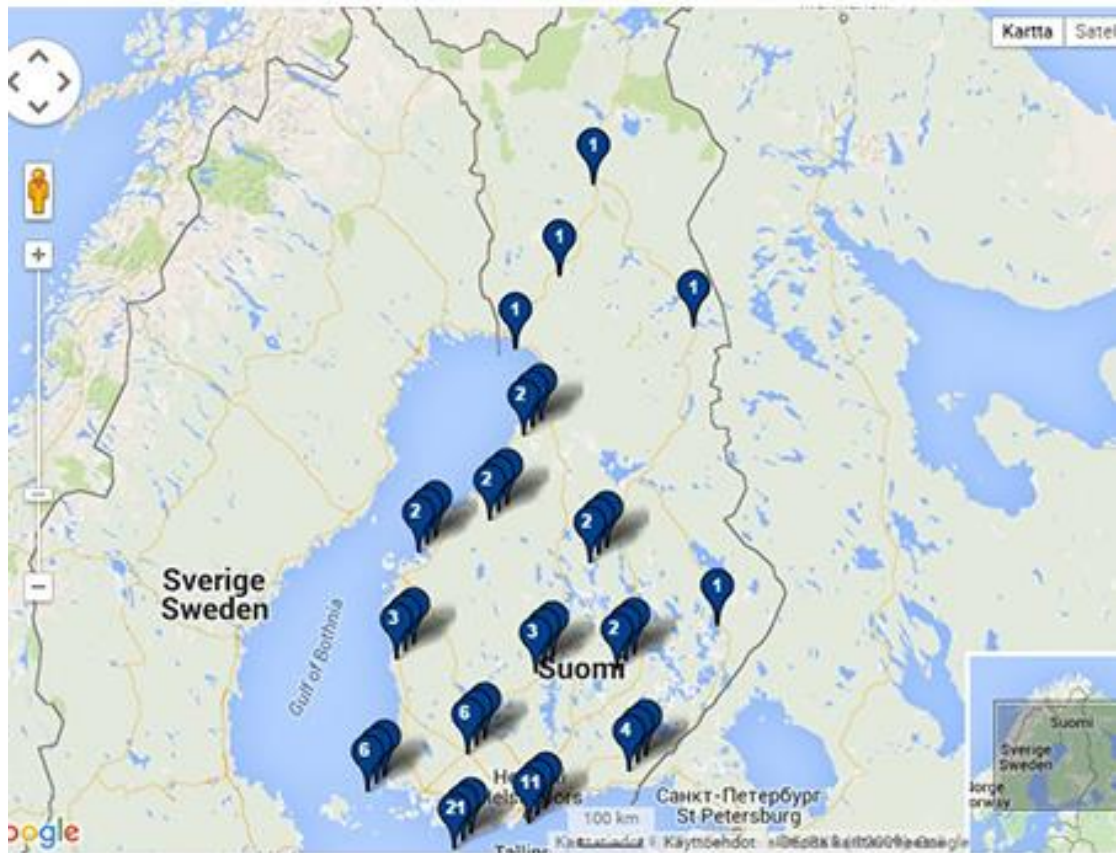


Figure 1. JYSK Stores in Finland (JYSK 2015)

2.2 JYSK values, leadership and customer promises

“Expansion is an integral part of JYSK’s strategy. More effective and efficient procedures and continued employee satisfaction are a critical element of this growth strategy. Our values are summed up in three words and remind all JYSK employees how we can keep giving our customers great offers.” (JYSK, 2015)

JYSK values are divided into three different parts: tradesman, colleague and corporate spirit. Tradesman is service minded, cost conscious, reliable, goal-oriented and professional. Colleague has mutual respect, is helpful, flexible, open, honest and straightforward and positive. Corporate spirit is described to be committed, loyal, cooperative and the employees have the right and duty to speak up and to be JYSK ambassadors. These values represent the company and every employee is expect to carry out these values. (JYSK, 2015)

In JYSK leadership there are also three states; leader who is results-oriented, decisive and proactive, coach who involves and gives feedback and communicator who is visible, motivating, convincing and informative. JYSK managers must ensure that they are developing towards new results and keep their employees also motivated to develop themselves. This has to be because the employees want to, not because they have, so the manager must be able to motivate the employees.

JYSK promises customers four things:



Figure 2. JYSK customer promises (JYSK, 2015)

“JYSK CUSTOMER PROMISES are four promises to you as a customer, which define how we would like you to experience shopping with JYSK. We work with these promises every single day, but there is always room for improvement. In this way, JYSK CUSTOMER PROMISES help us to constantly improve our service and advice.” (JYSK, 2015)

In order to keep up with these customer promises, JYSK employees have to be highly motivated every day to give their customers the best customer service in Finland. The company believes that the human contact makes the difference, and that is why customer service is highly valued and visible in all JYSK stores.

2.3 Results of the previous job satisfaction survey

The previous job satisfaction survey was done in the beginning of 2014 and the results of JYSK Finland are used to give some idea of the employee’s current situation. 93% of the Finnish employees participated in the study, which is a relatively good number of participants. In the study, scale of 0-100 is used in each question, where results from 80 to 100 represent the best results, 75 to 79 excellent result, 70 to 74 good result, 60 to 69 mediocre and below 60 weak result. The questionnaire was done web-based, and executed by a Danish company FactFactory.

The parts included in the study were reputation, working environment, career development, colleagues, values, job content, JYSK leadership and management. Together these form the “rocket” for job satisfaction and loyalty. The overall level of job satisfaction was 74/100, two points better than in the previous study in 2012. Loyalty was 76/100 and also developed two points from the previous study. In the whole JYSK Nordic, Finland places little below the middle, having 9 countries ahead of them in the job satisfaction section, and being next to last in the loyalty section.

The employees are placed into four different categories depending on their commitment and relation to JYSK. The figure below describes these four categories and the percentage of how many respondents belong to each category. The arrow underneath the figure shows relation to JYSK, and the arrow on the left shows commitment level.

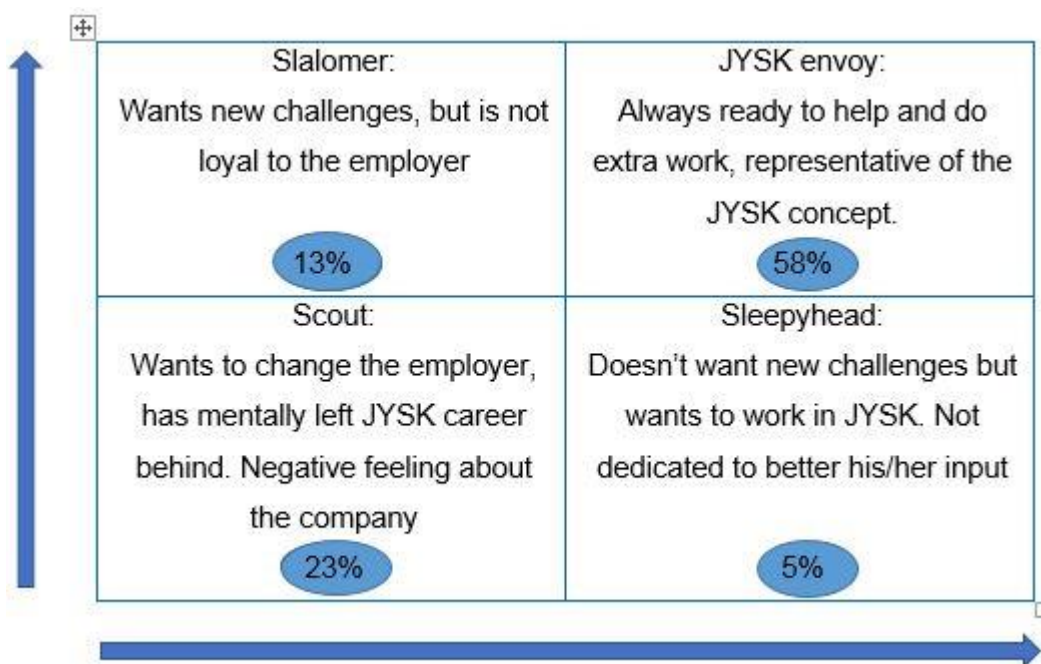


Figure 3. Employee categories from job satisfaction survey

The results show that employees in Finland are to verifying degrees happy with their job. For example 74/100 thinks that JYSK is a good employer and that they are motivated to work. 64/100 says that JYSK is an ideal workplace and 68/100 would recommend others to apply for open positions in JYSK. Biggest drivers for unhappiness are shift planning, superior, the fact that the employee doesn't want to stay in the field of retail and other reasons.

Overall result shows that JYSK employees have relatively good atmosphere at work and the organizational image and structure is very clear in the whole concern. Three factors that the employees are most satisfied with are values of JYSK, job content and colleagues

and corporation. Three lowest scores are for reputation, work environment and career development. These three things are also the priority to be developed in the future in Finland. Compared to JYSK Nordic, Finland's results are on average a few points lower on each question.

3 Theoretical framework –employee motivation

Theoretical understanding is the base of every research. The next pages will introduce first motivation, different ways to motivate employees and stress in relation to motivation. After that motivational theories by Abraham Maslow, Frederic Herzberg, Victor Vroom and Douglas McGregor will be introduced. The main parts of the theories will be discussed and after that a short conclusion of the theory is presented. The theoretical part will offer understanding about motivation and different motivational theories, which will act as a base to the empirical part of the research.

3.1 The concept of Motivation

The Latin word *movere* was the original source of the word “motivation”. *Movere* means “to move”, and therefore motivation can be seen as something to keep people moving. What motivates people, and keeps them moving, has been in the interest since the ancient era, but most of the motivational theories and awareness has develop in the mid and late 20th century. (Korth, 2007)

Motivation can be defined in many different ways. Robbins & Judge (2013) defined it as “the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal”. They also suggest that motivation differs between individuals and individuals and situations thus one can be motivated to do free time activities, but not during work activities for example. These three key element together create the desired motivation.

Intensity is simply the fact how hard a person tries, how much there is effort. Even though one has high effort, it does not automatically mean success if the efforts are not towards the right direction to achieve the organizational goals, so the effort must be channeled towards the right direction. Persistence measures how long the individual can maintain the effort. Motivated employees should be able to maintain the effort as long as it takes to achieve the desired goals. (Robbins & Judge, 2013)

Employee motivation is highly important because unmotivated employees are likely to be unproductive, inefficient and have higher level of absenteeism. There are many different ways to motivate employees, and individuals drive for different motivators. Brian Ward, a specialist of leadership and motivation, has listed seven key factors to be competency, autonomy, relatedness, purpose, meaning, rewards and power. (Ward, 2009)

He also suggests that a team should be in charge of the way their projects are done and to give responsibility to the employees. Leader should ensure that the output of employee effort is meaningful for the employee and the leader should provide opportunities for achievement. Also giving appropriate rewards and appraisal is highly important especially for individuals who are motivated by money or recognition. Implementing this will ensure that employees remain satisfied with their positions and loyal to the organization. Employee motivation leads to satisfaction and employee loyalty. (Ward, 2009)

Motivation can be intrinsic or extrinsic. Intrinsic motivation comes from within the person and occurs when a person has to do something out of importance, pleasure or desire. Extrinsic motivation occurs when an outside factor compels the individual to do something. For example rewards and power are extrinsic motivators where as recognition, relatedness and purpose are intrinsic motivators. (Pan, 2008)

“Some studies have demonstrated that offering excessive external rewards for an already internally rewarding behavior can lead to a reduction in intrinsic motivation, a phenomenon known as the overjustification effect. “ (Cherry, 2015) Extrinsic motivation can be beneficial for example in cases when external rewards can induce interest in something in which the individual had no initial interest, or rewards are used to get individuals acquire new skills or knowledge. External rewards should be avoided when the individual already finds the activity interesting and rewarding. Unexpected external rewards are not likely to decrease intrinsic motivation if the rewards appears after the goal has been met, although this should be used cautiously because the individual can start to expect this kind of rewards. (Plotnik & Kouyoumjian, 2011)

3.2 The importance of motivation

Motivation of the employees is a key concept for the companies to succeed. In a retail chain like JYSK, the employees do an enormous part of the work because the success comes from sales, and the employees make the sales which is something that cannot be mechanized. Therefore it is important to the company and to the employees to be motivated in the working life.

