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Harnessing Human Capital Improving business value and promoting innovation through motivational management in Ovenia Reception & Business Services

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Improving business value and promoting innovation through motivational management in Oventia Reception & Business Services

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A problem the case company Ovenia has identified is the lack of satisfaction in receptionists' work. Receptionists often felt dissatisfied, due to the lack of working tasks, personal challenge and development. In addition, it was unclear how knowledge among staff in this unit is shared, since most of the staff work in isolation from other staff and from their managers. This research project plans to show that improving staff motivation would result not only in improved performance in this group, but would also lead to opportunities to innovate, and thus improve the business value for Ovenia from this business unit.

This thesis purpose is to identify the key factors affecting motivation and innovation management in the case company and to analyze these factors utilizing current research and theoretical frameworks, and to identify opportunities and possible actions for short- and long-term development.

The case study approach was selected for this research, as this method best fits the execution of the research, since motivation and innovation are best understood by examination of the subjects in their normal environment. Research methods include both quantitative and qualitative methods, such as surveys, contextual interviews and service design tools. Conclusions are supported by theory, which includes research and insights collected from peer-reviewed journals, consultancy publications, academic and business school publications and as well of empirical data gathered from field research.

When more than 45% of the reception team report that they are unlikely to be in the company one year from now, it is clear that something should be done. The results suggest that actions should be taken to increase motivation and thus retain the value that Ovenia has invested in its human capital.

Based on the analysis of the results, a data-driven development proposal was created. The proposal includes practical solutions for managers embodied in an action plan and supported by a gearbox for assisting management in follow-up.

The recommendations of this thesis project has only scratched the surface of this topic, and its recommendations are based on identifying the biggest gaps between management and employees contributing to motivation and demotivation as well as areas in which there is consensus on the need for improvement.

Findings focused on actions that should be taken in the areas of reward and recognition, development, collaboration and innovation. The findings have significance for the company's financial position, as addressing employee retention will decrease costs. Indirect benefits include limiting the loss of innovation and value related to employee experience, and retaining a high level of employee performance in the customer interface which translates into improved value for the customer.

Keywords: Motivational management, Engagement, Innovation, Development, Recognition and Reward

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Introduction

The objective of this study is to identify the key factors affecting motivation and innovation management in Ovenia Oy Reception and Business Services unit, to analyze these factors utilizing current research and theoretical frameworks, and to identify opportunities and possible actions for short- and long-term development.

In the ever-changing world of management practices, human capital and motivation management has become an area of interest for many organizations. Organizations have become aware of the benefits of organizational diversity through employment of staff who represent various academic, cultural and professional backgrounds. Diversity yields perspective and enables an organization to solve problems more innovatively. But to harness the power of diversity and the human capital it represents, an organization must invest in its people, and into the processes which enable innovation to occur. Successfully harnessing diversity and motivation benefits an organization in many ways, many of which are hard to directly measure in financial terms. Yet, it is the general consensus that employee well-being increases financial value for an organization. An organization that effectively harnessing the innovative abilities of staff enables continuous, incremental development, which leads to significant, positive changes and an increase in the organization's ability to compete effectively.

Innovation value is often lost at the nexus of employee and employer interactions. Reasons for this can be related to a breakdown of communication or motivation and the processes which support these. If information-sharing processes are not fluent, or motivation is not managed, opportunities for growth in business and customer value will inevitably be lost.

This body of work hopes to give practical recommendations for removing the barriers that inhibit innovation and motivation in the case company. Even though this study focuses on a particular case, the results and development framework can be applied in any service organization.

A problem I have identified in Ovenia during my internship is the lack of satisfaction in receptionists' work. Receptionists often felt dissatisfied at work, due to the lack of working tasks, personal challenge and development. In addition, it was unclear how knowledge among staff in this unit is shared, since most of the staff work in isolation from other staff and from their managers. I plan to show that improving staff motivation would result not only in improved performance in this group, but would also lead to opportunities to innovate, and thus improve the business value for Ovenia from this business unit.

1.1 Case: Ovenia

The following describes Ovenia Group's business and the role of the Reception and Business Services unit

Ovenia Oy is part of Ovenia Group, which consists of a parent company, Ovenia Isännöinti Oy which provides residential property management services, Realprojeekti Oy which provides shopping center management and consultancy and Ovenia Oy which offers commercial real estate management services. Ovenia Group operates in 23 locations in Finland and employs over 550 real estate management professionals (Ovenia,2015).

Ovenia Oy is responsible for asset management, property management and facility management. Within Facilities Management are leasing, technical service, maintenance and tenant services. The Reception and Business Services unit within the Facilities Management unit is responsible for offering tenants and property owners agreed reception and business services at managed premises. Currently, this unit services over 20 locations

Reception services offered by Ovenia to its customers are managed by the Reception and Business Services unit.

Ovenia employs 18 full time receptionists in the Helsinki metropolitan area, 9 part-time in the Helsinki metropolitan area, 6 full-time (of whom 2 are on maternity leave) in the city of Tampere, 1 part-time in Tampere, 3 full-time in Oulu. In addition, the Reception and Business Services unit employs 12 "office staff" of which 6 (in the Helsinki metropolitan area) can temp if necessary. In addition, Ovenia has 3 employees working in various offices who can temp in the city of Oulu. Ovenia also uses 5 leased receptionists from one company and 9 from another, in the whole of Finland. All-in-all, Ovenia has 37 active personnel with the job title receptionist.

The Pasila office will operate as the main customer service location in the Helsinki metropolitan area. From this office, customers meet Ovenia agents in all rental housing and tenancy-related matters. Cooperation between Reception and Business Services and Customer Services has been initiated in order to streamline the way of working with customers and to improve efficiency. In initial discussions, managers decided that various work activities, such as archiving, could be "outsourced" to the receptionists. The idea that receptionists could also substitute for customer service employees has also been floated in discussion. It has been discussed that receptionists could substitute at the Pasila office customer service desk in case of sick leaves or other leaves, both long and short term. Receptionists could also be utilized in the planning of staff summer holidays. Lastly receptionists may be utilized in assisting in various projects remotely. The cooperation is now being tested in Pasila, where a Customer Service staff member is now sitting together with a Reception staff member and working as a

pair, supporting one another's work and covering for each other in case of sickness, vacation, etc.

1.2 Research Design

This paper will first present the methods used in the study, followed by a review of the knowledge base most relevant to the study. Current state, challenges and opportunities identified through employee and management surveys will be presented, both from the employee and manager points of view. Key issues will be analyzed utilizing various approaches from the knowledge base and supplemental information collected during this study. Finally, key development challenges and opportunities will be presented along with a short- and long-term action plan and a light "gear-box" to assist the company in implementing the actions.

The following describes the research questions of this body of work;

Research question number one: "What are the key factors affecting motivation and job satisfaction among reception staff in the Reception and Business Services unit?"

Research question number two: "What are the key factors affecting innovation management in the Reception and Business Services unit?"

Research question number three: "What are the short- and long-term opportunities to improve motivation and innovation in the Reception and Business Services unit?"

Research question number four: "What needs to be considered in the scripting of an action plan for improved business value?"

2 Methodology

The following describes the approach and methodology used in this study.

The case study approach was selected for this research, as this method best fits the execution of the research, since motivation and innovation are best understood by examination of the subjects in their normal environment. It also provides an opportunity to engage in interviews and observe behaviors of subjects in a natural way. This research involves detailed, in-depth and up-close examination of the research subject during my internship and subsequent employment in the subject business unit. The contextual conditions of the study subject are examined and accounted for in this research paper, which also support the case study as the most suitable research approach.

2.1 Quantitative methods

A survey was conducted with Ovenia receptionists as the focus group. The survey collected both quantitative and qualitative data on factors contributing to work well-being and motivation of Ovenia receptionists. It included questions relating to company values, innovation opportunities and challenges, workload, job satisfaction and development. The survey was sent to both fulltime and part-time workers; however, leased manpower was disregarded from the focus group, due to their unimportance to this case study. The survey was sent to 33 receptionists, with 13 responders. That is an answering rate of 39,39 %. The survey was open for one week during November 2015. A scale of 1 -6 (one being the least and six being them most) was used in the survey questions collecting quantitate data. This scale was chosen, because it does not allow for a neutral answer, unlike scales from 1-5 (three being the neutral answer). The chosen scale forces survey answers to lean more on one side. The survey was conducted in Finnish, the native language of the large majority of the staff. The survey was conducted on-line, and responses were anonymous in order to get the most truthful responses. It must be noted, that the background of the receptionists must be taken into account in the analysis. Attrition rates and other statistics can be partially explained by the young age of the reception staff. This means staff are coming and going due to constantly changing lifestyle of young adults. Many seek employment for a short time, while waiting to get accepted into university. This and other contributing factors have a significant effect on the results, which might give the impression that the current situation is worse than it really is.

A second survey was conducted with the managers of the receptionists targeted in the first survey as the focus group. The survey collected both quantitative and qualitative data on the same topics as were presented to the receptionists, as well as some additional topics designed to explore manager perception of reception performance. The survey was sent to 3 managers, with a 100% response rate. The survey was open for 4 days during December 2015. A scale of 1 -6 (one being the least and six being them most) was used in the survey questions collecting quantitate data. This scale was chosen, because it does not allow for a neutral answer, unlike scales from 1-5 (three being the neutral answer). The chosen scale forces survey answers to lean more on one side. The survey was conducted in Finnish, the native language of the large majority of the staff. The survey was conducted on-line, and responses were anonymous in order to get the most truthful responses.

2.2 Qualitative methods

➤ Surveys

The surveys described above utilized qualitative as well as quantitative methods. In addition, the company's 2014 employee satisfaction survey results were analyzed. The 2015 employee satisfaction survey results will be available after publication of this study.

➤ Contextual interviews

Receptionists, staff of the business unit: Business and reception services staff, both receptionists and managers, were interviewed, to include their opinions, thoughts and ideas for the action plan. In addition, a qualified and experienced change management consultant was interviewed to gain knowledge and recommendations for best change management practices for the Ovenia case. In addition, a human resources director was interviewed to gain knowledge on employee attrition, career path opportunities, and to gain insights on the trends and key issues arising from employee satisfaction survey results.

➤ Service Design tools

Observation was utilized to understand environment, employee attitudes, and to observe co-worker and customer interactions, and to see how employees cope with work during both busy and quiet hours. Observation was conducted within a half year time period in four different reception locations. Two of the locations are fairly new acquisitions for Ovenia. For one, a new receptionist was hired and in the other case, the existing receptions were acquired. Generally speaking, three of the four locations were quiet with the lack of daily work tasks.

The opportunity for future co-creation of improved services was explored somewhat through the management survey. Co-creation technique will be implemented with receptionists.

2.3 Development Methods

The development method "brainstorming" was used with both receptionists and administrative staff of the business unit as part of ongoing project work for the department. Undocumented discussions took place primarily during one-on-one or small meetings among staff.

3 Theoretical Framework

This case study includes research and insights collected from peer-reviewed journals, consultancy publications, academic and business school publications and as well of empirical data

gathered from field research, carried out by the author. The various sources used in this study are cited in the relevant sections of this paper.

3.1 Pygmalion & Galatea Effect

The changing work environment is affecting employee productivity. Modern employees are expected to perform better and faster than ever before. Modern employees must be able to adapt and adjust, and to find ways to work smarter. The tough demands on the modern worker often create an environment of stress and anxiety. This increases employee turnover, which disrupts workflow and forces a team into an adjustment period. The environment created by fast change and challenging work is likely to create negative feelings, which may affect work performance. Self-motivation and the creative problem solving that are required from the modern worker are often disrupted because of this. Managers rely more than ever on having employees who are committed, enthusiastic and have initiative. There is a strong need for workers within the organization to develop as business environments and strategies change.