Motivation is important for the companies, because motivated employees will most likely perform better than demotivated employees. Performing means that these employees have higher level of productivity, efficiency, higher level of quality in their work and also higher level of innovation. If the individual is happy and motivated to work, he or she will also want to perform the best way possible. Money is often enough to make people to stay

in the job, but it is not enough to make people use of their full potential. Employees whose motivation comes solely from salary and benefits tend to decline over time, and that is why it is important to learn other ways to motivate as well. (Boundless, 2015)

Motivation produces goal-oriented behaviour in the individuals. When motivated, individual's behaviour will strongly focus to attain the set goals. Delegation without constant supervision is important to maintain the consistency in the work, and motivated employees perform again more consistently as they will want to do the best they can. Motivated employees can also provide the company with competitive advantages as they offer new ideas and policies to make the work more efficient. (Hiriyappa, 2010)

To employees being motivated is also beneficial in many ways. Being motivated will lead to better performance and that way one is also more likely to achieve the professional goals. Being motivated has a positive impact on one's colleagues and the whole working environment. Good motivation has benefits also to one's mental health and self-confidence, as a motivated employee is likely to get recognition and praise in the work place. If one wants to be at work and enjoys its challenges, he or she will most likely experience less stress and the harms that come with it. Motivation is a great booster and leads to overall better performance at work.

3.3 Different ways to motivate employees

Exactly how to motivate others is a very difficult to determine because motivation itself is already a complex sum of different things. Certain behavior can be the result of several different motives, rather than a single motive. In addition, people who experience the same motivator may engage in a very different behavior and on the contrary people who experience different motives can behave in the same way. (Vecchio, 2003)

People want different things from their jobs. For some interesting and challenging work, job security and good working conditions are important. For others, good wage, benefits, success and appreciation are more important. Turner & Lawrence (1965) suggested that there are three main characteristics of a motivating job: The worker must feel personally responsible for the accomplishment and must feel ownership and control over the work performed, the work has to produce outcomes that have intrinsic meaning to the individual and it must provide feedback to the employee about the accomplishments.

These statements are also supported by Ramlall (2004) who states that there are nine critical factors affecting work motivation. These factors are needs of the employee, work

environment, responsibilities, supervision, fairness and equity, effort, employee's development, feedback and rewarding. As it can be seen some of these factors are intrinsic and some are extrinsic, thus as discussed before with motivation, also motivational factors are divided to intrinsic and extrinsic.

Intrinsic motivation is based on people's need to fulfill a certain need. These needs can be for example acceptance, a need to learn and a need for approval from others. Ramlall (2004) also states that employees would like to work in an environment that is productive, respectful, provides a feeling of inclusiveness and offers a familiar setting. According to Vecchio (2003) employee motivation can be enhanced by rewards, goals, expectations and empowerment. The following sub-chapters will focus more deeply to explaining each one of these four dimensions.

3.3.1 Rewards

Rewards can be extrinsic or intrinsic just like the whole concept of motivation. Extrinsic rewards come from outside for example money, benefits or promotion, while intrinsic rewards may be more accurately characterized as self-administrative, arising within a person, for example feeling of competence, accomplishment or responsibility. Typically the primary way of motivating employees is seen to be by using extrinsic rewards, but intrinsic rewards can be used as well. The design of a job plays a key role in creating opportunities for intrinsic rewards. (Vecchio, 2003)

Edward E. Lawler III has studied the use of different types of rewards and found that compensation is one of the most used motivation techniques in organizations. Pay and money possesses some useful characteristics and therefore they are used frequently more often than other rewards. Firstly reward should be valued by its recipient, and there is no denying that money has value to most people. Secondly the size of reward should be flexible which is not possible in some types of rewards, but is easily executed in the pay raise. Third the value of the reward should remain relatively constant i.e. the value of verbal praise can reduce over time, but the value of money most likely will be constant.

For the reward to be efficient, the relationship between the reward and performance must be obvious. With money, it is easy to see that good performance at work relates to pay raise, and when compared to other major organizational rewards on the dimensions of importance, flexibility, frequency and visibility, money is one of the easiest resources available for improving performance. The methods of relating performance with pay depends on the company. Three major dimensions to differ can be found to be the organizational

unit, the method of measuring performance and the form of monetary reward. (Vecchio, 2003)

The organizational unit is usually one of these three: the individual, the work group or the whole organization. The methods of measuring performance differ more, most popular is most definitely ratings by supervisor which is also most subjective. Other ways of measuring are for example data (sales figures, number of units produced etc.), other indexes of cost effectiveness and profitability and outside sources such as mystery shopping or customer ratings. The form of monetary reward is usually a bonus, a onetime sum of money, or a pay raise which is a cumulative reward. (Vecchio, 2003)

3.3.2 Goal-setting

It is important that managers and employees understand each other's goals. Managers are in most cases also responsible for helping employees set their goals and objectives. When these goals are clearly understood by both parties, it is easy to work together to achieve specific outcomes. Several attributes of goals are especially important for improving the performance of the employee: goal specificity, goal difficulty and goal acceptance.

Goal specificity states the preciseness in which the goal objective is stated. Increases in goal specificity are positively related to increases in performance. Specific quantifiable goals reduce ambiguity and help to focus on employee's efforts. Therefore goals that are too broad or too ambiguous should be avoided. Also increases in goal difficulty can result in superior performance. Greater challenge in task results to greater effort put forth by the employee. One exception is that the goal cannot be outlandish or unquestionably out of reach, because it will most likely lead to frustration and rejection of the goal. (Vecchio, 2003)

Acceptance of the goal is also important feature. This is most likely to occur when assigned goals correspond with personal aspirations. Difficult and specific goals that are accepted by the employee will therefore result in a superior performance. This would suggest that managers encourage employees to focus on measurable and challenging goals while trying to elicit employee commitment to the goals. (Vecchio, 2003)

Management-By-Objectives(MBO) is a practical application of the goal-setting theory. MBO is a process in which employees together with management participate in setting goals and objectives. MBO program also includes one-on-one sessions between the superior and the subordinate where specific,concrete goals are set for the employees.

The point of this is to set a measurement of accomplishment and remove possible obstacles. After a certain amount of time is passed, the supervisor and subordinate will meet again to review the subordinate's performance using the agreed-upon-goals as a measurement tool.

Advantages of MBO are that everybody in an organization are a part of the goal-setting process. Proponents of MBO system believe that supervisors play a special role in the process and they should review themselves as coaches, whose role is to aid their subordinates in goal attainment. Supervisors should also feel like a mentor to the subordinates, which will make the relationship between the two of them more informal. In order for the MBO system to work in the best way possible, it must have support from all levels of the company. This means that all managers have to fully believe in MBO, and be willing to let also their subordinated be a part of the goal-setting process. (Vecchio, 2003)

3.3.3 Expectations

People communicate their performance expectations verbally and non-verbally, and often other people send cues that either they approve or disapprove of other's conduct. The use of expectations to change performance is receiving more and more recognition in the field of organizational behavior as a powerful force to influence employee effort and performance.

It is often true that people respond to expectations in a manner that supports the belief of a person who sends the cues, for example a child who is labeled as a star pupil by the teacher will behave accordingly. This process is called self-fulfilling prophecy (SFP). There is an obvious relevance of SFP phenomenon for organizations as employees, like all people, search the approval of their superior. Supervisors transmit cues of how they think the employee will succeed and the employee most likely will behave accordingly, whether it's in good or bad. In other words, employee who senses positive cues does hardly anything wrong and employee who senses negative cues can hardly do anything right, usually due to fear of being evaluated harshly by the supervisor. (Vecchio, 2003)

The theory of self-fulfilling prophecy has been tested and proved valid in any studies. For example, Rosenthal's and Jacobs' study "Pygmalion in the classroom" (1965) studied the influence of elementary school teachers' expectations to their students. Students filled an academic aptitude test and based on the results researchers falsely identified 20 per cent of the children who were likely to bloom during the academic year to the teacher. In reality these students were chosen by random. After the year students were tested again, and

the result showed that in fact the 20 per cent of chosen students had boomed during the year with significant raise in IQ in comparison to their classmates. The teacher's expectations were the only manipulated variable in the study and therefore a conclusion of study was that the performance of a student is largely affected by teacher's relation to individual student. Studies supporting these results have also been done by King and Eden & Shani (1982).

(Vecchio, 2003; Rosenthal & Jacobson, 1968)

When using SFP in order to have a positive outcome, one should be more sensitive about how others perceive us. That means that one should be more aware of how subtle aspects of his or her own behavior and speech communicate his or her thoughts to others. Thus, great attention have to be paid on controlling one's own actions in order to communicate positive expectations to all individuals. To optimize the performance of every employee, it is essential that managers pay great attention to their prior expectations and the way they transmit those expectations. (Vecchio, 2003)

3.3.4 Employee empowerment

In addition to the factors introduced in the previous chapters, employee motivation can also be increased by increasing employee's self-control at work. Employee empowerment refers to a mix of motivational techniques that are designed to enhance employee performance through increased level of employee participation and self-determination. A major component in employee empowerment is also the merging of organizational and individual goals. Two techniques: job redesign and self-directed work teams are represented.

Job specialization has been the trend since the industrial revolution. It has been popular because of decreased time spend on changing tasks, decreased time for training employees and increased skills due to repetition of the same task. Recently many scholars have however noticed that job simplification increases productivity to a certain point, but beyond that point there is a threat of job dissatisfaction. The challenge nowadays is to find the right level of job simplification and maximum productivity. (Vecchio, 2003)

One way to break out of job simplification is job enlargement which includes an increase in the variety on an employee's activities. Other method is job rotation, where the tasks stay the same, but a personnel who performs them is systematically changed. This is used as a tool to improve employee flexibility, and in jobs that cannot be redesigned to more meaningful or challenging, this might be the only way to keep employees motivated. Other ways of job redesign are flexitime where employees are given some freedom to

arrange their working hours, modified workweek where the traditional 8hour-5days a week is changed to for example 10 hours- 4 days or 4-40 scheme and telecommunication where all or a part of the tasks are done at home using computer links with the employer. (Vecchio, 2003)

Self-directed work teams (SDWT) are one of the newest developments in the area of motivating employees. These teams usually consist of six to eighteen highly trained people that are responsible for example to develop a product or a service. Each member shares the responsibility for performance, and all the team members share information openly as well as participate in the decision making. SDWTs are truly revolutionary in their approach and they go far beyond conventional work groups in term of their role within the organization. (Vecchio, 2003)

The elements that are essential for SDWTs are team meetings, mandatory job rotation, increased training opportunities and skill-based pay. Mandatory job rotation is a key element because with rotation members gain knowledge of a broader range of tasks and are able to help other team members. Rotation also gives the opportunity to get more training outside one's specified tasks or field. SDWTs are often introduced as a part of a bigger shift in organizational change towards enhancing the quality of output or service.

Implementing SDWTs can be difficult and many success stories have many failed attempts behind them, and the notion of learning from mistakes applies in SDWTs. A necessary consequence of implementing this is to cut down the need of supervisory positions, as fewer supervisors are required when employees take more responsibility and participate more in decision making. Usually SDWTs have gotten negative response from these supervisors, as they are repositioned in the company in order to make SDWTs work. Also the organizational structure in general will become much flatter when SDWTs are implemented. (Vecchio, 2003)

3.4 Stress and motivation

Stress is one of the factors that can create demotivation and that is why I wanted to include stress management into this study about employee motivation. Stress is defined by many different ways. One of these definitions says that stress is "a situation where demands on a person exceed that person's resources or ability to cope". (Stress Management Society, 2015). We live in an era that is highly stressful all the time as people are constantly demanded to manage more and more work and new situations in work-

ing life and in their free time as well. One of the biggest stress creator is changing environment and coping and adapting to new, unfamiliar situations.

Stress creates a so called fight or flight response in human body. This response was first discovered by Walter Bradford Cannon in 1932. He states that “fight or flight response is a physiological reaction that occurs in response to a perceived harmful event, attack, or threat to survival”. His theory states that animals react to threats with a general discharge of the sympathetic nervous system, priming the animal for fighting or fleeing. Several different hormones such as estrogen, testosterone, cortisol, dopamine and serotonin also have an influence on organism’s reaction to stress. In other words stress is a reaction of the human body to a situation where one feels anxiety, threat, or other that kind of feelings. (Opin, 2015)

Signs of stress can be seen in people's behavior, especially in changes of behavior. Acute responses to stress may be in the areas of feelings, behavior, thinking or physical symptoms. As an example stress can cause anxiety, depression, fatigue, aggression, demotivation, nausea or headaches. Long-term exposure to stress can cause coronary heart disease, diastolic blood pressure or even mental illness. Not all stress is harmful for humans as short term stress can also increase person’s ability to perform in situations like an exam or physical challenge. (Michie, 2002)

Sources of stress at work can be related to working conditions, relationships thus so called people factors, or individual’s own personal goals and life. Working condition factors can be for example poor physical working environment, time pressure, work overload or constant hard physical load. Relationship factors can be for example one’s role in the organization or role conflicts, poor relationship to peers or superiors. Also career development (over or under promotion, lack of job security) or organizational structure (only little part in decision making and office politics) effect the level of stress. Employee’s personal life factors like crisis or relationship problems at home create stress as well. (Michie, 2002)

“Historically, the typical response from employers to stress at work has been to blame the victim of stress, rather than its cause. Increasingly, it is being recognized that employers have a duty, in many cases in law, to ensure that employees do not become ill. It is also in their long term economic interests to prevent stress, as stress is likely to lead to high staff turnover, an increase in sickness absence and early retirement, reduced work performance and increased rate of accidents, and reduced client satisfaction.” (Michie, 2002)
This mean that good employment practice includes assessing the risks of stress creators

of the workplace and trying to prevent the stress creating factors that are known. It is probably impossible to create a completely stress-free environment but already when consciously the factors are acknowledged it can help to reduce or avoid stress created to the employees and that way save them from the harmful symptoms that comes with the long-term exposure to stress.

3.5 Motivation and hierarchy of needs by Abraham Maslow

The best known theory of motivation is Abraham Maslow's hierarchy of needs. Maslow was a clinical psychologist and he created the hierarchy of needs to explain the needs for healthy psychological development. The theory was first published in the paper called a Theory of Human Motivation in 1943. Maslow says that humans have five different levels of needs which come in a certain order, and when one of them is satisfied, the urge to move on to the next level comes. The pyramid of these needs is presented below in the figure 3. (Kremer & Hammond, 2013)



Figure 4. Maslow's hierarchy of needs (Kremer & Hammond, 2013)

Lower-order needs which are also called as deficiency needs, have to be satisfied to ensure an individual's very existence and security. Maslow's deficiency needs consists of following:

The first level of needs are psychological needs. Psychological needs, Maslow says, are the starting point for any motivational theory. These needs include two aspects; first, the development of the concept of homeostasis, and second, the finding that appetites are a

fairly efficient indication of actual needs or lacks in the body. The psychological needs include all the functions that a human body needs to work, for example eating, drinking and continuous blood stream. Maslow also included sex drive and maternal behavior in animals to these needs. "If all the needs are unsatisfied, and the organism is then dominated by the physiological needs, all other needs may become simply non-existent or be pushed into the background" (Maslow, 1943)

After the first level needs are satisfied individual moves on to safety needs, the needs to be safe and secure. In order to do that, individual must feel that the psychological needs are satisfied in the future too. Maslow says that the organism may equally well be wholly dominated by the safety needs after the psychological needs are rather satisfied. Safety needs reaction is best shown in children, because relatively high amount of adults has learned to not show their emotions when being threatened because of a society, thus even when adults feel their safety is threatened they may not be able to show it on the surface. Children also show a much more direct reaction to bodily illnesses. (Maslow, 1943)

After safety and security is established, the individual can move on to the final stage of deficiency needs which is social needs. If both the physiological and the safety needs are fairly well gratified, then there will emerge the love and affection and belongingness needs. These include for example need for love, caring, acceptance and friendship. Maslow describes social needs saying "he will hunger for affectionate relations with people in general, namely, for a place in his group, and he will strive with great intensity to achieve this goal. He will want to attain such a place more than anything else in the world and may even forget that once, when he was hungry, he sneered at love." (Maslow, 1943) Maslow also pointed out that sex is not associated with love, but is purely a physical need.

After all these needs are satisfied, individual can move on to the two top levels that are so called growth needs. Esteem is the fourth level of needs. By solid self-esteem Maslow means self-esteem that is based on the real capacity, achievement and respect from others. Esteem can be divided into internal factors such as self-respect and autonomy and external factors such as recognition and status. Satisfaction of these needs leads to several different feelings like self-confidence, strength, worth and being useful and necessary. Defeating these needs leads to feeling like inferiority, helplessness or weakness which will then lead to discouragement. (Maslow, 1943; Robbins & Judge, 2013)

The last level is self-actualization. Maslow says: "What a man *can* be, he *must* be. This need we may call self-actualization". With self-actualization Maslow means the desire of self-fulfillment and the desire to become actualized in what the individual is potential in. Self-actualization can be for example own achievements, spiritual growth and development and creativity. (Maslow, 1943)

When motivating others, it should be known in which level of these needs the individual is currently in, and then try to satisfy these needs so that the person can move on in the pyramid. Robbins and Judge (2013) say that the theory's competence depends on the different cultures. For example Finland and other Nordic countries have high nurturing characteristics and therefore social needs would be on top of the pyramid in these countries where as for example in Mexico and Japan the security needs would be on top because of the countries' high uncertainty avoidance index. Maslow's theory has had wide recognition among psychology, motivation and leadership models. (Robbins & Judge, 2013)

3.6 Motivation and satisfaction -two way theory by Frederic Herzberg

Psychologist Frederic Herzberg develop the two factor theory, also known as motivation-hygiene theory or dual factor theory, stating that job satisfaction and dissatisfaction are separate from each other. He published the results in his book *The Motivation to work* in 1959. Herzberg studied the subject by doing in depth-interviews with 200 engineers and accountants, where he asked the factors creating satisfaction and dissatisfaction at work. (Business knowledge center, 2015)



Figure 5. Herzberg's two factor theory

Herzberg's work was pioneering and he was the first to show that satisfaction and dissatisfaction at work nearly always came from different factors and were not simple just opposite reactions to the same factors. Herzberg stated that job satisfiers deal with the factors

doing the job and job dissatisfiers deal with the factors defining the job context. The hygiene factors are for example company policy and administration, supervision, salary and job security as seen in figure 6. If these needs are not satisfied the employees will be dissatisfied, however satisfying these needs do not make the employees motivated. To be motivated, motivational factors such as recognition, achievement, growth and challenge must be established. (Chapman, 2016; Robbins & Judge, 2013)

Chapman (2016) describes hygiene factors as a launch pad and motivation factors as the rocket. This particular set-up is explained by saying that the hygiene factors are mostly a launch pad as they do not create motivation, but when unachieved or undermined there is no platform for motivation. The position of money and specifically salary is tricky. Herzberg thought that money is not a motivator in the same way as primary motivators, for example recognition and achievement are. There are many different studies showing that money is not a driving motivator to most people because they have more meaningful and sustainable motivators. Money alone is not enough to drive human motivation forever and therefore it becomes hygiene factor.



Figure 6. Herzberg's hygiene and motivational factors

Herzberg's theory is supported by Maslow's hierarchy of needs, which is presented in the chapter 3.4. Both psychologists think that human motivation is based on satisfying the low-order needs and after that there is room for motivational factors. When compared, the first three levels of Maslow's pyramid would indicate the same things as Herzberg's hygiene factors. Herzberg's theory has had some criticism about it as well, for example the

fact that the theory leans to self-report which indicates that in success people tend to take credit, but failure is blamed on the external factors. Also the overall measure of satisfaction is utilized, so a person can basically dislike one part of the job, but still think the overall experience is good. Regardless of the criticism, Herzberg's theory is widely known and used. (Robbins & Judge, 2013)

3.7 Expectancy theory and motivation by Victor Vroom

In 1964 Victor Vroom developed his model of a theory about motivation behind people's decision making. Vroom is a teacher at Yale University School of management. The expectancy theory explains the process of why individuals choose one behavioral option over another. The theory explains that individuals can be motivated towards goals if they think that one or more of the further consequences will happen: there is a positive relation between efforts and performance, the outcome of a favorable performance will result in a desirable reward, a reward from a performance will satisfy an important need, or the outcome satisfies their needs enough to make the effort valuable. The expectancy theory has three main components on which the theory is built on; Expectancy, instrumentality and valence. (Vroom, 1964)

Expectancy means that the individual believes that his effort will result in a desired performance goal. Several variables affect individual's expectancy perception such as self-efficiency, goal difficulty and perceived control over performance. Instrumentality means that the individual believes his performance will result in a reward if the performance expectations are met. Variables affecting individual's instrumentality for outcomes are trust, control and policies. Finally valence means the amount of value that individual places upon the probable outcome of his actions. Variables for affecting individual's valence for outcomes are values, needs, goals and preferences. (Scoll, 2002)

"Vroom (1964) believed these variables were multiplicative, not additive. In other words, if an employee believes that good work will result in a successful project, but that the probability of being rewarded for success is zero, the employee will not be motivated. Alternatively, if one believes the probability of reward is assured, but successful task completion to be impossible, one will not be motivated. Finally, if the employee does not care about the prospective reward (valence = zero), the employee will not be motivated even if they believe one can accomplish the task and that one will receive a reward for doing it."

(Korth, 2007)

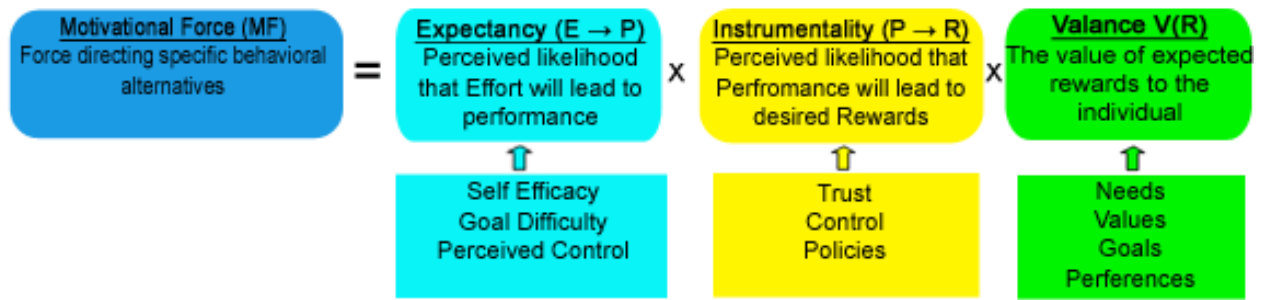


Figure 7. Expectancy theory (Scoll, 2002)

When individuals make decisions regarding behavioral options, they choose the option with greatest motivational force (MF). It has been described with the equation: Motivational Force (MF) = Expectancy x Instrumentality x Valance. Expectancy and instrumentality are cognitions which represent the likelihood that effort will lead to desired performance and performance will lead to desired reward. Valance is then rooted to individual's value system. This theory is widely used to understand how individuals make decisions regarding various behavioral options. (Scoll, 2002)

3.8 Theory X and theory Y by Douglas McGregor

Theory X and theory Y is a motivational theory developed by Douglas McGregor, a professor at MIT Sloan School of Management in 1960's. The theory was first published in his book "the human side of enterprise" and it captures the fundamental differences between management styles. McGregor's says that there are two fundamental approaches to managing people. Many managers tend to choose theory X, and generally get poor results. Enlightened managers use theory Y, which produces better performance and results, and allows employees to grow and develop. This has become a valuable theory and it is still often referred as a base when new management and motivation theories and models are created (Hindle, 2008; Chapman, 2014)

Theory X approaches with authoritarian management style. Theory X says that people are naturally lazy, generally unwilling to work and will avoid work whenever possible. Therefore these individuals must be forced to work with the thread of a punishment if they don't achieve the organizational goals. Theory X says also, that generally people want to be directed; they want to avoid responsibility and they value security over everything else.

Theory X managers believe that employees need very close monitoring and immediate reward or punishment depending on the results. These managers are usually autocratic

managers and operate in companies where autocratic leadership style is used. Typical characteristic of type X managers are result- and deadline-driven, intolerant, distant, one-way communicators and even recriminatory. The emphasis of work is in the productivity and on a concept of fair day's work. Individuals are seen as work-shy, unwilling and in need of constant reasons to perform. (Chapman, 2014; McGregor, 1960)

Theory Y is the opposite of theory X and approaches with participative leadership view. In Theory Y the individuals are believed to have natural willingness to work and give effort and they will apply for self-control and self-direction thus they do not need external control or punishment to pursue organizational objectives. People are also accepting and seeking responsibility and rewards are associated with their achievement in theory Y. So in other words when people are given the right circumstances they will perform well. It gives the management no easy excuses to fail and McGregor urged all the companies to adopt the Y style of management and challenges them "to innovate, to discover new ways of organising and directing human effort, even though we recognise that the perfect organisation, like the perfect vacuum, is practically out of reach" (McGregor, 1960) (Chapman, 2014; Hindle, 2008)