The Pygmalion effect can be described as “the finding, that leader expectations for subordinate performance can subconsciously affect leader behavior and subordinate performance” (White, S and Locke, E. 2000, 27).

There is a lot of controversy about this model and how it's implemented in a business context. Often cited are the potential ethical dilemma, the deceptive nature of the theory, and the inability to generalize behavior across established work teams or apply the model to women. But the theory and its findings cannot be ignored. To further complicate use of the Pygmalion effect in business environments is the fact that it focuses on subconscious behavior in subordinates and it is very challenging to find ways for managers to use the findings in practice.

Pygmalion leadership style (PLS) consists of two elements: leadership behavior and self-expectation.

The first PLS leadership element involves continuous reinforcement, support and encouragement of high expectations, resulting in high performing subordinates. Simply stated, a manager must convey a positive, convincing, inspiring and reinforcing message of “I know you can do this well”, which will result in productive, inspired and self-confident subordinates (White, S et.al. 2000, 27), although Hanson (2005, 11-12) argues that worker motivation is affected by both internal and external factors. Workers who are motivated are often satisfied and excited about the industry and position they work in (external factors). Internal motivation is less dependent on external factors; however, they may affect it. External motivation needs an external source to flourish. Managers must take this into account in developing worker

productivity. Successfully motivated employees want to perform the job to the best of their ability's.

The second element, self-expectation, is a direct result of PLS management methods. PLS not only results in higher performing subordinates but, in addition, results in subordinates who have higher expectations for themselves. For example, performance levels can be raised by directly telling a subordinate that he has high potential. Hanson argues (2005, 11-12) that workers must know what is expected from them, since employees tend to meet their managers' expectations. The act of tweaking a subordinate's self-expectations and thus his resulting performance is referred to the Galatea effect. Although the Galatea effect holds an important role in the PLS management method, it does not bring about results on its own but must be combined with other leadership behaviors.

“Perceived self-efficacy is defined as people's beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They include cognitive, motivational, affective and selection processes.” (Bandura 1994). Supporting this, Hanson argues (2005, 11-12) that managers should positively communicate to reward accomplished goals and activities. One of the most important activities is attitude, due to its ability to positively influence others and ultimately develop organizational culture. Positive attitudes traits should be identified during recruitment and managers should work towards fostering these and developing these traits in time. Organizations can do various tasks to enhance attitudes of workers, such as rewards, reimbursement schemes and workshops, during working hours. An organization has to communicate that they believe and support their workers to build a culture of positive change. Workers' basic needs need to be fulfilled for them to become motivated and satisfied at a workplace.

Managers can utilize three simple methods to build subordinate self-efficacy. A procedure referred to guided mastery is a technique to educate trainees by breaking up a task into small parts. Each part shall be taught, one at a time, until all parts have been mastered. This results in multiple short term goals, with long term benefits. This technique is effectively implemented if it is complemented with constant constructive feedback. A second effective technique to build self-efficacy is a method called modeling. Like observation, trainees are given the opportunity to learn from others by viewing. In addition to practical skills, thinking process can be modeled. Managers can train subordinates to replace negative thinking with positive thinking. A third method of building self-efficacy is persuasive communication. This includes credible positive statements to boost morale. The credibility of the statement is built with reasoning. For example, if a subordinate is told to “hang in there, you can do it”, the statement must be followed by reasoning, such as “you have been well trained” (White, S

et.al. 2000, 27). Training leaders to implement self-efficacy is often challenging, due to the difficulty of persuading managers to change their attitudes towards existing, long-time employees. Implementation of the previously stated self-efficacy building techniques, according to White, are easier to be carried out on new employees or on employees unknown to the manager.

3.2 Motivational Management

Tracy contends (2014) that individuals are the most significant resource in an organization. Harnessing the capabilities of individuals and inspiring them is straightforwardly associated with the performance and productivity of an individual, thus the overall result of the organization.

Management has witnessed a transformation in the previous 60 years, in view of the revelation of the X-factor. The x-factor can be characterized as the mental component.

Amid the early 19 hundreds management practices and theory was still undeveloped. Organizations were normally formally organized and employees were managed with rules. Relationships were indifferent and workers took parts in view of their specialized capabilities. Cooperation and performance based pay was later presented by Frederick Taylor in (1911). Management theory, today alluded as scientific management introduced by Taylor and Ford, became the basis of modern era management theory. Amid the post-war time of world war two, were the core concepts of the Neo-classical school of management presented. These center ideas incorporated the most ideal approach to motivate, structure and support employees. The need for workers to find intrinsic value in their jobs was recognized, so was the positive effect of social connections on laborer productivity.

The Hawthorne studies (1930) later supported this finding. The result of the Hawthorne studies, today called the Hawthorne impact or effect, demonstrated that laborer productivity increased when employees believe that they are being observed.

Likewise workers perform better when they feel that they are esteemed by supervisors and associates alike. Moreover, the study discovered that laborers value individual relationships with colleagues, fulfilment, autonomy, empowerment and social status. Unmistakably, management practices had taken a human-driven approach in the post war period. The behavioral aspects of management were the new focus. The fulfillment of emotional needs of employees, and its connection to accomplishing a company's financial objectives was understood. The relationship of worker satisfaction and working conditions to profitability was realized.

The sense of belonging and possibility to take part in decision-making was understood to affect laborers' motivation (Chandra 2013, 8-9).

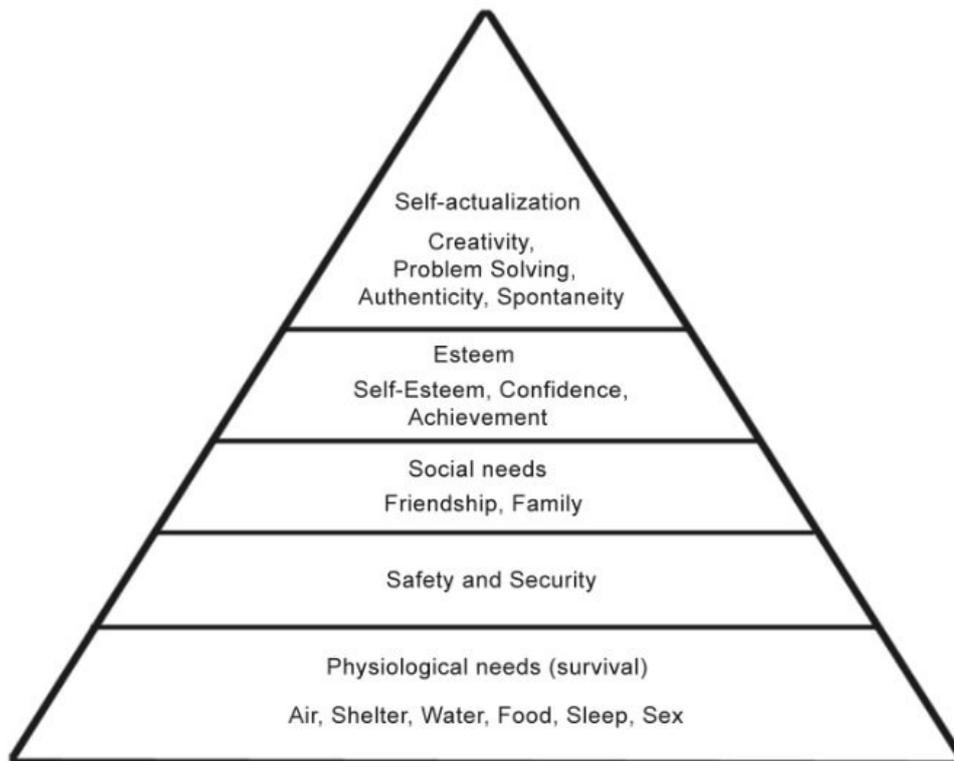


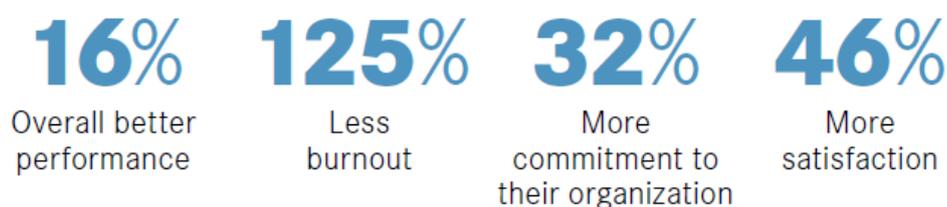
Illustration 1 Maslow's hierarchy of needs (1954)

According to psychologist Maslow (1954) human needs can be categorized into five basic levels. The first and most important level is a human physical needs. These include basic necessities that one needs to survive. In management context these needs are good working conditions and hours. On the second tier are the security needs, which include less likely to occur but still necessary needs and fulfillments to stay alive. In a business context these needs are personal and financial security. On the third tier are the social needs, which fulfill one's sense of belonging. In business context these are collaboration and work-life balance. The fourth tier contains the ego needs. These are basic human needs of self-worth. In business context the actualization of these needs become trickier. They contain recognition and rewards among other things. The top tier of the Maslow's hierarchy of needs, and the least important for people's survival, yet extremely important for one to live a fulfilling life, are the self-actualization needs. These include needs of self-empowerment. In business context these would be empowerment and the ability to operate autonomously.

For the ability to perform to the best of an individual's capabilities, people have two essential needs in working life. The autonomy need is the need to be viewed and respected as an individual, and to be prominent for one's individual performance. It's the need to be acknowledged for individual accomplishments. The second need employees have in the world of work is the reliance need. This is the need to be a part of something greater than themselves. Individuals need to be a part of a group; it is something Maslow called the affiliation need. This is the need to be part of a team at the workplace. Skillful managers maintain an environment where individuals feel independent, powerful as individuals and important on the one hand, but have their reliance needs fulfilled, so they feel as part of a team and part of the whole organization on the other hand. The reward structures in admirable organizations don't only compensate for brilliant individual performance, but also, team performance (Tracy, 2014).

Tracy argues (2014) that utilizing of the psychological aspects that govern productivity and performance can have an impressive effect on the effectiveness of a manager and in their capability in getting results from inspiring individuals to make their full commitment to the company. This might be the most resourceful means of a manager to boost his or her own personal effectiveness and profitability.

**A recent study of more intrinsically motivated
white-collar workers showed they had:**



**A recent study of more intrinsically motivated
blue-collar workers showed they had:**



Source: McKinsey & Company

Illustration 2 Motivation Matters (McKinsey & Company 2012)

To find out what makes people perform at their best, it's necessary to understand why people act like they do. The key to answering this question is to understand what is called the "self-concept". This is often considered the most important breakthrough regarding how to develop a person's potential in recent history.

The fact that companies that create a self-fulfilling environment in which employees feel good are the most successful has been determined by extensive research into motivation and high-performance. To understand how to manage motivation, it's first necessary to understand a person's Self-concept is a person's structure of beliefs and values, and is a core component of personality and a driver of performance and behavior. As the self-concept changes and develops, a person's performance and behavior changes. External change begins with internal change, and what a person believes about himself. Self-concept consists of three parts: the self-ideal, the self-image and self-esteem. (Tracy 2014)

Tracy (2014) explains that self-ideal is a person's view of what he wants to be, including his hopes and dreams, and based on his ideal image of himself in the future and his in-built drive to develop. His ideals are shaped at work by corporate values, culture and role models in the organization. Changing this environment affects a person's ideals and leads to a change in performance.

Self-image is the second component of self-concept and is how a person thinks others see him. Daily interactions shape self-image, and a person will see himself as more valuable if others treat him that way. The more positively he sees himself (through the eyes of others), the better he will perform. Self-image is related to what a person is doing; for example, a person can have a very positive self-image in one activity area, and a less positive one in another. Recognition and positive feedback, especially from respected individuals such as managers, improves self-image and thus the desire to perform even better. (Tracy 2014).