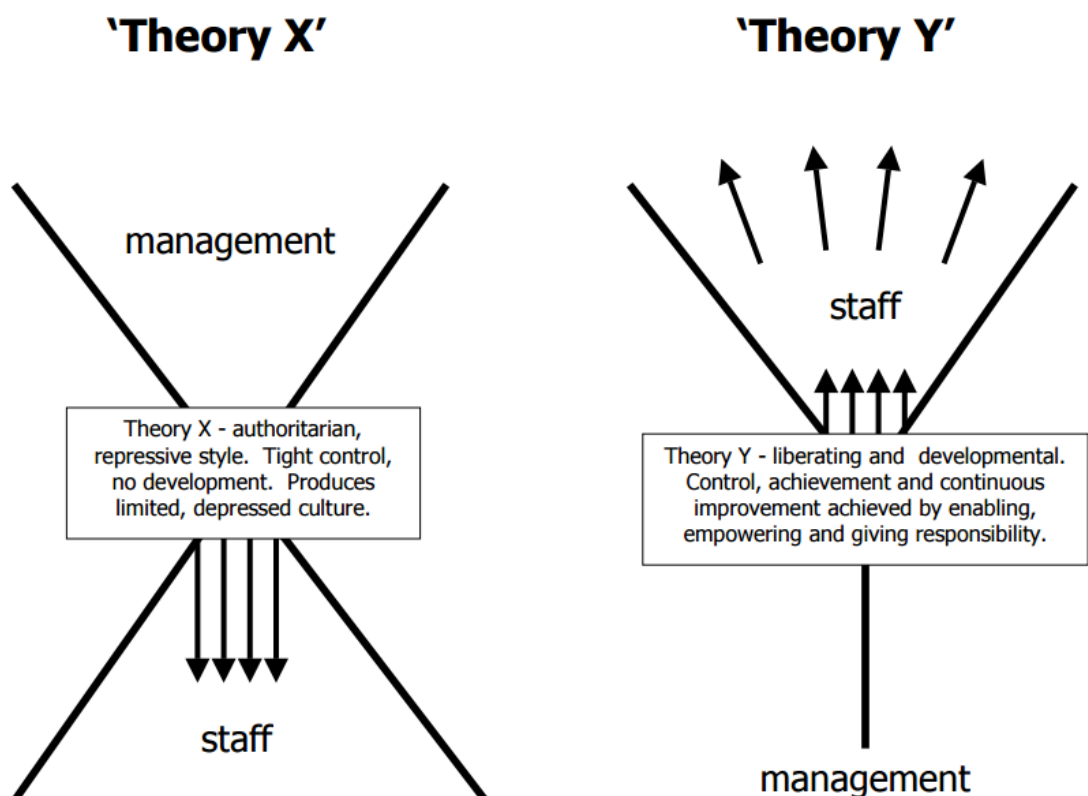


Figure 8. X-Y Theory by McGregor (Chapman, 2002)

Theory Y type of leaders are often characterized as innovative, people-oriented, two-way communicators, co-operative and participative. They give responsibility to the employees

and cut down all the unnecessary control. Management's role is to develop the potential in employees and help them to release that potential towards common goals. They see work as a natural thing, not something they are forced to do like type X leaders. These leaders find or make their employees positions that are most suitable for them and their strengths. (Hindle, 2008)

McGregor thought that these two theories are in synthesis and therefore they are not the opposite of each other but rather two different continua themselves. The most efficient leadership style then, can be even the mix of both theories, not one over the other. Connections with Maslow's hierarchy of needs can also be seen in this theory, as the McGregor's Theory X is based on workers caught in the lower deficiency needs of Maslow's pyramid due to poor management practices, while Theory Y is for workers who have gone above level 3 with the help of management.

3.9 Summary of the theory

Motivational and more specifically employee motivation theories have developed in the last hundred years. The theories of motivation differ a lot from each other, but all of them include some similarities. For example, motivation can come from external factors or internal factors and the most valuable motivators are not usually material rewards, but factors related to one's self-esteem, pride and status.

Maslow's, Herzberg's and McGregor's theories are all related to each other and in conclusion it could be said that therefore they all have the same basic idea, but in a different format. Herzberg's two factor theory could be called a mini version of Maslow's hierarchy of needs, focusing only to the working environment. McGregor's theory X explains the workers caught in Herzberg's hygiene factors, and Maslow's lower level needs, while theory Y is based on the workers who deal with the motivational factors, in Maslow's theory have achieved levels four or five. Vroom's theory in the other hand approaches with motives behind decision making, while other theories focus on the person's motivation in general.

In conclusion it could be understood that money and material rewards are the motivators up until some point and after individual reaches that point money becomes irrelevant, not creating any motivation. After that point motivation comes from factors feeding one's self-esteem and intellectual values. Now the challenge is to find out whether JYSK's employees feel that their primary motivator is money or something else. Many companies, includ-

ing JYSK, operate giving employees many possibilities to achieve material rewards, but the intellectual side is left in the dark.

The way I see this, the ideal condition for employee being motivated includes elements for all these theories. In order to make one feel motivated, the expectations towards performance must be realistic and understandable by the employee. The management must be participative and the employee must feel that he or she has power to influence her work and tasks, participate in creating the goals and that achieving the goals results in the agreed prize, whether it's a reward or appraisal from the superior. The relationship with colleagues and superior must be in the level that the individual feels safe and relaxed to be his or her true self, as well as the resources and other factors in the physical working environment have to be in good shape.

There are also many different ways to motivate employees, as is represented in the previous chapters. My experience is that JYSK is focusing in rewards and rewarding systems, but goal-setting, expectation-management and employee empowerment are not in the focus point although they provide great opportunities to make employees feel more included, powerful and that way motivate them more. If compared to previous job satisfaction study, the score for motivation in the job was reported 74/100, a good result. How to make it excellent is the next question that this study is going to find out.

4 Empirical part- research approach and methods

Research methods and the whole orientation of the research is based on the topic, theories, methods and values of the researcher. Collecting primary data is necessary in many research cases in order to be able to answer the research question. Once the researcher has decided to collect primary data, the choice is usually between observations, experiment, interview or survey. The choice of method will however be dependent on the overall judgement of the on which data is needed in the particular research problem. The topic to be researched and the specific research question is one of the primary drivers when choosing the methodology. The choice of methodology can be also influenced by issues of time or material resources, and the choice has to be made between what would be ideal, and what practical. (Remenyi;Williams;Money;& Swartz, 1998)

Researcher has two way of observing the truth: induction and deduction. Induction is based on the empirical evidence and deduction is based on logic. The induction approach draws conclusions from empirical observations and is often associated with qualitative study methods. Deduction in the other hand draws conclusions based on the logical reasoning. The researcher build a hypothesis based on the literature which can be subject to empirical testing and information is usually collected to test the hypothesis. The approach of this study would be deductional rather than inductional, as motivation is something that already has been researched and has a great deal of different theories built around it. The further method for that, a quantitative method, is discussed in the next chapter 4.1(Ghauri & Gronhaug, 2005)

The evidence may be gathered from primary or secondary sources. Primary sources are the ones where the researcher goes directly to the origin of the evidence. Secondary source is information that is already available or published. Primary data can be collected either directly, where the researcher is actually in contact with the source, or remotely where the source answers for example a questionnaire without being in personal contact. This thesis research will include both primary and secondary sources as can be seen in the next chapters.

4.1 Quantitative method

The difference between qualitative and quantitative methods is in the procedure, normally the main difference between these two is seen to be that quantitative method provides measurement and qualitative not. The difference of these two methods is not just quantification, but also a reflection of different perspectives on knowledge and research objec-

tives. Researchers may collect data with surveys or observation, which are usually seen as quantitative methods, but the answers can be so that it is not possible to analyse them in statistical manner. So it is quite possible to quantify qualitative data and therefore these methods are not mutually exclusive, but can be used together. (Ghauri & Gronhaug, 2005)

Quantitative research falls under the roof of empirical, or statistical studies. The main characteristics of quantitative methods are emphasis on the testing and verification, logical and critical approach, objective view and result-orientation. "For more than 75 years, surveys have remained a remarkably useful and efficient tool for learning about people's opinions and behaviors" (Dillman; Smyth; & Chritian, 2009) Surveys are a common way of approach to research in business and therefore a survey is also a method that shall be used in this thesis. Surveys offers the opportunity to collect large quantities of data in a quick and efficient manner. As JYSK's employees are spread around Finland, the most suitable way to reach them is to create a web-based survey. (Remenyi; William; Money; & Swartz, 1998)

The main purpose of questionnaires is to collect information that cannot be observed easily. As motivation is something that appears within a person and is highly effected by different internal and external factors, it would be hard to state the level of employee motivation by solely observing the employees. Web-survey also gives everybody an equal possibility to answer and keeps the answers confidential very easily, as no one can be linked to certain answers. It also comes down to efficiency and material costs, where web-survey is the most beneficial tool to execute this research.

4.2 Data collection process

Data is collected by a web based survey in Webropol which is a site that allows to create surveys online for professional purposes. The survey is published with closed link so that only those who got the direct link can go and answer. The link is published in JYSK's internal Facebook group "JYSK Suomi Crew" which is a closed group for employees that are in Facebook. The members are controlled by management so that only JYSK employees can join the group. This distribution channel was chosen because of the easiness and possibility to open the link, in stores and other JYSK machines using JYSK's servers the access to the internet is limited and so Webropol links won't open in them unfortunately. Also some paper copies of the survey were delivered into stores that were in the capital area so that employees without Facebook can also answer.

The survey is prepared in Finnish because almost all of the JYSK employees in Finland are Finnish. The data was collected during weeks 6 and 7 in 2016. The survey was prepared according to the theoretical framework around motivation. Different questions are used to research the motivation with various aspects. First background questions give a view of who are the respondent's in a general level, asking things such as how long have they worked for the company and what is their position. After background questions the survey moves on to questions about motivation with likert scale questions and factors affecting motivation with multiple choice questions. Motivational questions are also asked with position questions where two opposite statements are represented and respondents are asked to position themselves in the scale and with open question. Stress and stress management is asked with three different questions; likert scale and multiple choice questions.

Possible problems associated with the survey can be low response rate as they employees have also answered the job satisfaction survey at the beginning of the year and maybe don't understand the difference or need for this survey. Other problem can be respondents not understanding the questions fully, or respondent's answering simply because they are asked to or because of a possible compensation from answering, when there is a danger that they simply just click totally agree or yes without thinking the questions.

4.3 Data Analysis process

The data analysis process will be conducted using Webropol's own data collector. Webropol collects all the answers that respondents give, and answer from paper copies were inserted manually to Webropol. To single selection questions and multiple choice questions, the data is simply analysed by counting the number of answers for every option, and translating the numbers into percentage.

In likert scale questions the data is analysed by using mean. Mean is counted by giving each option a value and multiplying the value by the number of answers that option has received and after that dividing the number with the total amount of the answers in the question. For this survey option "strongly agree" is given value 1, option "agree" value 2, option "neutral" value 3, option "disagree" value 4 and option "strongly disagree" value 5. This way the smaller the mean, the more positive the answers are, meaning that mean close to 1 has received more answers in "strongly agree" and "agree" whereas mean closer to 5 has received more answers in "disagree" and "strongly disagree". Also mode is

used to analyse these questions. Mode represents the value that appears most often in the answers, so the most popular options can be found by using mode.

Open ended questions are analysed by grouping the similar answers into categories. In the table below, the different question types and numbers of questions in the survey are presented.

Question type	Number of question in the survey
Single selection	1,2,3,4,5,6,14
Multiple selection	11,12,15
Likert scale	7,8,9,10,13,16
Open-ended question	17, 11 (options 4,8 and 15), 12 (options 8,12,and 19), 15 (option 13)

Table 1. Question types and numbers in the questionnaire

The benefit of the web-based survey is that it prevents errors such as questions left empty, double answers to same question or too many choices in the limited answering option questions. Also calculations can be trusted to be done right when they are atomized. Possible problems in data analysis can be that there are many neutral options or one option is dominant, when the results don't provide much value or information about the true opinions of the respondents.

4.4 Validity and reliability –analysis of the methods

The challenges with all researches done are validity and reliability. Validity can be described as the extent to which an instrument measures what it is supposed to measure or performs as it is supposed to perform. It's rarely possible that the instrument would be 100 per cent valid, and therefore validity is generally measured in degrees. As a process, validation involves collecting and analyzing data to assess the accuracy of an instrument. To ensure the best and most valuable result possible, both primary and secondary sources are used. One of the important challenges in research is to ensure that the information collected is valid and reliable, and therefore both the questionnaire and the previous job satisfaction survey are used, and assumingly there will be some correlation in the results between them. (Newman & Benz, 1998)

Reliability can be seen as consistency, is the instrument able to consistently measure what it is supposed to measure. Reliability is harder to evaluate than validity, as it cannot be measured. Some test however can be done to ensure reliability, for example the con-

sistency measured over time or parallel-form reliability where two test are constructed the same way from the same content. Validity and reliability are related to each other and the most useful instrument used, is both valid and reliable. (Newman & Benz, 1998)

Validity of the research of ensured by pilot testing the questionnaire. Two JYSK's employees tested the questionnaire and one person from JYSK Finland's management team tested the questionnaire, and small adjustments were made based on the comments and feedback. Also when creating the questions, two different professionals with experience in motivational theories were consulted to ensure that the questions are valid to the purpose. Reliability was ensured by testing the questionnaire and making sure that all of the questions were understandable.

Also it has to be acknowledged that some circumstances might affect the respondent's behavior when they answer the questions. Situations like this can be for example appealing to the respondents, questionnaire format, cover letter or stimulus like rewards from answering. By making the cover letter, form and the presentation of the questionnaire as neutral as possible, this complications will hopefully be avoided. The previous job satisfaction survey can be considered both valid and reliable source to use as a guide to this questionnaire, and as a comparison.