The third component of self-concept self-esteem. Tracy (2014) explains that this is how much a person likes himself, and the more a person likes himself, the higher goals and standards he will set for himself at work, and the better he will perform. A person with high self-esteem also likes others more and is a better team player.

Most Significant Drivers of Financial Performance	Most Significant Individual Drivers of Employee Engagement
1. Employee receives feedback that helps improve work quality.	1. Managers eliminate barriers to effective work.
2. Employee has confidence that managers can lead unit to success.	2. Job is interesting and meaningful to employee.
3. Managers eliminate barriers to effective work.	3. Employees have opportunities for advancement.
4. Training received supports business goals.	4. Employee has opportunities to gain or extend skills.
5. Teamwork is encouraged and enabled.	5. Organisation values and supports learning and development.

Table 1 Drivers of Financial Performance and Employee Engagement (McBassi & Company 2006)

So, according to Tracy (2014), creating an environment where employees have high self-esteem is key to creating a high-performing organization. Fear of failure or rejection detracts from such an environment, while recognition and the freedom to try and fail improves the environment. Such a high self-esteem environment will suffer from less turnover, absences and sick leave. It will increase motivation and performance. It will free people to innovate without fear of failure. The most important element in this equation is the relationship between the manager and employee and the interactions between them. Every communication will ultimately affect performance in a positive or negative way and the sum-total of all these relationships over time will determine the productivity and profitability of the organization.

In sum, positive support and encouragement increases self-esteem, self-image and drives an individual to be his best. On the other hand, rejection, fear and lack of approval will drive an individual to avoid risk or exposure, and will have a negative effect on performance.

Current and future human capital priorities are almost identical

What would you consider to be the critical human capital priorities for you and your organization right now (last 12 months, coming 12 months)? (Rank top three)

What would you consider to be the critical human capital priorities for you and your organization, in the next 2-3 years? (Rank top three)



Note: Percentages are based on respondents' top three choices.

Source: The Conference Board and McKinsey & Company, State of Human Capital Survey 2012

Illustration 3 Human Capital Priorities (McKinsey & Company 2012)

3.3 Changing Attitudes

Managers accomplish their goals through the work of others. For an organization to become better performing, individuals must perform better (Hiam 2003, 1). Although traditional managerial methods still play an important role in the service economy, the rapidly changing nature of work and developments in all areas of business is forcing managers to take a new managerial approach. Employee development must be facilitated through managers; hence new techniques and tools must be adopted by management. Developing employees from a managerial perspective is more challenging than just commanding them to become better. Employee development requires inspiration. Employees must be self-motivated and eager to perform to the standards of a new, fast pace and innovative working environment (Hiam 2003, 7-8).

According to Hiam (2003,1) Organizations should aim to build a culture where employees feel enthusiastic and eager; such a culture of engagement yields better performing individuals and groups. This positive energy should be harnessed. The importance of engaged employees is especially important in the modern era. Forecasting the future has become harder due to the fast pace of business, the abundance of competitors and developments in technology. Considering this, organizations must have a self-productive and innovative workforce to stay competitive. (Hiam 2003, 2-5). Managers must resist upholding the status quo, and facilitate change by bringing out the natural enthusiasm and creative tendencies of their subordinates, and to make sure employees apply this in their work. This is something managers must do as part of their daily work.

When talking about motivational management, we cannot neglect the psychologist Fredrick Herzberg's theory of internal versus external motivation (1968). Individuals are motivated in everyday life both internally by their inner goals and ambitions, and also externally by peer groups and authorities. In a business context, influencing external motivational factors is possible by utilizing verbal persuasion and, for example, reward schemes. Internal motivation is significantly less possible to influence from an external source. Intrinsic motivation generates ideal, high-performing employees. For internal motivation to flourish, employees need to work in a positive environment. The first step to achieve this is to eliminate all elements of demotivation. Although demotivational management, in other words, pressure, yields short term productivity, it is harmful in the long-term. These elements can be thought of as any statements or actions from management or co-workers, which workers find annoying or negative. Employee performance correlates with the emotional state-path one is on. If workers have a negative overall emotional state, they respond to initiatives as problems and their response is resistant. This path leads to poor performance. On the other hand, if workers have a positive emotional state overall, they respond to initiatives as opportunities and respond openly, which leads to a path of highly performing and motivated employees. To change workers' attitudes, the underlying emotional framework needs to be changed from the bottom up. Managers must learn to identify the emotional state of their subordinates. In other words, managers must think with emotional intelligence. Managers can affect the emotional climate of a workplace indirectly. This is where the basic element of leadership steps in, that is "lead by example". Being open, optimistic and enthusiastic works as a powerful tool to influence others. Managing other people's attitudes starts with managing your own attitudes (Hiam 2003, 18-29)

3.4 Co-Operation, Collaboration, Coordination & Co-Creation

“Companies today are dealing with a new type of customer - ones that is better educated, more collaborative, and infinitely more resourceful than at any time in the past.” (Bhalla 2011, 4). According to Bhalla (2011, 3-4) the modern customer is a new “type” of customer. The modern customer involves himself and actively participates in the production of services and products. Customers no longer passively receive what is offered, customers work, learn and persist to get what they want. The modern customer is willing to work with providers to help themselves. Bhalla argues (2011, 4) that the modern customer is unique and that this uniqueness needs to be embraced. Although customers accept the expertise of experts, they balance their own preferences, values and beliefs with expert opinion. In other words, customers are pushing organizations to look harder and think deeper.

In addition, the new type of customer is more connected and networked than ever before. The modern customer is able to communicate with other customers, review service providers and products and receive information from others. Though customer-to-customer communication is often informal, knowledge-sharing is changing the way organizations need to operate to stay competitive. One of the largest enablers of networking for both customer-to-customer, business-to-business and business-to-customer is the internet. The modern customer is an individual who both produces and consumes services and products. Organizations are able to collect valuable data from their customers and if utilized efficiently, organizations are able to customize services and products for customers as individuals (Bhalla 2011, 4).

Bhalla (2011, 4) argues that modern customers are not satisfied being spectators and passively treated by organizations. Customers want a say in what they want to consume and how they want to consume it. Customers are ever ready to utilize their own resources and initiative to co-create services and products, which cater to their needs.

For several decades, organizations have operated in a product-orientated and firm-centric way of thinking. However, in the past years, customers have started to demand to be a part of the process. Modern customers are tired of being passive recipients at the end of a long value chain. Customers are demanding, that they have a say in the price, materials and how organizations produce a product or service. Customers believe that if their say is taken into account in the process, organizations will be able to produce services and products which really suit the needs of the customers. The previously stated are in some cases in direct line with emerging trends. As an example the clothing and restaurant industry has been pushed by consumers to produce ecological and ethical products and services. Customers are tired of being placed into segments and not valued as individuals. Many they feel that they are only

valued for their wallets. (Bhalla 2011, 5).

There are few better examples of what a profound effect co-creation and collaboration can have. Bhalla argues (2011, 6-7) that the so called “open source movement” is one of the most profound example of customer-driven innovation and value-creation. Open source was developed outside formal product development processes of organizations by average consumers. During the firm-centric era consumers were only able to consume software offered by organization, which were protected by laws and which content was dictated by the organizations themselves. Of course, customer feedback was never inhibited; however, consumers were not able to effect the software’s performance, without taking a long and tiresome path through the organization. Co-creation and collaboration has generated many success stories in the open source. The engagement of consumers with organizations and each other has produced value through customer-driven innovation. Customer collaborators and co-creators are like an extended family, who openly share ideas in an informal and ongoing way.

Bhalla adds to this (2011, 10) that collaboration and co-operation has always existed, however in the post-industrialized economies the community’s and commerce has become separated. Several factors have now enabled the modern consumer to challenge this. The emergence of the internet and other knowledge-sharing platforms have empowered consumers to challenge this separation. Organizations can no more have a monopoly on resources or ideas. Bhalla argues (2011, 10) that social approaches to designing products and services are often better than the same design that made strictly within the organization. Today, organizations are increasingly gaining attention around co-operation and collaboration, whereas, in the past, this social approach to business practices was only found in small organizations. Now even the most firm-centric organizations re adopting these practices into their daily business activities. According to Bhalla the modern consumer is able and willing so engage in such co-creative activities and share their knowledge and resources, since it is in their best interest.

Hallmark is an excellent example of an organization, which has adopted the social co-creation and collaboration centric approach. Hallmark was seen as a conservative company, catering to traditional Christian values of their American customers. Hallmark initiated a co-creation program with their customers using an online platform called IdEx. Through co-creation Hallmark identified their consumer’s actual preferences regarding card design and content. The identification of consumer preferences included a need for a larger variety of humorous cards, even including dark humor. In addition, Hallmark could passively listen and engage with consumers on these online platforms and utilize this information generated by discussion for their interest. Co-creation and collaboration proved so successful, that Hallmark produced a print on demand -service, which enables customers to design and print their own cards. In addition to card creation software the company organized card competitions and other activi-

ties such as a physical collaboration place at their headquarters to engage consumers with the organization (Bhalla 2011, 13-16).

According to Bhalla (2011, 20) a framework for building co-creation capability is a combination of four elements; the ability to listen, engage, respond externally and lastly respond internally. The well working alignment of these four elements promotes organizational co-creation and collaboration. With modern developments in consumer networking possibilities, it is imperative for organizations to listen to consumer-to-consumer discussion. These discussions representing a wide range of subjects often abundant in content and thought. Organizations retain the possibility to listen to their consumer using various online platforms, for example, blogs. The benefits for organizations who listen to their customers are plentiful. Organizations are able to study consumer consumption experiences, obtain information regarding their brand and view possible referrals of their products and services. Such knowledge sharing benefits all parties involved. Organization benefit from unfiltered and honest feedback, retailers benefit from more potential customers and consumer benefit from more trustworthy peer reviews and consumption experiences. Organizations engage with consumers to stimulate dialogue. The objective of this is to evoke customer responses and to produce a deep and accurate understanding. This empowers organizations to tap into relationship ecosystems to gain more understanding of customers' preferences and opinions. Engaging with consumers also generates new relationships and patterns of interaction between consumers and the organization itself (Bhalla 2011, 22).

Co-creation is often a lengthy process. Consumers needs and preferences can be hard to generalize. However, consumers' preferences can be influenced, several repetitions of exploration and development are needed, unless consumers can be empowered using various tactics and tools to shorten the co-creation cycle. Adopting these tactics increases the productivity of co-creation, so organizations can roll out with a new product or service in a timelier manner. Valued customers can be collaborated with earlier in the innovation process to increase productivity. External response generates value by saving resources (Bhalla 2011, 23).

In addition to the previous three elements, co-creation requires internal response. Internal response is imperative to create co-creation capability. It requires investing in internal communication, corporate structure, business practices and processes. If employees within the organization are not on the same wave length regarding the co-creation initiative, the program is likely to get stuck or even fail (Bhalla 2011, 24).

Bhalla argues (2011, 25), that gaining customer collaboration capability is not merely a task of implementing a framework, however, also a task of changing managers mindsets. Three requirements are needed for successful implementation; Conviction, authenticity and flexibil-

ity. According to Bhalla (2011, 25-28), it is imperative for organizations to commit to collaboration efforts and follow-through with these programs in a transparent manner. In addition to transparency, organizations need to put effort into building trust with their customers, through right actions. As a benefit, customers will learn to recognize the organization as trustworthy in the long term. Although customers and organizations may have conflicting views, flexibility to listen and understand customers and act on their views is a crucial step in gaining collaboration capability.

Co-operation with competitors (also known as coopetition) can additionally yield value for organizations. Although coopetition carry's risk, its benefits may overweigh its cons, depending on the circumstances. According to Ritala, organizations which collaborate with competitors on a wide spectrum of organizational alliances, show positive results regarding value generation. Although, too many competitive alliances show the opposite effect. Organizations should manage their alliances carefully, to avoid risk generated from excess collaboration with competitors (2010, 53). Risks related to circumstance become more important in service development coopetition. Competition and collaboration that are exercised simultaneously may cause conflict between organizations and as a result firms may retain knowledge. Conflict appears often in competitive coopetition, however collaboration exercised in early stages of the value chain appears more fluent (2010, 45). Ritala argues (2010, 57) that coopetition proves valuable in a highly competitive and uncertain market situation. In other cases, it does not show evidence of value.

Different forms of co-operation exist in the business world. Vertical alliances are characterized as supplier-buyer relationships, horizontal alliances as competitor relationships and finally diagonal alliances as relationships between various organizations operating in various industries. A common reason for cooperation is the ability to cooperate to create mutual value, and to allow each organization to focus on its own core competences and to outsource non-core competences. In addition to co-operation through outsourcing, organization may share information, such as R&D developments, to stay competitive and forecast the future (Ali-Yrkkö 2001, 12). A true partnership with R&D organizations opens up a pathway to extensive knowledge and innovation, which organizations may not be able to produce themselves. Co-operation, especially in supply-chains frees up resources, which can be directed elsewhere. True co-operation partnerships generate business-to-business trustworthiness and fluency in business processes. During the past fifteen years, organizations have advanced toward long-term partnerships (Ali-Yrkkö 2001, 84-86). However, co-operation comes in different extent. Co-operation is least extensive form of receiving mutual value, followed by partnerships, co-management and finally fusion, which is the closest and most intimate form of mutual value creation (Räsänen & San. 2005, 57). According to Ali-Yrkkö (2001, 89) networking will be adopted ever more as a primary operation mode. B-to-b relationships will become common.

Mutual value will be generated in these relationships, through deep understanding, knowledge-sharing and learning. Organizations will co-develop and comment on each other's products and services on areas ranging from technology to strategy.

Although co-operation can yield extensive benefit, competition can carry risk. According to Ritala (2010, 52) cooperation cannot be defined as risky or non-risky without taking multiple variables into account. The risk is highly linked to organizations management and design of competitive relationships. Although different segments of the value chain seem separate, ultimately the value chain is comprised of inseparable components. Competitive risk is often reduced by collaborating during the "pre-competitive" stage of a service or product design process. However, early stage competition is not riskless.

According to Lemmetyinen (2010, 14) "Coordination is one of the basic management tasks in the organizational context in that it fosters inter-functional harmony". The importance of coordination is evident in several fields; however, its importance is imperative in economics and organizational development. Although the discipline of coordination has existed throughout history, its organizational context has been only recently studied. In addition, coordination can be defined as the process of rejoining various separated activities in a new style or way. Coordination is also power and control over the unpredictable risks of individuality. In the organizational context, coordination in addition to co-operation is an ultimately important element in successful organizational practices (Lemmetyinen 2010, 14).

In the intra-organizational context, coordination represents one of the most necessary administration activities. Proper intra-organizational coordination synchronizes various departments of an organization, allowing them to co-operate in unity, however maintaining different schedules. In addition, coordination generates knowledge on what the roles are of departments and individuals within the organization, project or task. Coordination within the organization is a continuous process taking into account changing internal, and external circumstances. Coordination exists on all organizational levels; however, the task is often performed by management. Coordination is seen as a managerial discipline and as a method for managing time, organizing, providing leadership, planning and guiding decision-making processes. Coordination combines the means under one umbrella to reach the organizational objective. The importance of coordination becomes extraordinarily important in organizational mergers and acquisitions, where actions need to be carefully planned and implemented. Coordination generates organizational synergy, hence creates value from coordinated cooperation (Lemmetyinen 2010, 15-16).

In the organizational context, co-operation and coordination as terms have distinctive differences, although the terms share a strong link. "Coordination refers to effective time and se-

quence in performing activities, while cooperation indicates the willingness of persons to work together toward objectives” (Lemmetyinen 2010, 17).

Internal or external organizational co-operation in its formal state must be planned, carried out and managed professionally, to ensure its success. Informal co-operation is often carried out by individuals in an unplanned and unstructured style. Inter-organizational co-operation may generate unmeasurable value. In addition to knowledge and skill sharing, two or more parties can work efficiently together toward a shared goal or objective, simultaneously creating mutual value and benefit. The coordination of co-operation can be classified as the process of connecting various actors within an organizational network, both formally and informally and taking into account concerns of these actors. In addition, co-operation generates value through innovation and synergy. (Lemmetyinen 2010, 17-18).

According to Lemmetyinen (2010, 67) proper coordinating of co-operation fosters a competitive advantage, if resources among the actors are shared and utilized. Lemmetyinen reports, that various actors within networks value coordinated co-operation for its potential for learning. Actors are willing to share knowledge and skills for the mutual benefit of the whole network. In order to integrate coordinated co-operation among actors within a network, communication must be intense. Actors within a network value information received from trustworthy acquaintances based on experience; hence horizontally received information is more valued on an individual level, than vertically received information down a command chain. Coordinated co-operation creates an environment for easier information flow between individuals. The mentioned elements combined generate an environment of communication, trust, innovation, learning and value, which benefits all actors within a network on both an individual and corporate level (Lemmetyinen 2010, 88- 89).

3.5 Change management

Many companies today still manage employees based on the behaviorist theories of using reward and punishment to achieve intended results or changes to behavior. This approach is founded on the work of practitioners such as Pavlov, who observed the effect of rewards in conditioning the behavior of dogs, and Skinner, who in 1953 observed that rats could be trained to operate a lever to deliver a reward of food. Though these theories have been revised over the years, and challenged by other approaches, the fundamental approach of providing rewards (both financial and social) and punishments with a focus on external behavior (rather than internal motivation) still prevail in most companies today. In 1960, Douglas McGregor described his Theory X and Theory Y in his book *The Human Side of Enterprise*. He focused on management assumptions about the workforce and the effect of these assumptions on motivation. Theory X managers believe that people dislike work, need direction, are

motivated by threats of punishment, avoid taking responsibility, lack ambition and avoid responsibility. Theory Y managers, on the other hand, believe that people regard work as natural, respond to recognition encouragement as well as control, commit to objectives, look for inner fulfilment from work, gladly accept responsibility and that people can be creative. McGregor's research showed that Theory Y managers got better performance from their teams. McGregor's research showed that the manager's beliefs and attitudes are as important as the employees' attitudes when it comes to motivating staff (McGregor, 1960).

Frederick Herzberg was an American psychologist who introduced the idea that workers have two sets of motivators: a desire to avoid pain or deprivation (hygiene factors) and a desire to learn and develop (motivators). Hygiene factors include pay, company policy, quality of management, working conditions, status and security. He found that hygiene factors did not motivate workers, but taking them away was a demotivator. He classified as motivators achievement, recognition, responsibility, advancement, learning, and the nature of the work. These factors provided true motivation. His research during the 1950s and 1960s showed that many companies focused on hygiene factors rather than motivators (Herzberg, 1968).

In the field of Change Management, practitioners need to analyze the nature of the organization and consider the many psychological theories that describe aspects of individual and team willingness to change, and the sources of resistance to change. They then develop change plans based on these factors. When considering the motivation of Oventia reception staff, and how to make the work culture more innovative, individual motivators as well as management beliefs about their staff need to be considered in crafting an action plan (Cameron & Green, 2012, 22-28)

According to Paton & McCalman (2008, 5-7) The ability of organizations to manage change will be a factor in whether they will prosper in the future. The speed at which companies need to change in order to survive has increased dramatically in a short period of time, in particular due to technological and global economic developments. Business environments are becoming more and more complex, and their dynamic nature has put a lot of pressure on business executives and their management teams, the professionalism of which is key to whether they will successfully manage change. Forward-looking and adaptable organizations that have strategies that allow them to adapt to changed environments can facilitate change far easier than organizations that are not, and are more likely to stay competitive.

Change management has become an extremely important managerial discipline within organizations. Change facilitators must be resourceful, skillful, knowledgeable and have access to support, making change facilitation a multi-disciplinary activity. For successful change, facilitators must possess the skills to communicate, motivate and influence people within an organization. Essential competences for a change facilitator also include leadership, management, and planning (Paton et. al 2008, 40).

The role of communication in a change process is critical and must be taken seriously. The organization has to put effort into getting the right messages heard, since employees are overloaded with information. The goal of change communication is to get the message heard, understood and implemented by all parties. The message as well as the tone has to be customized for the target audience, and the audience should be encouraged to provide honest and open feedback. By encouraging feedback, dialogue can be built. Managers must also set an example and be active participants in the discussion. In addition to effectively communicating the message, communication reduces change resistance and ignorance, and reduces the risk of rumors (Paton et.al. 2008, 50-51).

“Why do people resist change? Quite simply because they fear the unknown and are comforted by the familiar” (Paton et.al. 2008, 52). According to Paton (et.al. 2008, 52-53) various reasons create resistance to change. Changes in organization structure are among the changes that are most commonly resisted by employees, since they often result in changes of power, influence, or even job security. Fear of change may also be generated by technological challenges. Patton argues that technology and innovation have a great power to disrupt, since the introducers of new technologies have a better understanding of them than the end-users. Change may also confront feelings of comfort or apathy in employees. Employees are often unwilling to change because they feel satisfied with the status quo, feel that they know their jobs, and have no need to develop and relearn. When security and stability are at risk, change resistance is common. Modern organizations may operate based on old lessons and from historical success. Lastly resistance can be generated by those who feel they lack knowledge and understanding of the situation. Managing change is one of the most demanding disciplines managers may face within an organization (Paton et.al. 2008, 237).

Paton argues (et.al. 2008, 237-238) that resistance to change is visible on three levels. On the organizational level, resistance to reorganization and cultural change is commonly seen. On the group level, resistance arises when groups and group norms are challenged. Thirdly, resistance to change takes place on an individual level. Uncertainty about the future triggers individual resistance. Change resistance can be minimized, though it cannot be completely eliminated. The individuals within the organization and their needs and beliefs must be accounted for. Communication about how individuals will benefit will increase acceptance. In addition to organizational executives with prestige, unofficial leaders (people who can influence) and middle managers must be recruited into the change process. Change must be encouraged on all levels. Groups can be influenced better if based on specific information about the groups, as communication can be modified to deliver a message more effectively to the group. Groups may be also influenced from within, establishing shared perceptions. Patton argues that change from within a group is far less likely to face opposition when a member of the same group exerts it. Among all, open and transparent communication is imperative for

reducing resistance to change (Paton et.al. 2008, 238-239).

Although resistance to change can be reduced through clever organizational design, not all resistance to change is negative. Change is key to the long-term survival of an organization and can generate dialogue that helps the organization to evolve. (Paton et.al. 2008, 53-54).

For change to be successfully facilitated, active support of management is necessary. Without it, change will lack vision. Successful change management requires a dedicated team, representing a variety of skills and knowledge. Change facilitation is a multi-disciplinary activity, which cannot be facilitated individually. Competent change agents drive change. These agents have necessary skills, such as communication, technical and most importantly people skills. Change is an ongoing process, and this fact should be incorporated into organizational design and culture. Change receptiveness gives organizations a competitive advantage. (Paton et.al. 2008, 380-385).

According to Paton (2008, 165-166) after meeting customer needs, people are the most important asset in most organizations, and motivated, committed employees are the source of the best services and products. The opportunity for personnel within an organization to grow and develop is crucial for commitment and continued success. And the ability to grow and develop is dependent on organizational design and possibilities and restrictions laid down by it. Personnel must be engaged in meaningful work. Each employee must generate value and purpose for the organization and be a clear piece of a larger picture. Paton argues (et.al. 2008, 381-382) that personnel within an organization have both a need and a want to develop and this growth works as the force in organizational performance. Involving people in the change process will result in greater commitment and empowerment through ownership. Empowering people will lead to their taking the initiative to drive positive change without being pushed, provided the four driving forces behind change are present: openness, communication, involvement and empowerment.