According to Dill et al (2009) there are four types of survey errors: coverage, sampling, nonresponse and measurement. Coverage error occurs when not all members of the target population have a chance of being included in the survey. This error might appear due to the fact that not all employees have Facebook, or they don't follow the Facebook group actively. Sampling error will not occur as all of the employees are targeted. Nonresponse error occurs when the survey is not answered equally inside the population, for example only employees from capital area or in higher-level positions answers. This error should be avoided by trying to motivate all of the people to respond. Finally Measurement error occurs when respondent's answers is inaccurate or imprecise due to poor formation of the questions or misunderstanding. As there is nobody to help you during self-administrated questionnaire, it is extremely important to focus on clear layout and simply-laid questions.

5 Survey Results

The survey gained 127 answers which is about 32 per cent of the total population of JYSK employees in Finland. The feedback from the employees about the survey was positive, many of them said that the survey was clear and had good questions with great answering options. Overall the employees seems to be happy with the survey and it was positive to receive that many responses. The questions were translated into English for these results, the original survey can be found as an appendix 1 in the end of this thesis.

5.1 The background questions

The first five questions were background questions to figure out who were the respondents. These questions asked gender, age, time they have worked in JYSK, their position and where they worked. 88 per cent of the respondents were female and the largest age group was from 20 to 29 with 52 per cent and the second largest from 30 to 39 with 24 per cent. These numbers support the overall statistics of the company as well, as employees are quite young and there are more female than male employees.

2. Age?

Number of respondents: 127

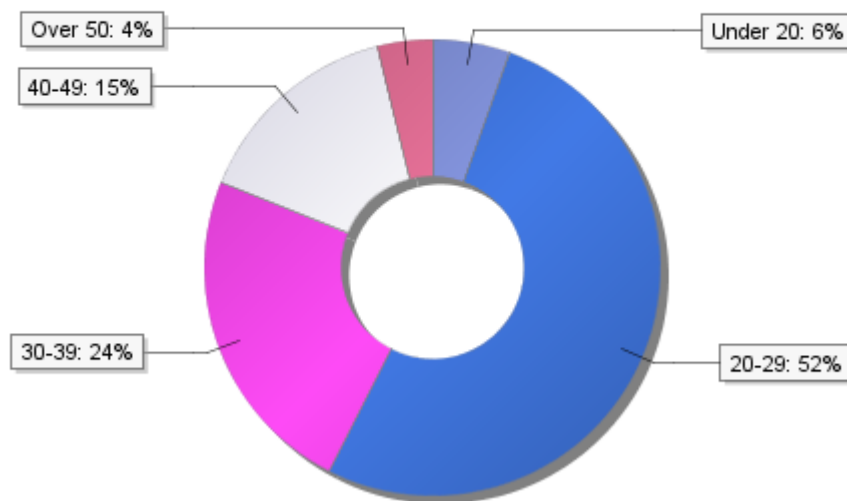


Figure 9. The Age division of the respondents

22 per cent of the employees have worked in JYSK under a year, 31 per cent from 1-3 years, 17 per cent between three and five years and the rest 30 per cent over five years. This indicated that most of the respondents are experienced employees and have been working in JYSK for longer time. 94 per cent of the respondents works in stores and the

remaining respondents in the head office, which is also in proportion to the population in both places. The figure below shows the division of respondent's position inside the company. There were respondents from all levels of the company which has a great value to the results. As it can be seen from the figure 10. 24 per cent of the respondents are in the superior position. The persons responsible for sales and service (In Finnish myynti- ja palveluvastaava, MYP) are employees that are the middle managers in the stores; they don't have their own subordinates but they are the next in line after store managers.

5. Your position in the organization?

Number of respondents: 127

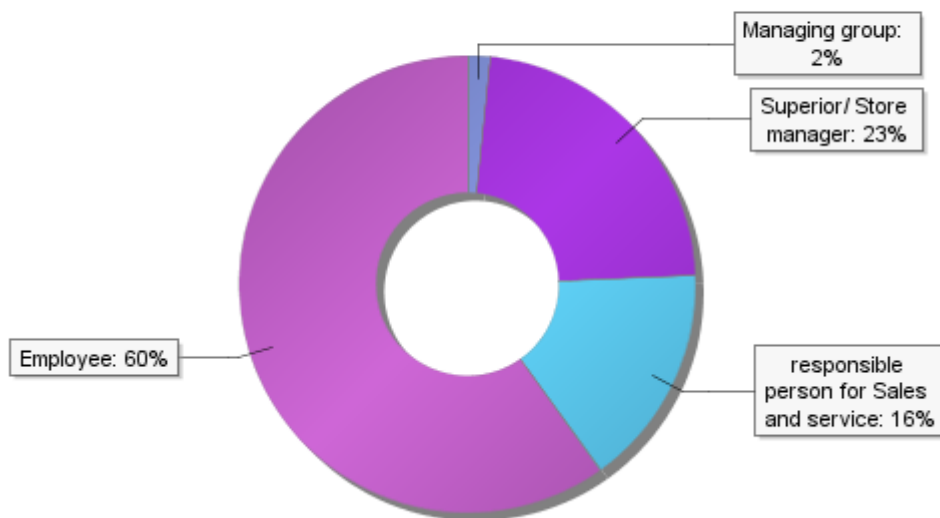


Figure 10. Respondent's position in the company

5.2 Rewards and feelings about work

After the background questions the survey moved to questions about rewards related to motivation. The first question was about the current level of motivation, which acted as a kick start to the actual questionnaire. The most dominant answers was good and the second largest was excellent, so all in all 69 per cent reported their current motivation to be better than mediocre. Thus it could be stated at this stage that overall it seems that most of the employees have a good level of motivation towards their work, which is also supported by the fact that none of the respondents reported their motivation to be really bad.

Question number seven asked about different motivational factors, which can be also used as rewards (money, immaterial rewards). The option that got the most "strongly agree" answers was statement "I am motivated by recognition from superior/colleagues" and following that the statement "I am motivated by development" leaving "I am motivated

by money” on the third place. This would support the theoretical framework and especially Herzberg hygiene-motivation theory that states that money is not a primary motivator if compared to personal growth and recognition from others. Also five percent responded not to be motivated by money. All of the answering options have the mean above 2, which will state that all of the answering options have at least some motivational force among the employees that responded to the survey.

7. Choose the option that best describes your opinion

Number of respondents: 127

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I am motivated by money	44.09%	39.37%	11.02%	5.51%	0%
I am motivated by development	54.33%	39.37%	6.3%	0%	0%
I am motivated by recognition from my superior/colleagues	61.42%	31.5%	6.3%	0.79%	0%
I am motivated by challenging tasks at work	41.73%	44.88%	11.02%	2.36%	0%
I am motivated by the possibility to get more responsibility	42.52%	37.8%	16.54%	3.15%	0%

Table 2. Motivational factors

Next factors related to feeling about work itself were asked. Below in table 3. the overall results of these questions can be seen. The mean in total was 1.99 and in many sub-questions above 2, which tells that there was more dispersion in the answers.

8. Choose the option that best describes your opinion

Number of respondents: 127

	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I have variable tasks at work	47.24%	32.28%	12.6%	7.87%	0%
I feel like an important part of the work community	37.8%	32.28%	22.83%	5.51%	1.57%
I feel that my work is meaningful	31.5%	33.86%	21.26%	12.6%	0.79%
I am happy to come to work	34.65%	34.65%	23.62%	7.09%	0%
I am motivated to work in JYSK	37.8%	39.37%	16.54%	5.51%	0.79%

Table 3. Feelings about work

Many employees feel that they have variable tasks at work and from experience I know that some level of job rotation is done in the stores at least, which keeps the employees interested and motivated. Also most of the employees feel to be an important part of the work community which secures the social needs in the workplace and leaves room for personal growth need if applied to Maslow’s theory.

The weakest score is to statement “I feel that my work is meaningful” with overall about 13 per cent disagreeing and 21 per cent giving the neutral option. Going back to the theoretic-

cal framework, Turner & Lawrence (1965) stated that “the work has to produce outcomes that have intrinsic meaning to the individual and it must provide feedback to the employee about the accomplishments”. Thus if the employees respond that they don’t feel their work in meaningful, the work most likely won’t produce any intrinsic meaning and therefore it becomes a demotivator for the employee. Most of the respondents also state that they are happy to come to work and they are motivated to work in JYSK, so that could refer to most of the employees that responded to be categorized as “JYSK envoys” if the same classification as in JYSK’s own job satisfaction survey is used.

5.3 Goal-setting and expectations

Questions 9 and 10 asked about goal-setting and expectations. Majority of the respondents say that they know the goals of their work unit and the whole organization. Half of the respondents say that they have the possibility to affect the goals that are set for them, and about the same amount of respondents say that they have a possibility to affect their job content. Only about 35 per cent of the respondents say that they get enough feedback from their job, leaving the mean of the question as high as 3. Also about 60 per cent feel that they don’t get enough help to develop themselves. Getting feedback about one’s performance is critical to keep up the motivation, as well as giving the individual a possibility to affect the job content to make it more meaningful for the employee. Therefore these two areas are something that need to be developed in the future, in order to make employees more motivated.

9. Choose the option that best describes your opinion

Number of respondents: 127

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I know the goals of my unit/store	62.2%	34.65%	2.36%	0.79%	0%
I know the goals of the organization	62.2%	33.86%	2.36%	0.79%	0.79%
I have a possibility to affect the goals that are set for me	16.54%	32.28%	31.5%	17.32%	2.36%
My goals are challenging enough	36.22%	45.67%	17.32%	0%	0.79%
I have a possibility to affect my job content	15.75%	36.22%	23.62%	20.47%	3.94%
I get enough feedback from my work	7.09%	28.35%	29.92%	26.77%	7.87%
I get help to develop myself	11.02%	29.13%	29.92%	24.41%	5.51%

Table 4. Results about goal-setting

Most of the respondents understand the relationship between their input and results. About 95 per cent of the respondents say that they would like to be a part of setting their own and communal goals. If compared to previous question “I have the possibility to affect the goals set for me” it can be seen that much fewer employees really have that chance.

So in conclusion letting the employees participate in the goal-setting would make them more motivated and attached to the goals, which will lead to a higher effort to achieve the goal.

10. Choose the option that best describes your opinion

Number of respondents: 127

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I understand the relationship between my own input and results	49.61%	43.31%	6.3%	0.79%	0%
I want to be a part of setting my own and communal goals	51.18%	44.09%	3.94%	0.79%	0%
My superior has equal expectations toward everybody	14.17%	37.8%	25.2%	14.17%	8.66%
My superior trust that I succeed in my work	26.77%	46.46%	20.47%	3.94%	2.36%

Table 5. Results about expectations

When communicating expectations, Vecchio (2003) said that a crucial thing is to send positive cues and expect the employee to succeed in his/her job, and that will most likely happen as people behave according to the expectations of others most of the time. As seen in the figure above, most of the respondents agreed to the statement "my superior trust that I succeed in my work" which indicates that superiors send positive cues and trust that their employees behave accordingly. A little above half said that their superior has equal expectations towards everybody, so there could still be room for improvement. Both of these options also gathered a large number of neutral options, so not all the respondents had an opinion or wanted to answer these kind of questions.

5.4 Factors creating motivation and demotivation

Finding out the actual factors that employees feel motivate them and also create demotivation is obviously one of the most important factors of this study. The next two questions asked the employees to choose the factors that they felt are these factors. The employees had a possibility to choose five options for each question. In question 11. the total amount for answered options was 599 out of the possible 635 and so it seems that most of the respondents chose all five options.

In the figure 11. below, all of the factors and the percentage of their influence is represented. The five options that got the most answers were: bonuses, successful sales or service situations, work community, salary and sales and service situations in general. Based on these results, it seems that monetary rewards (bonus and salary) and the core of the work itself, sales and service, are the primary motivators. Also work community has a high ranking which is in line with the results from the job satisfaction survey, where the employees reported to be happy with their colleagues and the community.

Different competitions involving the whole work community or store unit was also ranked right after the top five. Individual competition was ranked relatively lower, thus JYSK's employees like more communal competition where they get to work together, and the culture in JYSK would be more collectivistic than individualistic. Theme activities, mystery shopping or specific tasks at work didn't have a big influence as a motivator. Open answers in the option "other, what", were also mostly about colleagues and good relationship with superior and peers.