3.6 Service Design

Service design, also known as service science and service engineering, is a term used for an emerging discipline which incorporates change management, business and design. The importance of service design is becoming more prominent, as the service industry represents between 70 - 80 % of the gross domestic product in many developed nations (Lockwood 2009, 159).

The aim of service design is to make services more user friendly, taking into account the service experience, touch points, service encounters, participants and their emotions. A variety

of tools and methods are used by those designing services to analyze and develop services. Key objectives of service design are value creation and developing customer experience, through quality service encounters (Lockwood 2009, 161). Service design activities can be broken down into six different categories, which are understanding, thinking, generating, filtering, explaining and realizing. Specific service design tools are available for use within each category, including benchmarking, touch point analysis, personas and blueprinting among many others. Service design is a constantly evolving discipline, which has shown valuable results when implemented. Organizations can gain competitive advantage by including service design as a core competence (Lockwood 2009, 162-163).

Return on investment can often be hard to measure in service design, since no real metrics on value created / value lost exist. However, according to Lockwood (2009, 175-183) it is possible to apply two working methods for measuring ROI of design work in the public sector. Additionally, there is also one method that can be used in both the private and public sectors to provide a numerical measure of ROI from design work. The service usability index measures the quality of a service and rates this quality between 0 and 10. The service usability index measures quality from service experience, taking time into account. Four key parameters are used in the quality measurement process; accessibility, usability, experience and proposition of the service. Data are collected using these parameters through interviews and customer observation. The quality of design can be measured and developed using this method in any service, resulting in a detailed analysis of a customer journey through a service, critical touch points and customer experience.

3.7 Innovation

Innovative behavior is defined as the new, intentional and beneficial ideas created, introduced and applied to everyday actions within a group or organization (Agarwal, 2014; Niu, 2014). The goal of innovative behavior is to improve processes, methods and efficiency. Some authors divide the innovation process into 3 steps: idea generation, idea promotion, and implementation (DeJong & Den Hartog, 2007; Janssen, 2004; Niu, 2014). All three phases are important if results are to come from innovative ideas. Other authors have defined innovative behavior as the result of intrinsic and extrinsic motivation (Hammond, Neff, Farr, Schwall & Zhao, 2011). This view looks at how intrinsic and extrinsic motivation causes employees to put voluntary effort toward the goals of the company in the form of improvements and innovations that will benefit the company.

Many studies conclude that a key element of motivation is commitment, and that commitment increases innovative behavior (Agarwal, 2014; De Jong & Den Hartog, 2007; Kehoe & Wright, 2013). Commitment is a source of intrinsic motivation, according to Kehoe and Wright

(2013), and causes employees to go beyond what is required by their job description and contract in order to help the company succeed (Janssen, 2000).

Schimansky (2014) proposes a useful conceptual model for analyzing the relationship between commitment and innovation, and proposes factors that enable the conversion of motivation into innovation. Key to their concept model and highly relevant to this case study are the High-Commitment Work System and AMO factor

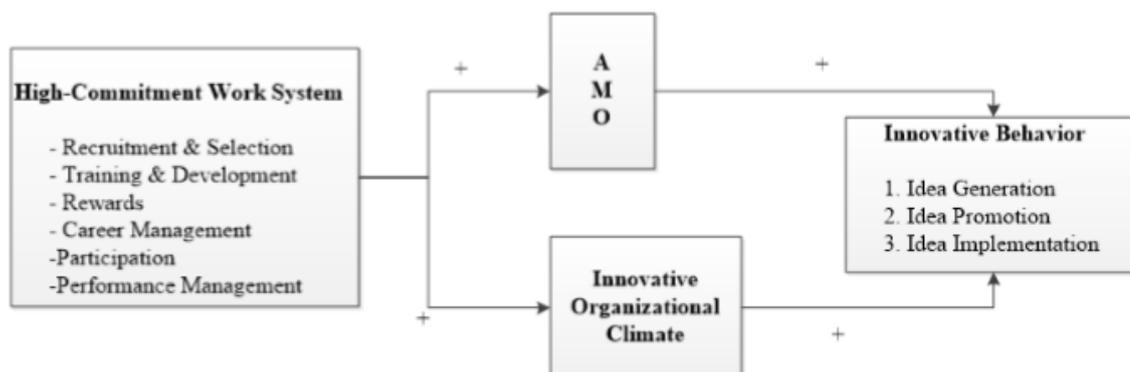


Illustration 4 HCWS & AMO Conceptual Model (Schimansky, 2014)

A high-commitment work system (HCWS) is a set of practices (often driven by HR practices) that increases employees' commitment. Although there is no consensus on the exact content of such a system, many studies highlight recruitment and selection, training and development, career management, rewards, performance appraisal and participation through involvement and communication (Allani, Arcand & Bayad, 2003; Eisenberger et al., 1986; Laursen & Foss, 2003). This theory proposes that company investment in the employee through training and development, career advancement, rewards, etc. will create a reciprocal obligation on the part of employees to share ideas and knowledge and contribute back to the company. In addition, the system will guide employees' efforts toward the correct goals by rewarding the right performance. (Uen, Chien & Yen, 2009). The existence of this system enables the company to steer employees toward innovative behavior.

Ability, motivation and opportunity (AMO) theory is commonly used to determine the effectiveness of a high-commitment work system. Appelbaum (et al. 2000) studied the need for ability (skills and knowledge), motivation and opportunity to participate in order to produce desired behaviors. Schimansky (2014) used the AMO framework to evaluate whether an HCWS can result in innovative behavior. Ability is improved by training and development, among other things (Guest, 1997; Kehoe & Wright, 2003). Motivation is increased through career development, knowledge-sharing (Guest, 1997; Kehoe & Wright, 2003). Opportunity is increased if employees have a chance to participate in processes and decision-making, can communi-

cate with others, and have autonomy in how to do their work. (Guest, 1997; Wright & Kehoe, 2008).

Schimansky (2014) also argues that an innovative organization climate is an important element, and Cheng & Huang (2007) describe it as the employees' view of the day-to-day ways of working in the company which set their expectations about what behavior the company values. The behavior of leaders will contribute to employees' perception and is discussed further below.

Various research covers a wide variety of leadership traits, but most of these focus on a leader's ability to improve performance and efficiency, rather than innovativeness of staff. Many experts now agree that that individual innovation supports an organization in reaching its goals and remaining competitive (Unsworth & Parker, 2003). But studies of leadership behavior developed to improve performance are not necessarily applicable to leading innovation (Mumford & Licuanen (2004, p. 170) and research specifically related to innovation leadership is fairly limited. Among those theories that have investigated how leader behavior affects individual innovation is Transformation leadership theory. Transformational leaders are able to get their employees to look at problems in new ways and develop their potential in order to increase creativity. (Kahai et al., 2003; Shin & Zhou, 2003). Experiments by Jausi & Dionne (2003) did not substantiate this connection, while research by Shin & Zhou (2003) found a connection.

Participative leadership focuses on employees' involvement in decision-making processes and increased ability to influence decisions. Several studies have found a positive connection, such as the Judge et al. (1997) research in biotechnology firms which concluded that increased employee autonomy increased innovation, and the Axtell et al. (2000) study in the manufacturing area, which also found that increased participation increased innovative behavior. LMX theory, also called Leader-Member Exchange theory, states that increasing social exchanges and improving relationships between managers and employees increases employee satisfaction (Yukl, 2002). Others working in this area have gone further and suggest that improved relationships also affect innovativeness (Graen & Scandura, 1987; Tierney et al. (1999); Janssen & van Yperen (2004).

De Jong & Den Hartog (2007) looked specifically and leadership behavior in relation to innovation, including both employees' ability to generate ideas, as well as their ability to apply new ideas in practice. Their study is particularly relevant to this case study, as it focused on knowledge-based service organizations such as Ovenia. They identified 13 relevant leadership behaviors that influence innovative behavior, many of which were also identified in the research of this topic as relevant to this case study. The leadership characteristics identified are innovative role modelling, intellectual stimulation (asking employees to evaluate practices and come up with ideas), stimulating knowledge diffusion (stimulating communications),

providing vision, consulting (incorporating ideas based on discussion with employees before implementing them), delegating (allowing employees freedom to determine how best to do a job), support for innovation (being supportive and helping innovative employees solve problems), organizing feedback (on concepts), recognition (appreciating innovative performance), rewards (giving financial rewards), providing resources (giving time and money to implement ideas), monitoring (checking status of progress), task assignment (giving employees challenging and interesting work assignments). Some traits supported only idea generation or application, but 6 of these contributed to both.

4 Results and Analysis

Following is analysis of the results of the chosen methods and application of the theoretical framework to those results.

4.1 Corporate Values

Reception staff were asked the following:

1. *How familiar are you with Ovenia's values? (Customer focus, innovation and trustworthiness)*

Respondents: 13, Average: 4,46

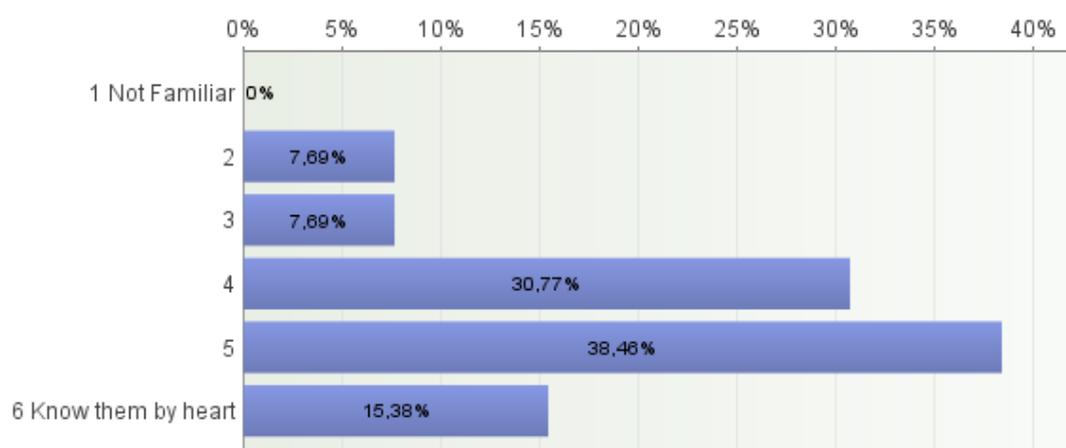


Figure 1 Reception survey "Familiarity"

2. How relevant are these values to you in your work?

Responders: 13, Average: 4,92

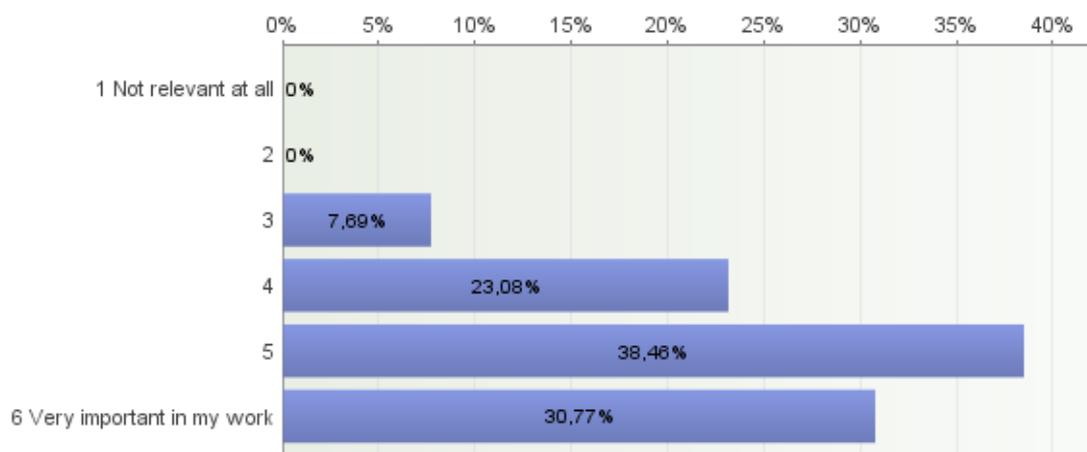


Figure 2 Reception survey "Relevance of values to work"

Analysis: Corporate Values

The employee survey results indicate that receptionists are familiar and aligned with Ovenia's corporate values, with an average score of 4,46 on Question 1, "Familiarity", and an average score of 4,92 on Question 2, "Relevance of Values to Work". The relevance score is in the same range as the Familiarity score, affirming that the employees consider the values important to them.

According to Tracy (2014), being aligned to corporate values is important, because the "individual's ideals are influenced by the corporate values, the role models represented by senior people in the organization, and the corporate culture surrounding employees." Receptionists cannot be expected to live the corporate values if they don't know them and if they are not personally aligned with them.

Evans (2012) describes how Core values influence business performance and job satisfaction, too. Organizations with strong cultures rooted in shared core values tend to have much happier employees, and happier employees help businesses perform better. Empirical evidence from the Strategy Institute for Thought Leadership suggests that core values directly correlate with business performance.

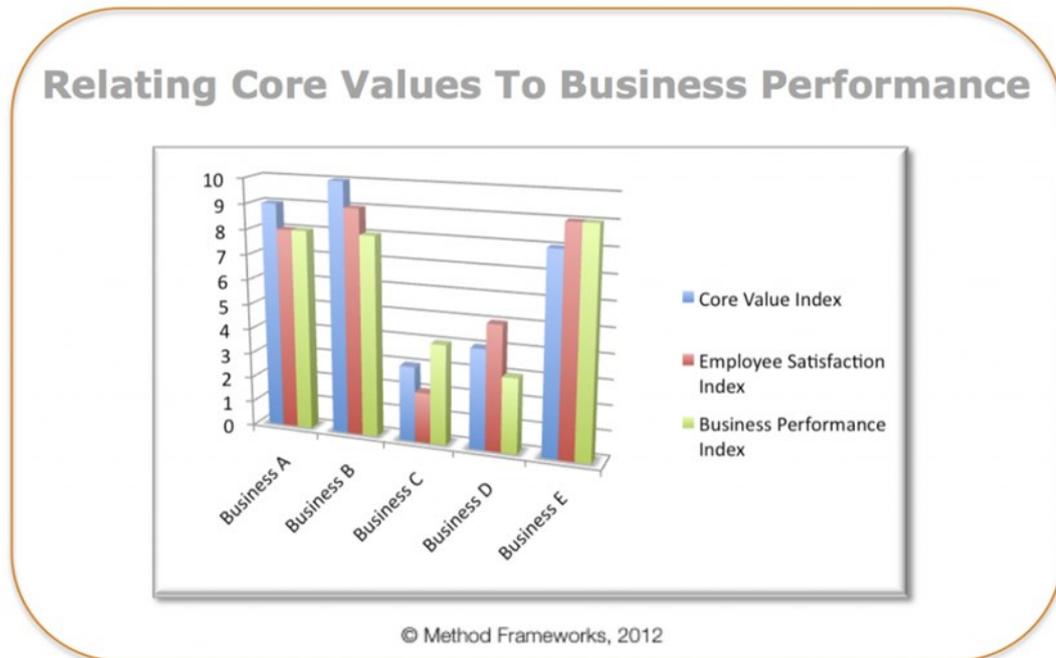


Illustration 5 Relating Core Values To Business Performance (Method Frameworks 2012)

The chart shows that companies with higher core value index scores have better performance and employee satisfaction than companies with lower core value index scores.

In summary, further action may be taken to improve this already-high score, and the company is in a strong position to drive changes with employees who are well-aligned with the company's values, but in the context of this case, this is not a top priority.

4.2 Reward and Recognition

Reception staff were asked the following:

3. *Do you know about Ovenia's reward system?*

Respondents: 13, Average: 1,92

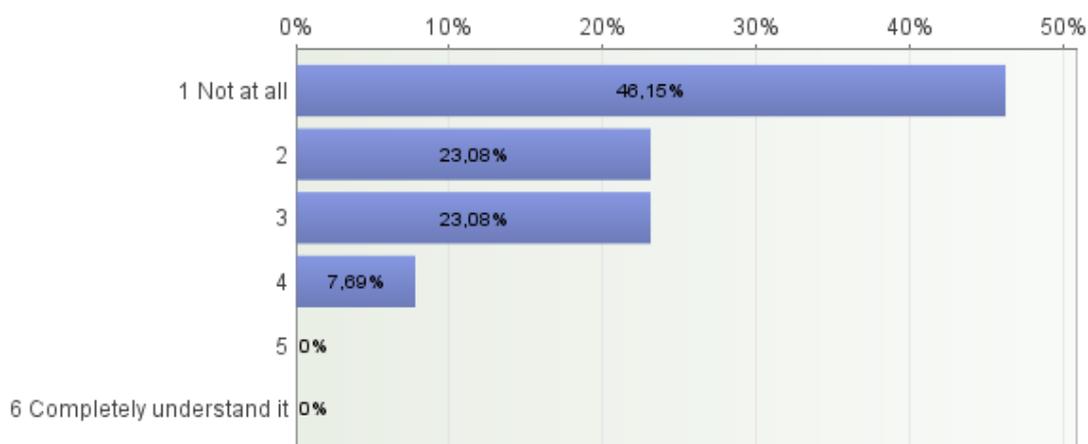


Figure 3 Reception survey: "Familiarity with reward system"

4. *Do you feel you are recognized when you have done good work?*

Respondents: 13, Average: 2,92

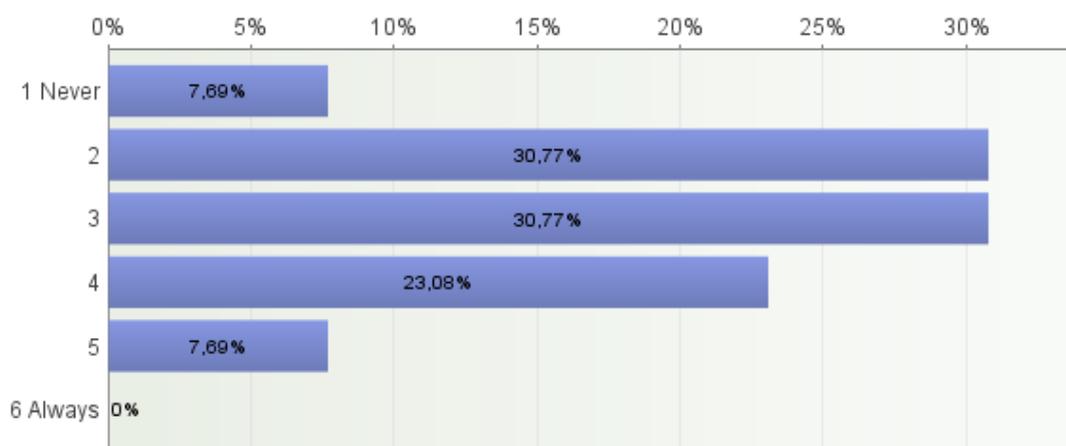


Figure 4 Reception survey: "Receiving Recognition"

Analysis: Reward and Recognition

46,15% of receptionists were not familiar with Ovenia's employee reward system at all, and only 7.69% respond positively to Question 3, "Familiarity with Reward System", with an average score of 1,92. This figure is worrying, since all Ovenia employees are eligible to initiative and lead rewards, among other rewards. This suggests a problem in the flow of information regarding the company's policies and guidelines. Even though all employees can access this information through the company intranet, receptionists tend not to familiarize themselves with the intranet content. This also suggests a lack of vertical communication. Particularly noteworthy is the fact that Ovenia started to reward its employees for innovative ideas. As will be discussed later in this paper, employees are motivated to share improvement ideas, but are unaware that they can get rewards for them. According to Bhalla (2011, 24) innovation requires investing in internal communication, corporate structure, business practices and processes. If employees within the organization are not aware of innovation initiatives and processes, improvement programs are likely to get stuck or even fail.

Over two-thirds of receptionists respond negatively as to whether they feel recognized for good work, with an average score of 2,92. 0% on Question 4, "Receiving Recognition". 0% report that they are always recognized for good work. Similarly, only one-third of managers acknowledge that they "often" recognize good work. Thus, both receptionists and managers see a similar opportunity for improvement.

According to Maslow's hierarchy of needs, all humans have esteem needs (ego). This is the fourth tier of the need pyramid and an important component of a functioning worker. Ego needs are basic human needs of self-worth. In business context these needs are most often represented by recognition and rewards. According to Tracy, 2014, a good self-image is one of the 3 key contributors to self-concept, which in turn is a key to high performance. Tracy describes the importance of recognition by saying that "Positive feedback from the boss improves the individual's self-image, and increases his or her ability and desire to perform at higher levels." (Tracy 2014).

When receptionists were asked what would be meaningful recognition for good work in Question 5, "Meaningful Recognition", the overwhelming majority talked not about financial reward, but rather about non-monetary recognition. Although financial recognition, such as raises and gift cards were mentioned, many answers were focused on getting positive verbal recognition and feedback. Trust, small gifts, food gifts and guidance for performing better professionally were also mentioned. Tracy's theory (2014) suggests that in order to achieve excellence, a company's reward structure must go even further, and rewards not only for excellent personal performance, but also, for excellent team performance.

Comparing employees' perception of reward and recognition to the perception of their managers, it is notable that two-thirds of managers also acknowledge that employees are not rec-

ognized enough for good work in Question 2, “Giving Recognition”, aligning perfectly to the employee response (two-thirds negative). Tracy argues (2014) that tapping into the psychological factors that determine performance and productivity can make a dramatic difference in the effectiveness of a manager and in their ability in getting results from motivating people to make their full contribution to the organization. This may be the fastest way that a manager can multiply his or her personal effectiveness and productivity. It is clear that improving performance through recognition is beneficial not only to the employee, but also to the manager.

Managers responses to the same qualitative question, Question 3, “Meaningful Recognition”, suggested money, public recognition in the form of small tokens of appreciation, and verbal recognition from managers, peers and others as appropriate forms of recognition. Interestingly, one manager indicates that manager recognition is given daily, but employee responses do not mirror this. Managers list the same types of monetary and non-monetary rewards as appropriate tools for recognition, but managers mention financial reward more frequently than the employees, who would undoubtedly find financial reward welcome, but would be satisfied with non-financial rewards.

In sum, improving awareness of reward systems and increasing recognition of good work, in particular through non-financial rewards, should be priorities for this Oventia unit.

4.3 Job Satisfaction

In the area of Job Satisfaction, questions covered a variety of topics that contribute to job satisfaction and employee motivation: likes and dislikes, workload, loneliness and teamwork, growth and development, and engagement. Since responses were primarily qualitative, these topics will be discussed separately in this section.

4.3.1 Likes and Dislikes

Receptionists were asked in Questions 6-7 “Contributors” and “Detractors”, to list the things they like most and least about their jobs. They were asked to give suggestions in Question 8, “What the Company can do to improve Satisfaction”.

The most-often mentioned positive factors included providing customer service, variety, working with people, and special projects.

The most-often mentioned negative factors included lack of work, lack of internal communication and instructions especially for solving customer problems, long commute, unavailability of manager.

Improvement suggestions included new tasks and small projects or rotation for variety, improved instructions especially at new locations, increase communication and feedback from managers, improve work ergonomics.

Managers were asked what they believe contributes to and detracts from receptionist job satisfaction in Questions 4-5, and for their improvement suggestions in Question 6.