11. Please choose five options that you feel make your work motivation better

Number of respondents: 127

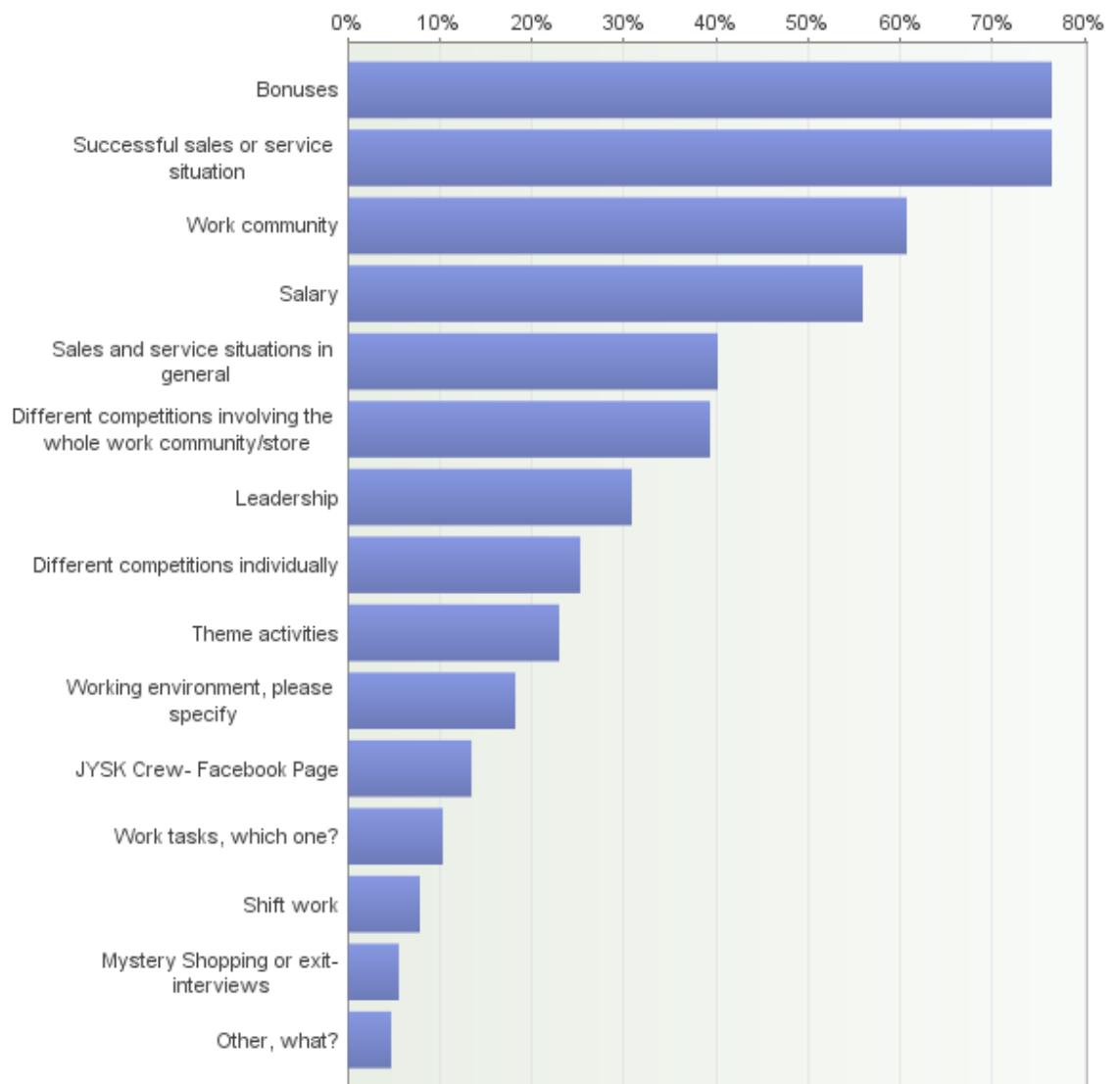


Figure 11. The factors that create motivation

The next question was quite the opposite of the question presented above, asking the respondent's to choose five options from mostly the same list than above, but now choosing the options that decrease their motivation. The amount of answered options was 551

out of the possible 635, so not all respondents used their possibility to choose all five options.

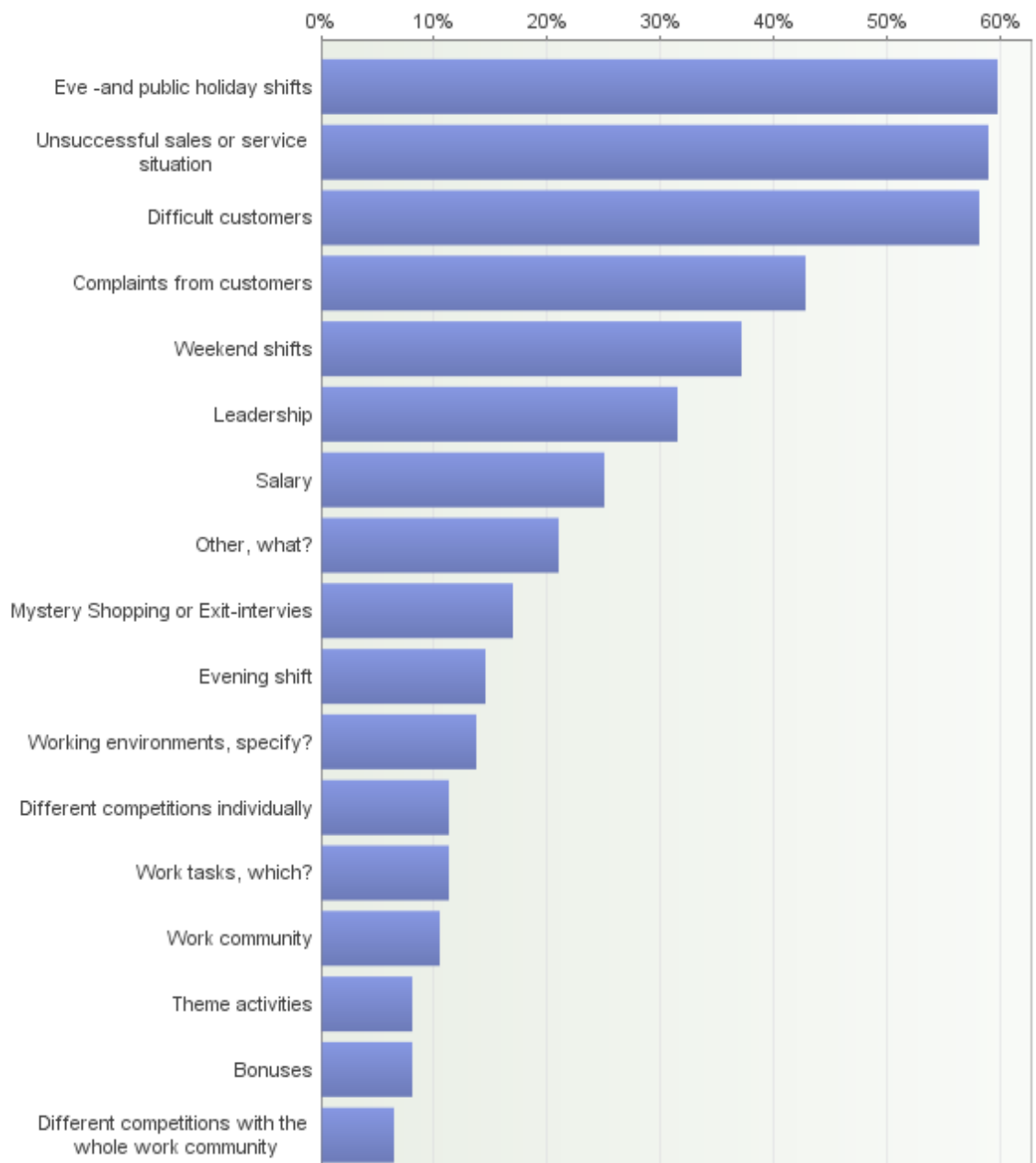


Figure 12. Factors affecting the work motivation

Five options that had the most answers were: eve and public holiday shifts, unsuccessful sales or service situation, difficult customers, complaints from customers and weekend shifts. All of these factors are related to the work itself and the industry, the nature of retail is so that shops are open almost every day of the year and the situations with customers include facing complaints and dealing with the difficult situations.

Also leadership and “other, what” options were placed higher in this ranking than the previous. Open answers included categories such as job description and contracts, bad at-

mosphere at the work place, shifts and lack of free time and the JYSK concepts. Factors affecting job description, contracts and shifts were for example not having full hours, not having breaks, too long days (shifts from 9.45-19.30 for example) and too little time to finish the assigned tasks. Bad atmosphere was emphasized in some answers especially between the leader and the peers, or the whole unit not having any common spirit. Also one factor that arose was that everything that is done in JYSK is strictly instructed, which leaves little or no possibility to be creative. Interesting is also to see that even though mystery shopping and exit- interviews are supposed to increase and measure performance, it seems that rather than creating motivation it is decreasing it.

The question 13. was only position question in the survey. Two statements were presented and the respondents were asked to position themselves on the scale. The point of these questions was to find out which policies the employees value over the other.

Number of respondents: 127

	1	2	3	4	5	
Superior should give specific instruction and show how the tasks should be done	5.56%	13.49%	26.19%	40.48%	14.29%	Superior should give guidance and freedom in performing tasks at work
I appreciate monetary rewards (money, promotion)	19.69%	23.62%	33.86%	13.39%	9.45%	I appreciate immaterial rewards (praise, self-development)
I like individual competition	3.94%	10.24%	25.98%	20.47%	39.37%	I like competition involving the whole team/community
I need rewards and goals to be motivated	18.9%	24.41%	32.28%	19.69%	4.72%	Work itself is enough motivation
Bonus and other compensation should come from individual performance	15.87%	14.29%	25.4%	22.22%	22.22%	Bonus and other compensation should come from whole team's performance

Table 6. Position question results

As seen in table 6. the results vary alot depending on the question. Majority of the respondents prefer that the superior gives freedom when it comes to taks at work and feel that the superior should be more of a guide than a strict authoritarian leader, as mean of this question is 3,44 and clearly above the middle value. The next question about rewards has an mean of 2,69 which indicates that over half of the respondents appreciate monetary rewards more than intangible rewards, or they appreciate both equally. In table 2. is presented questions that were asking motivation by monetary and intangible rewards in general, and in those results development and praise were more appreciated than money. Here when they had to choose one or the other, more valued money over these intangible rewards, so it could be said that to majority monetary rewards were more important in the end.

The respondents reported to like more competitions where the whole team is involved and also they feel that bonuses and other compensation should come from the team's performance, which supports the previously made statement that JYSK's employees are

more collectivistic than individualistic. It is also seen in the company's recruitment process that they try to find people who like team work and that can be seen in these results as well. Also about 70 per cent of the respondents feel that they need goals and rewards to be motivated, so the work itself is not motivating enough. This is one factor that should be considered when making further suggestions based on these results.

5.5 Stress and stress-management

82 per cent of the respondents said that they experience work related stress. This question included a short description of stress so that it would be clear to all of the respondent what is meant by the word stress in this study. After answering this question the respondents were asked to identify factor that create stress for them at the moment. The list had different factors and also a possibility to an open answers. In the figure 13. below, the results are shown.

15. Which of the following factors cause you stress at the moment? (You can choose max. 5 options)

Number of respondents: 122

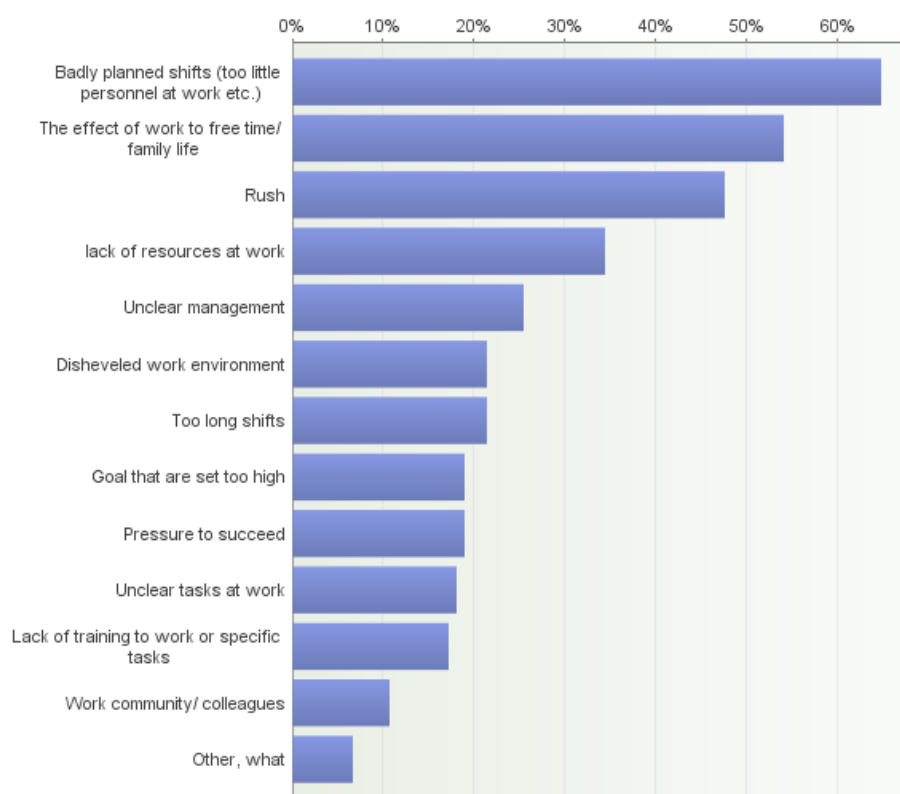


Figure 13. Factors creating stress

The most common reason to cause stress for the employees was poorly planned shifts, which meant that the shift has too little personnel compared to workload. The second biggest factor was the effect of work to one's free time or family life. Rush, lack of resources

at work and unclear management followed the top two. Open answers were mostly related to the first option as well; prolonged recruiting, too many deadlines at once and too little hours to meet them. Also constant changing of the price signs was mentioned again in this section.