The most-often mentioned positive factors included regular team communication, good tools for work, good induction, clear processes, easily approachable managers, interaction with co-workers.

The most-often mentioned negative factors included lack of communication and feedback, loneliness at work, lack of clear instructions, lack of variety, low pay level, lack of contact with managers.

Improvement suggestions included rewards for good work, more involvement in site-related operations, more interaction with peers and managers, better communication.

Analysis: Likes and Dislikes

Both receptionists and managers identify the need for improvements in communication, manager availability and the need for variety in the work as key issues affecting job satisfaction. Because receptionists are typically working alone at a site, with their peers and managers at different locations, these issues are more pronounced than at many other companies, and require creative solutions. Since Service Design methods are focused on the user experience and identifying key touchpoints in the experience, some of the methodology could be used by managers together with some receptionists to explore and co-create creative solutions to these challenging problems.

4.3.2 Workload

Employees were asked:

9. How busy are you daily on average?

Respondents: 13, Average: 3

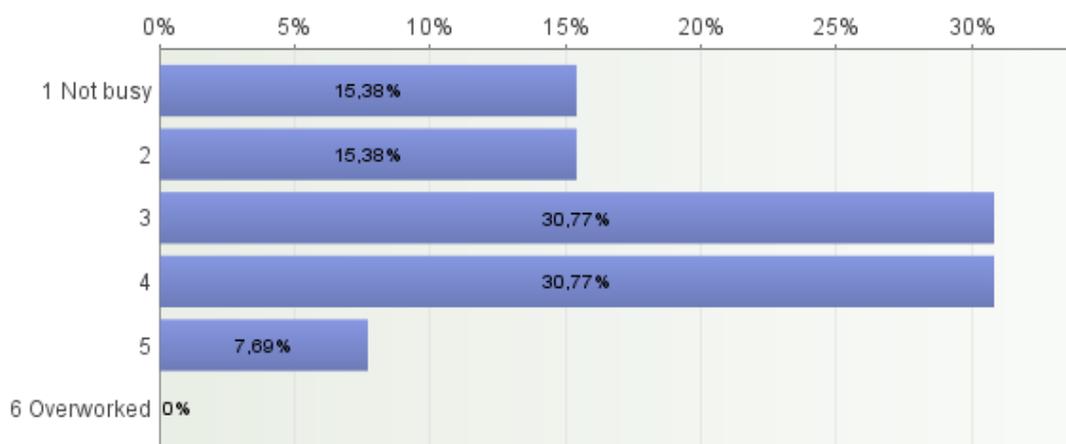


Figure 5 Reception survey: “Work load satisfaction”

10. How satisfied are you with your current work load?

Respondents: 13, Average: 4,08

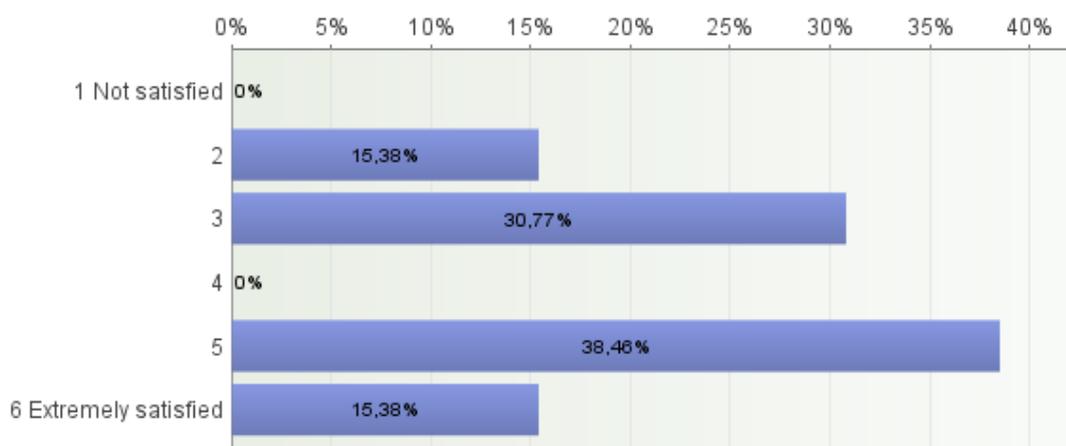


Figure 6 Reception survey: “Satisfaction with Workload”

Managers were asked in Question 7, “Balancing workload variability across sites” for ideas, especially to deal with sites that are underutilized. They suggested shifting work from busy to less busy sites when work can be done remotely, and suggested that pricing and material updates could be done this way. Another idea is staff rotation. One challenge is that the most experienced receptionists would be best placed to take on new tasks, but are placed at the busiest sites.

Analysis: Workload

Roughly 60% of receptionists are not very busy, of which 15,38% of receptionists report not being busy at all, and 45% of the receptionist staff stating in Question 10 that they are dissatisfied with the lack of sufficient work. In Question 11, “Changes you would like to see in your Workload”, they request more work, new tasks and a better balanced workload. Observation confirms that this is true at some, but not all, sites. Although about 10% of receptions are over-worked, the majority can handle more work.

The lack of meaningful working tasks affects receptionists’ motivation. In the long term, receptionists start feeling bored in their jobs. Although this underutilization of certain receptionists decreases financial value for the organization, it creates opportunity for the employees to self-develop and focus on creativity. Actions must be taken for better utilization to create value. Manager suggestions relating to rotation and new tasks should be explored further. However, variable workloads across the sites creates a challenge in finding a simple, common solution that will work across all sites.

4.3.3 Loneliness and Teamwork

Employees were asked:

12. *How important is contact with other reception colleagues to your work?*

Respondents: 13, Average: 3,23

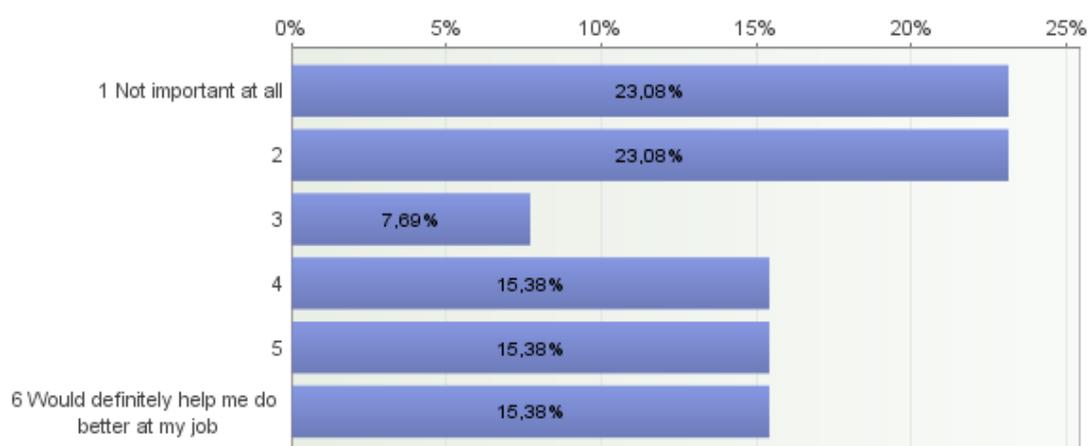


Figure 7 Reception survey: “Importance of contact”

13. Do you feel lonely at work?

Respondents: 13, Average: 4,08

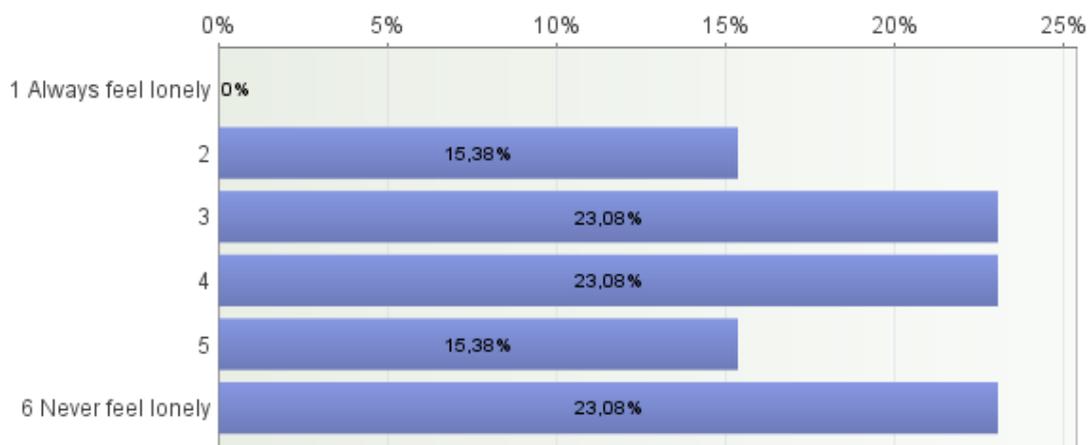


Figure 8 Reception survey: "Loneliness"

14. Do you have any communication with other receptionists about daily work or challenges, e.g. over skype?

Respondents: 12, Average: 3

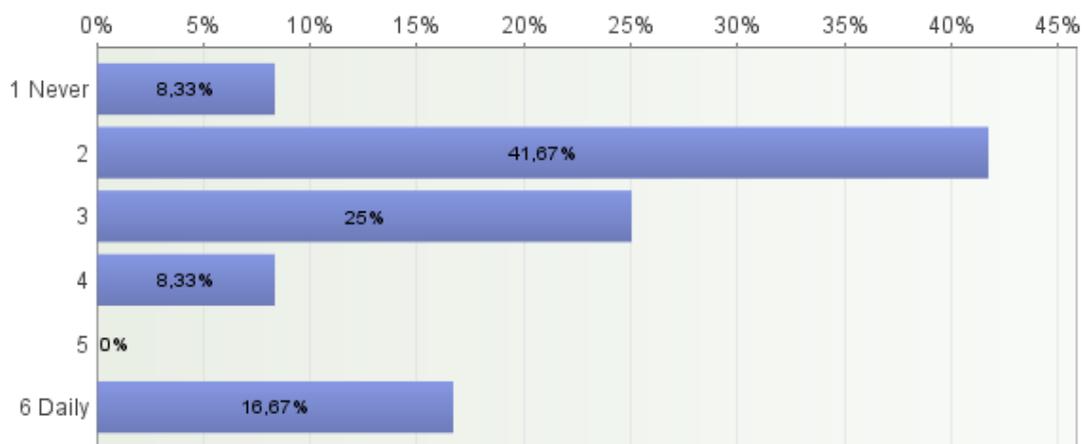


Figure 9 Reception survey: "Communication"

Analysis: Loneliness and Teamwork

Over 50% of receptionists feel contact with peers is unimportant for their work (Question 12, “Importance of Contact”), but roughly 40% report feeling lonely at work (Question 13, “Loneliness”). 75% do not communicate regularly with other reception staff (Question 14, “Communication”) and only 17% report communicating daily with others, but 70% say they would prefer to work in a team than as an individual contributor (Question 15, “Team or Solo”). The responses are not entirely consistent, and may reflect different personality types and prior experiences with working alone, or simply failure to recognize that staff could proactively reach out to other staff to relieve loneliness.

On the other hand, 100% of managers feel that peer contact among receptionists is important. In Question 9, all managers say there would be benefits from increased teamwork, and in Question 10 suggest that benefits would include sharing best practices, learning from others, improving efficiency and building a sense of community. Hawthorn’s studies point out the positive impact that social relationships have on worker productivity. Tools such as Skype are available, and observation has shown that staff are avid users of social media, e.g. on smartphones, but are reluctant to reach out to each other.