Based on these results it seems that more careful consideration should be applied to making the shifts, so that employees don't feel that they have too much to do when they are at work. This feeling can cause a person to become really inefficient and unwilling to do any tasks, because one feels that there is too much to do. This goes hand in hand with the management, so management should clearly state what is expected of the employees and how much is really realistic to do in certain period of time. The effect that stress has on one's free time and family life can be managed by reducing the factors that create stress at work.

16. Choose the option that best describes your opinion

Number of respondents: 127

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I know the symptoms of stress and I recognize when I'm stressed	43.31%	44.88%	11.02%	0.79%	0%
I am often stressed because of work	16.54%	27.56%	24.41%	26.77%	4.72%
Work-related stress affects my free time	22.05%	34.65%	21.26%	13.39%	8.66%
My workplace provides help to handle stress	1.59%	4.76%	30.16%	33.33%	30.16%
I can manage the stress I experience myself	13.39%	53.54%	25.2%	7.09%	0.79%

Table 7. Stress-management

The last question related to stress was a likert scale question about stress-management. Almost 90 per cent of the respondent says that they know the symptoms of stress and recognize when they are stressed. Also majority says that they can manage the experienced stress by themselves, notable is also that over half of the respondents reported work-related stress to affect their free time.

Most of the respondents feel that their workplace, in this case JYSK, does not provide any help to handle stress. This comes down to the battle of should the workplace contribute to stress management, or is it in the shoulders of the employee. If we go back to the theoretical framework about stress and motivation, Michie (2002) said that "good employment practice includes assessing the risks of stress creators of the workplace and trying to prevent the stress creating factors that are known". So in order to make the employees more satisfied, JYSK could consider providing some training on how to handle stress and support mental health services along with other provided health services.

5.6 Concrete ways to improve motivation

The last question in the survey was an open question “name three concrete things that could be done to motivate you better”. The question gained 87 answers, so most of the respondents wanted to share the things that motivate them. Answers can be divided into some categories: money, shift planning, feedback, working environment and spirit at the workplace. Money meant in most answers increases in salary or bonuses. Shift planning in most answers meant better planning, clear separation between morning and evening shifts and also permanent employees having full hours.

Many respondents reported that they would wish more feedback from their work. Some reported to only get negative or constructive feedback but never positive, and the rest wished more feedback in general. Majority also wished that they would get positive feedback and recognition from their superior when there is really a reason to give this kind of feedback. In order for the work environment to increase motivation it should be clean, organized and have enough resources (also enough time to complete tasks). Spirit at the work place should be more positive, more encouraging and more open. Also the employee’s responsibility is to be allowed to question the management and policies, and this should be applied more clearly.

5.7 Difference in answers per group

Answers are also compared per different employee groups who answered the survey. The groups are: Managing team and superior/store manager, responsible person for Sales and Service and employees.

5.7.1 Managing group and superior/store manager

The first group, managing team and superior or store manager, answered their motivation to be good, so the mode for the question about overall motivation at the moment was good. This group also said that they are most motivated by recognition from their superior/colleagues, not by money. This group felt like they have variable tasks and they feel that they are an important part of the work community. They are well aware of the goals of their unit and the whole organization and they goals are challenging enough, but some said that they cannot influence the goals that are set for them. They also wish more feedback from their work, and more possibilities to develop themselves.

This group felt very strong that their superior has equal expectations towards everybody and their superior trust that they succeed in their work. The five motivating factors did not

differ from the overall results and bonuses were on top of the list. Also leadership was valued relatively higher than in the overall results. Factors that decrease motivation were also similar to the overall results, but difficult customers and salary were valued higher. This group felt that superior should give freedom on how tasks are implemented at work, which speaks about the JYSK leadership values as well and the managers seem to follow them quite well. Majority appreciates monetary rewards more and also needs rewards in order to be motivated.

Over 80 per cent answered to experience work-related stress. The biggest stress creators were lack of resources at work and the impact of work to one's free time. Also tight deadlines and the difficulty to find new suitable employees were mentioned in the open answers.

5.7.2 Responsible person for sales and service (MYP)

The answers for this group are for the most part similar to the previous group's answers. The mode for the question about overall motivation was "good" and this group is also motivated mostly by recognition from colleagues/superior and by development. Also money got a fair amount of answers. Most of them are happy to come to work, they are motivated to work in JYSK and they have variable task at work. All of them knew the goals of the unit and the organization, and most of them felt that they can also influence the goals that are set for them. Almost all would like to get more feedback from their work.

About 25 per cent of this group's respondents said that their superior does not have equal expectations towards everybody at work, but then in the other hand they reported their superior to trust that they succeed in their work. Two leading motivation creating factors were bonuses and successful sales and service situation and the main demotivator was unsuccessful sales or service situation. Also leadership as a demotivator was ranked quite high among this group if compared to overall results. Open answers included factors like long shifts due to absenteeism, lack of breaks and bad relationship with their district manager.

90 per cent of the respondent report to experience stress. Biggest stress creating factors are poor shift planning and rush. This group feels strongly that their employer does not provide them with tools to handle stress. Open answers to the final question "three things that would make your motivation better" were for example more money, better planning with shifts and the possibility to take into consideration personal things such as being a single parent/own hobbies and appreciation and acknowledgement from superior.

5.7.3 Employees

The final group to compare are the employees. The biggest age group was 20-29, whereas in others the mode was higher than that. This group also has more employees who have been working under three years in the company if compared to others, which is logical as getting promotion or a possibility to apply to a higher position often takes some time. The mode for overall motivation was "good", which also a relatively high amount of "mediocre" answers. This group is also motivated by recognition from colleagues/superior, development and money. Also challenging tasks and possibility to get more responsibility were valued high inside this group.

Most of the answers go in line with the previous groups. Some of the employees feel that their work is not meaningful, and report that they are not motivated to work in JYSK. Almost all seem to know the organizational goal and their unit's goals as well, but many reports that they cannot affect the goals that are set for them. Also significantly higher amount of respondents say that they cannot affect their job content, and they don't get enough feedback from their work. Inside this group arises also some statements that the superior does not have equal expectations or the superior doesn't trust that the employee succeeds in his/her work.

The factors creating motivation and decreasing motivation are in line with the previous answers. Work community is valued high as increasing motivational factor and difficult customers highest on the other end. Open answers included more statements regarding the service and job content, for example overlapping tasks at work, unilateral tasks or meaningless tasks like changing the price signs many times a week. Majority inside this group appreciates monetary rewards over other rewards, and say that they need rewards in order to be motivated. They like competition involving the whole work community, so collectivism is high among the employees.

78 per cent report to experience stress, so this group has the lowest score when it comes to stress. The causes of stress are poorly planned shifts, too little resources at workplace and the effect of work to free time or family life. Many of the employees also feel that work related stress affects their free time, and that their employer does not provide any tools to handle stress. In open answers employees wish for more salary, hours, feedback and education about the product. Emphasis was also on the good team spirit and good atmosphere.

5.8 Discussion about the survey results

As a result of the survey it seems that the employees of JYSK are quite motivated to towards their work. Employees are motivated by money, recognition, rewards, good atmosphere of the workplace and colleagues and successful sales and service situations. Employees know the goals of the company and their own unit and they are challenging enough. Employees have interesting and variable tasks and when they are challenging enough, they also create more motivation.

Some factors can also be done to improve the motivation of the employees. Majority of the respondents experience work-related stress due to poor shift planning, work overload and the effect of work to their life outside work. Shift planning seems to be one of the biggest challenges, as shifts during weekends and public holidays are one of the biggest factor reducing motivation among unsuccessful sales and service situations. Also some experience the relationship between superiors or the overall atmosphere of the work place quite bad, and also the expectations towards all of the employees are not equal. Quite many of the respondents also need some goals and rewards in order to be motivated, so the work itself is not creating the motivation. In general also more feedback is wished from the superiors.

The factors that create demotivation for the employees do not seem impossible to change and therefore the situation looks positive. A huge amount of the employee motivation is linked to their superior: if the superior is faire towards everybody, keeps up the good atmosphere, designs good schedules to implement tasks and shifts and gives enough feedback, the employees feel happy and motivated because they also then have better premise to complete their actual tasks (for example sell or do customer service). If the superior does not perform that well, it affects the subordinates motivation. Therefore educating and measuring the performance of employees in the superior positions is important. JYSK has development discussions between the employee and the closest superior where is the opportunity to give direct feedback. Again, if the relationship is good between the two, giving feedback is easy. If the relationship is bad, giving feedback can be hard and the employee can fear being criticized more because of it.

6 Conclusion and recommendations

6.1 Conclusion of findings

As a conclusion it can be said that employee motivation is good at the case company. Several different factors create motivation, and several different factors decrease motivation. These factors are presented below in the table 8.

Increase motivation	Decrease motivation
Salary	Lack of feedback
Monetary rewards (bonuses)	Unsuccessful sales or service situation
Intangible rewards (appreciation, recognition)	Shifts: not enough hours, weekend and public holidays, "all day shifts"
Colleagues, atmosphere, belongingness, work community	Poor resources at workplace (too little time, personnel at work at once)
Success at sales and service	Unclear management
Competitions	Poor relationship with peers or superior

Table 8. Factors increasing and decreasing motivation

If looked back to the theoretical framework and the four ways to motivate employees, it can be seen that some ways are more emphasized than others. Rewards are used widely to motivate the employees and more specifically material rewards. Bonuses are one of the biggest motivator for the employees, but many of them also reported to be motivated by recognition and praise from their colleagues and superior. Therefore JYSK should continue using their bonus system and other material and immaterial rewards, as it clearly motivates the employees. Goal-setting is one of the less used ways to motivate the employees. Majority wants to be a part of the goal-setting process, but much fewer feel that they have the opportunity to actually affect the goals that are set for them. Therefore employees might feel that the goals are not in line with their personal goals at work, and that can create stress and demotivation. Goal-setting process should involve also employees in the lower levels, at least when it comes to goals that are concerning them.

Expectation management is also something that could be used more to motivate the employees. Based on the results, it seems that some amount of the employees feel their superior sends unequal cues to the employees i.e. believes that one performs better than the other. In addition not all feel that their superior trusts that they succeed in their work, which again acts as a demotivator for the employee. Also the theory of Vecchio says that people behave according to the expectations that are communicated to them, so if one feels negative cues, the performance will most likely be negative. Therefore it is important

that the superiors communicate their expectations in a clear and positive manner, and show that they trust their employees to succeed. This will also improve the atmosphere at workplace and better the relationship between superiors and subordinates.

Employee empowerment is used in some degrees. Employees enjoy some freedom to design their jobs, especially those who are in superior positions, or the responsible persons for sales and service have freedom to design their work days to some degree. Employees don't have that much freedom, tasks are often assigned to them. Job rotation is done in the stores at least, so everybody can do all the basic things. This is also because of the different shifts, naturally a store manager is not present all the time at the work place. Due to the nature of the work (not projects but continuous similar work) I don't see that self-directive working teams could be applied easily in JYSK, and most of the employees reported to have verifying tasks at work so it seems that they are quite happy with the actual content of the work.

Herzberg's theory claimed that the employees would not be motivated by money, but more of immaterial rewards. Based on the results of this survey, it seems quite the opposite, and JYSK's employees are actually motivated by money more than immaterial rewards. Also in the theory colleagues were placed on the hygiene side along with money, but based on the results one of the biggest motivator was the working community and colleagues. Therefore it could be said that Herzberg's theory does not apply to JYSK's case really well, although some similarities, like working environment as a hygiene factor and appreciation from superior as a motivator, can be found.

References to Mc Gregor's theory X and theory Y would implement JYSK managers to be more Y type of managers. Freedom and possibilities are given to the employees, and punishments of any kind are not used, just rewards when they are deserved. The atmosphere aims to be open and positive and JYSK's values concerning leaders already state that leader is a coach who involves and gives feedback and a communicator who is visible, motivating, convincing and informative. Managers must also ensure that they are constantly developing towards new development and results. So if managers do apply these JYSK values, type Y leadership should be guaranteed. Developing these clear values for leadership is probably also one of the factors why JYSK has been able to grow and develop their services in Finland so well during the past years.

6.2 Suggestions

After going through all of the results, some suggestions for ways to improve the motivation of the employees are given. In order to keep the motivation at the level it is now, and to improve it several different factors should be taken into consideration. The motivation among the respondents was at a good level, so it indicates that JYSK is already doing several things right. Next, some suggestions are given to improve the employee motivation.

One of the biggest factors decreasing motivation and creating stress was the shift planning and people resources at work. This is naturally a big part of the employee's life as the shifts define the employee's routine and schedule for the week. It is important that shifts are received early enough and that one's personal life would also be considered (hobbies, children etc.) Also it is crucial for the employee's motivation and mental resources to feel that they are not overworked, so enough time to complete tasks and enough employees should be at the workplace all the time. The time that is supposed to spend to a certain task for example to building new shelf spaces or doing inventory are defined by the company, but in reality the hours that the employee has to complete them can be different. Therefore measuring the time and reporting it back to the supervisor is important and should be taken as a standard practise. Also employees have to be able to report if there are too few employees at work considering the work load.

It is of course hard for the manager who creates these timetables for shifts to take into consideration everyone's personal wishes and still maintain a balanced schedule. For that reason, a together agreed upon amount of wishes about days offs or specific shifts could be considered as a good solution, for example the employee will get x per cent of their wishes free. Also it could be agreed that everyone has to work x amount of eve-and public holiday shifts so that everybody will have to do their share of these "unwanted" shifts.

The second suggestion is to build a better feedback system for the employees. This system could include for example feedback from the superior weekly to the employee and vice versa. Feedback could also be given task based so that after every task the superior would get a short feedback with positive tone and constructive criticism if required. This feature could be used for example in the same space where the actual task is given, in stores it is for example in the store's email calendar. After the employee has market the task completed, the superior would comment the performance directly face-to-face or in the calendar. This way the employees get more feedback from their everyday work.

To improve the relationship between peers and superior and the overall atmosphere at work, team building activities could be taken as a regular activity. Every unit has their regular meetings in every one or two months at least, which will be a great opportunity to spend time building team spirit. An additional 15 minutes of team building exercises can already make the community bond more. Team building exercises can be for example open discussion about ourselves or different games to loosen up the atmosphere and make the employees share something more personal as well. Team building is important especially if and when there are new employees inside the group. Due to the nature of the industry and the young age of employees, employees can be changing quite often and it can be hard on the team spirit of the unit. Therefore a short game once in a while will make the employees connect and bond in different way.

Employees also reported that they don't get much support to handle stress from their employer. It is the employer's responsibility to ensure that the employees don't become ill physically or mentally. A short info packet about stress and stress-management tools could be introduced to every workplace and stress-management training session could be given to the employees, for example at the same time as job safety training is provided. That way employees will be more aware of the stress that they might experience during their work and know some tools to help cope with the stress. It would also be great if the health services provided by the employer could include a possibility to visit a psychiatric nurse or even a psychiatrist if needed.

6.3 Evaluation of the thesis process

The process of writing this thesis has been rather smooth and efficient. Meetings with the commissioner took place in November 2015 and the whole process is now ready about five months later. Working with JYSK has been a real pleasure as everything has been really easy and my contact person, company's HR manager, has been there to support me the whole time. As I am a JYSK employee myself at the moment, I feel that it has had also a great benefit to this thesis and implementing the research. I have had a good support also from my thesis advisor and other teachers.

The formulation of the whole research topic and problem was the start of the process. The topic was chosen according to my own interest and the needs of the commissioner. Before starting the actual process, several different theses around the same topic were researched. The thesis structure and the process were quite traditional, as I felt it will be the best choice to this research topic and problem.

The process was pretty straightforward and aiming clearly towards the goals that were set in the beginning. Any big challenge were not faced during the process and I was really motivated to complete the process in a timely manner. Some challenges that occurred during the process were for example some challenges to find enough reliable sources for the theoretical framework, the fact that Webropol links could not be opened in JYSK's computers and that not all employees participated in the survey. These were not big obstacles but of course everything has an effect on the end results. I was glad to receive good feedback about the survey form the employees and it feels that they gave truly genuine answers.

The process of writing the thesis and conducting the study has served as a great learning experience and it has given me more confidence to work on my own, plan and conduct a big project like this and be in contact with the commissioner and the employees. It has also improved my writing and analysing skills, critical thinking and reflecting theory into practise. The research was able to answer the research question so it was successful in that way. The results along with the suggestions that were made based on the survey benefit the commissioner and the aims set in the beginning of the process were met. Hopefully the matters that arose from the study will be taken into consideration and actions are taken in JYSK. All in all this thesis project was successful and also served as great learning experience.

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Figure 5. <http://imgarcade.com/1/motivational-theory-herzberg/>

Figure 6. <http://businessstudiesmotivation.weebly.com/hertzbergs-two-factor-theory.html>

Appendices

Appendix 1. The original questionnaire



Työmotivaatio JYSK FINLAND

Hei! Tämä on kysely JYSK Suomen työntekijöille, ja sen tarkoituksena on selvittää työntekijöiden työmotivaation taso ja mahdolliset stressitekijät työssä. Kysely on osa opinnäytetyötäni ja opintojani Haaga-Helien ammattikorkeakoulussa. Kysely on täysin anonyymi, eikä yksittäisiä vastauksia pystytä yhdistämään vastaajiin. Mikäli sinulla on kysymyksiä aiheesta, minut tavoittaa sähköpostista juulia.orimus@myy.haaga-helia.fi. Vastaajien kesken arvotaan myös yllätyspalkinto, joten jätä yhteystietosi kyselyn loppuun ja osallistut arvontaan.
Suuri kiitos kaikille vastaajille!

1. Sukupuoli? *

Mies
 Nainen

2. Ikä? *

alle 20
 20-29
 30-39
 40-49
 yli 50

3. Kauanko olet työskennellyt JYSKissä? *

alle vuoden
 1-3 vuotta
 yli 3-5 vuotta
 yli 5 vuotta

4. Missä työskentelet? *

Myymälät
 Pääkonttori

5. Asema organisaatiossa? *

Johtoryhmä
 Esimies/myymäläpäällikkö
 Myynti- ja palveluvastaava
 Työntekijä

6. Millä tasolla koet työmotivaatiosi olevan tällä hetkellä? *

Erittäin hyvä
 Hyvä
 Keskinertainen
 Huono
 Todella huono

Seuraava -->

7. Valitse sopivin vastausvaihtoehto

	Täysin samaa mieltä	Samaa mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Minua motivoi raha	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minua motivoi kehittyminen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minua motivoi tunnustus kollegoilta ja/tai esimieheltä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minua motivoivat haasteelliset työtehtävät	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minua motivoi mahdollisuus saada lisää vastuuta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Valitse sopivin vastausvaihtoehto

	Täysin samaa mieltä	Samaa mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Minulla on vaihtelevia työtehtäviä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen olevani tärkeä osa työyhteisöä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen työni olevan merkityksellistä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulen mielelläni töihin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen motivoitunut työskentelemään JYSKissä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Valitse sopivin vastausvaihtoehto

	Täysin samaa mieltä	Samaa mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Tiedän myymälän/yksikköni tavoitteet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tiedän yrityksen tavoitteet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on mahdollisuus vaikuttaa siihen, millaisia tavoitteita minulle asetetaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tavoitteeni ovat tarpeeksi haastavia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minulla on mahdollisuus vaikuttaa omiin työtehtäviini ja työni sisältöön	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saan tarpeeksi palautetta työstäni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saan apua itseni kehittämiseen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Valitse sopivin vaihtoehto

	Täysin samaa mieltä	Samaa mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Ymmärrän suhteen oman työpanokseni ja tulosten välillä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Haluan olla mukana yhteisten ja omien tavoitteiden asettamisessa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimiehelläni on tasapuoliset odotukset kaikkia työntekijöitä kohtaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheni luottaa siihen että menestyn työssäni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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11. Valitse seuraavista vaihtoehdoista viisi kohtaa, joiden koet parantavan työmotivaatiotasi

- Vuorotyö
- Myynti- ja asiakaspalvelutilanteet yleensä
- Onnistunut myynti- tai asiakaspalvelutilanne
- Työtehtävät, mitkä?
- Palkka
- Bonukset
- Mystery Shopping ja Exit-haastattelut
- Työympäristö, tarkenna tarvittaessa
- Työyhteisö
- Esimiestyö ja johtaminen
- JYSK Crew-Facebook Sivu
- Erilaiset kilpailut henkilökohtaisesti (esim. myyntikilpailut ym.)
- Erilaiset kilpailut myymäläkohtaisesti
- Teema-aktiviteetit (esim. Nukkumisen ilta, Black weekend tms.)
- Muu, mikä?

12. Valitse seuraavista vaihtoehdoista viisi kohtaa, joiden koet alentavan työmotivaatiotasi

- Aamuvuoro
- Iltavuoro
- Viikonlopputyö
- Aatto- ja pyhäpäivän työvuorot
- Epäonnistunut myynti- tai asiakaspalvelutilanne
- Valitukset/reklamaatiot
- Hankalat Asiakkaat
- Työtehtävät, mitkä?
- Palkka
- Bonukset
- Mystery Shopping tai Exit-haastattelut
- Työympäristö, tarkenna tarvittaessa
- Työyhteisö
- Esimiestyö ja johtaminen
- JYSK Suomi Crew- Facebook sivu
- Erilaiset kilpailut henkilökohtaisesti (esim. myynti- tai tulokilpailut)
- Erilaiset kilpailut myymäläkohtaisesti
- Teema-aktiviteetit (esim. Nukkumisen ilta, Black weekend tms.)
- Muu, mikä?

13. Kysymyksissä on esitetty kaksi väittämää, toinen vasemmalla ja toinen oikealla puolella. Valitse se vaihtoehto asteikosta, joka on lähinnä omaa mielipidettäsi.

	1	2	3	4	5	
Esimiehen tulee käskää ja näyttää toimintamallit miten työtehtävät suoritetaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Esimiehen tulee ohjata ja antaa vapaat kädet työtehtävien suorittamiseen
Arvostan materiaalisia palkintoja (raha, edut, ylennys)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Arvostan immateriaalisia palkintoja (suullinen kiitos, tunnustus, arvostus, eteneminen, saavutuksen tunne)
Pidän henkilökohtaisista kilpailuista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pidän kilpailuista joissa koko tiimin panos ratkaisee
Tarvitsen palkintoja ja tavoitteita motivoiakseni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Työ itsessään on motivoivaa ilman palkintoja
Bonuksen ja muun kompensoinnin tulisi muodostua oman panostuksen ja tulosten mukaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Bonuksen ja muun kompensoinnin tulisi muodostua koko työyhteisön panostuksen ja tulosten seurauksena

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14. Koetko työssäsi stressiä? *

Stressi tarkoittaa tilannetta, jossa ihmiseen kohdistuvat vaatimukset ja odotukset ylittävät henkilön resurssit tai henkiset voimavarat. Stressi aiheuttaa fyysisen reaktion kehossa mm. useiden eri hormonien vaikutuksesta. Stressiä voi kokea lyhytkestoisena tai pitkäkestoisena, ja oireet vaihtelevat aina psyykkisistä oireista fyysisiin oireisiin. Usein lyhytkestoinen stressi ei ole haitaksi, vaan päinvastoin saa ihmisen suoriutumaan paremmin oikeassa paikassa (esimerkiksi koetilanteet)

- Kyllä
 En

15. Mitkä seuraavista tekijöistä aiheuttavat sinulle stressiä tällä hetkellä? (Voit valita maksimissaan 5 vaihtoehtoa)

- Kiire
 Huonosti suunnitellut työvuorot (esim. liian vähän työntekijöitä työn määrän nähden)
 Liian pitkät työpäivät
 Työn vaikutus vapaa-aikaan/perhe-elämään
 Epäsiisti työympäristö
 Epäselvät työtehtävät
 Epäselvä johtaminen
 Työyhteisö/kollegat
 Puutteelliset resurssit työpaikalla
 Menestymispaineet
 Liian korkealle asetetut tavoitteet
 Puutteellinen koulutus työhön tai annettuun työtehtävään
 muut tekijät, mitkä?

16. Valitse sopivin vaihtoehto

	Täysin samaa mieltä	Sama mieltä	Neutraali	Eri mieltä	Täysin eri mieltä
Tiedän stressin oireet ja tunnistan kun olen stressaantunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen usein stressaantunut töiden takia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työstä johtuva stressi vaikuttaa vapaa-aikaani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työpaikkani tarjoaa työkaluja ja apua stressin hallintaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pystyn itse hallitsemaan stressiäni	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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17. Listaa kolme konkreettista asiaa joiden avulla juuri sinua voisi motivoida