4.3.4 Growth and Personal Development

Employees were asked:

25. *Do you believe you have opportunities to advance at Ovenia?*

Responders: 13, Average: 2,31

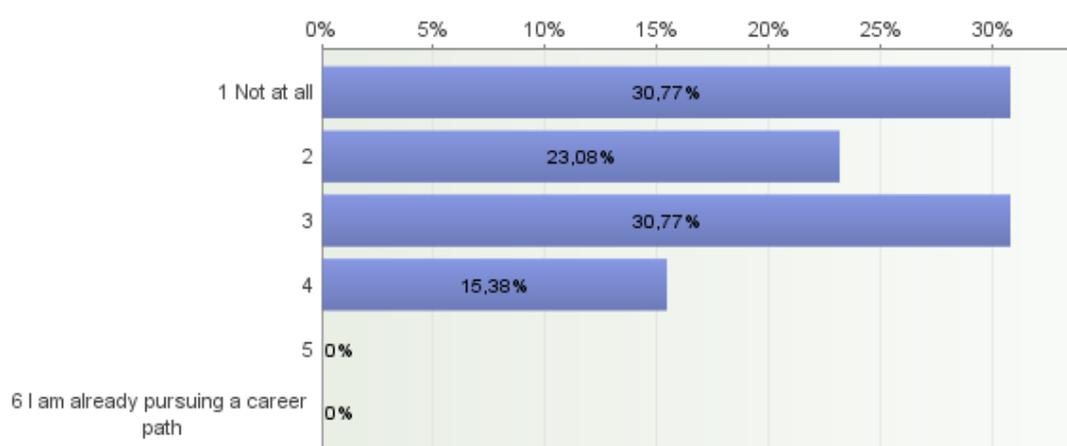


Figure 10 Reception survey: “Opportunity for advancement”

26. If you had a development discussion in the last year, have you made progress on the actions agreed in the discussion?

Responders: 11 Average: 3,09

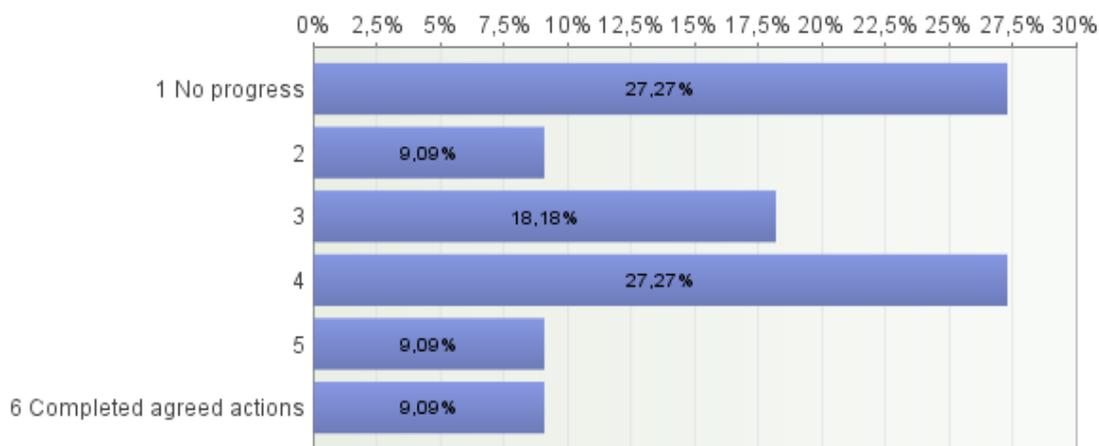


Figure 11 Reception survey "Development progress"

Managers were asked:

19. Do you think receptionists feel they have a career path in Ovenia?

Responders:3, Average: 3,33

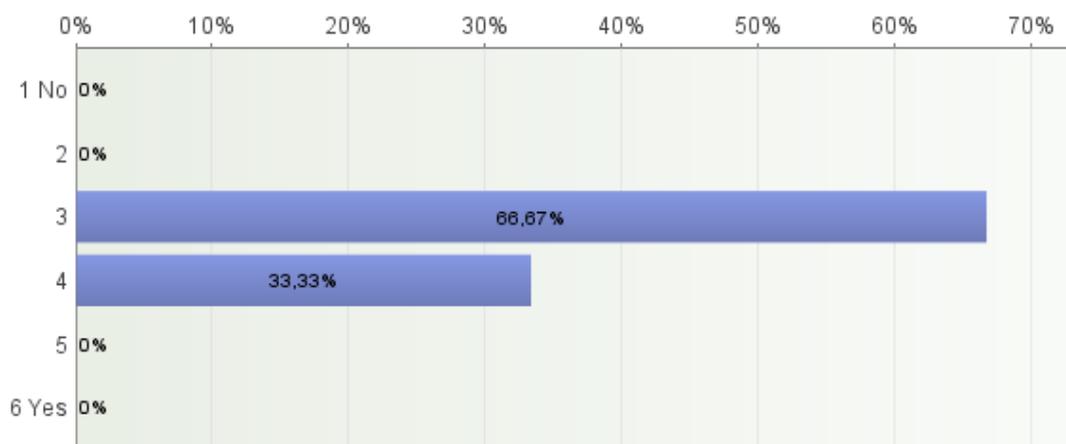


Figure 12 Manager survey: "Career advancement"

Analysis: Growth and Personal Development

When asked do receptionists feel like they have opportunities to advance at Ovenia (Question 25, "Career Opportunity") 85% of respondents answered negatively. There is a strong correlation between the focus group not believing they have the opportunity to advance and the respondents feeling unlikely to be working in the company 1 year from now (see 4.3.5, Question 24, "Engagement"). The assumption can be made that the focus group's lack of belief in advancement opportunities is the reason for their significant likelihood of resigning within a year. The lack of belief in advancement opportunities for advancement is undoubtedly a significant demotivating factor.

67% of managers also report that they don't believe receptionists have a career path at Ovenia (Question 19, "Career Advancement"), though they listed service assistant, property assistant and even service manager as possible advancement options in Question 20, "Career Advancement Options".

Perhaps a contributing factor is lack of meaningful development discussions. Based on Question 21, "Coverage of Career Development Discussions", managers have confirmed that all staff have had development discussions. However, over 50% of receptionists report having made no or little progress with development plans (Question 26, "Development Progress"). When asked why progress has not been made, receptionists told that nothing had been agreed, development milestones had not been set or the discussion was done informally without paperwork (Question 27, "Development Obstacles").

Respondents also wanted to send a message to management, that the development discussions are not working (Question 28, "Messages to Management").

Managers agree in Question 22, "Success factors" that clear and realistic goals, follow-up, and personal initiative are success factors. They further identify in Question 23, "Obstacles to Development" that the obstacles to progress are lack of clear goals, lack of commitment to goals, and lack of manager time.

Respondents also complained about sales of services and other performance metrics are not being tracked and that nothing is expected of them. Respondents hoped that managers would give more positive feedback and to communicate about changes in guidelines affecting them. As workload is variable at many sites, time could be used for employee development. The quantitative and qualitative insights in the survey provide input for a development framework.

In summary, development discussions and commitment to act on the agreed upon development actions should be made a priority in the department.

4.3.5 Engagement

Employees were asked:

24. *How likely are you to be at Ovenia one year from now?*

Responders: 13, Average: 3,62

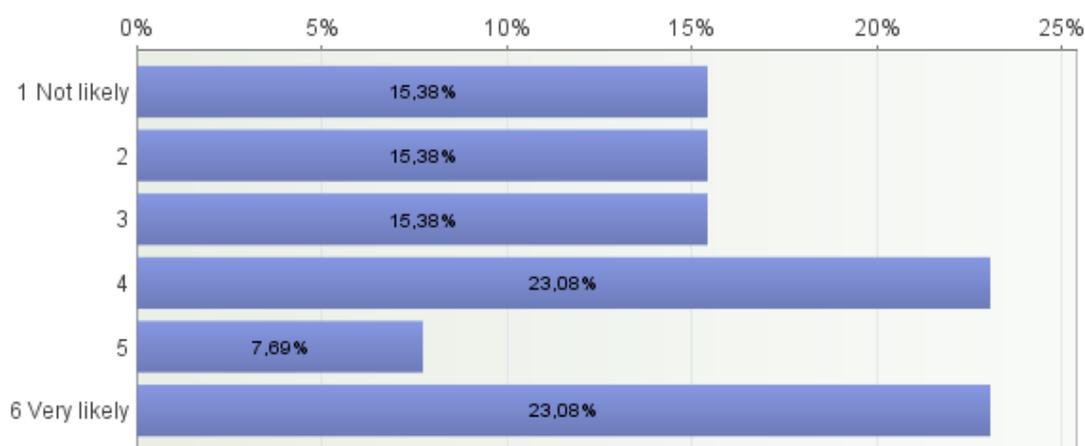


Figure 13 Reception survey: “Engagement”

Analysis: Engagement

When receptionists were asked how likely they are to be working in the company in one year (Question 24, “Engagement”), an average score of 3,62 was given. Only 23,08% reported that they are very likely to stay, while 15,38 % responded that they are very unlikely to stay. 46% responded negatively, which is a worrying figure. According to an interview conducted in November 2015 with a representative of PAM (Palvelualojen ammattiliitto), one of the largest service industry unions in Finland, it was reported that no public statistics exist regarding voluntary attrition rates for receptionists. PAM reported unofficially that they believe 33% attrition is approximately the industry average. (PAM 2015. Personal communication.)

Note to reader: Confidential information regarding to employee salary range, employment length and other costs have been purposely left out of the publicly published version of this thesis. The accurate data was handed over to the case company. The decision to leave the data out was made on the basis, that competitors could utilize this information for their competitive benefit.

Data collected internally from Human Resources suggests that the average voluntary attrition rate within Ovenia for reception staff is around 33% (Ovenia HR 2015. Pers. Com.). This data suggests that the whole reception staff has come and gone within a timeframe of 3 years. Employee turnover has negative financial effects; however, the effects of it cannot be meas-

ured only in money. This statement is supported by White & Locke (2000) because the demands of the modern workplace often create a stressful environment which is exacerbated by employee turnover which disrupts workflow and forces a team into an adjustment period.

Data collected from Human Resources suggests that the rapid turnover of receptionists can become expensive for the company. Ovenia receptionists work on different collective bargaining agreements. The minimum wage of a receptionist is €/month and the highest is €/month. The average wage is €/month and the median €/month. These figures apply for full time workers with a monthly salary. Part-time workers earn between €-€/hour. In addition, a receptionist earns an additional €/hour for induction (training others). New receptionists need to complete both phases of the security guard course, because the locations they need to work in legally need a receptionist with a security guard permit. (Ovenia HR 2015. Pers. Com.) With this data we can roughly calculate the cost of hiring a new worker to compensate one that has been lost. The minimum time required to train a receptionist for the job is 2 days per site. A typical scenario involves hiring two new receptionists who will be paid € hour and trained to work full time at a single location.

The cost of the add is currently $450€/2 = 225€$, assuming the add yielded 2 prospects.

With a salary of €/hour * 2 working days (16 hours) = €

Induction cost €/hour * 2 working days (16 hours) = €

Corporate price for security guard course (first phase) 270€ + 58€ + police fee of 39€

Corporate price for security guard course (first phase) 385€ + police fee of 39€

With these prices, we can calculate the cost for the company of hiring one new, un-trained receptionist is €.

It should be noted, that many of the new hires have an existing security guard license, in which case the cost can be as low as €. In many cases, the company hires receptionists as special temps, who learn to work in up to 10 different locations. In this scenario, the cost can be as high as €. These costs are estimated based on different real life scenarios and the cost of each recruitment varies. According to Human Resources, the cost of recruiting a new receptionist is less than recruiting administrative staff, since the recruitment does not need to involve the management team.

With an attrition rate of 33%, Ovenia can expect to spend between € and € annually on replacing reception staff. If we use the rate of 46% (% of staff who answered negatively), this cost could be as high as € ($36 \text{ staff} * 46\% * €$). This does account for the loss of value due to loss of experience, disruption in workflow and other factors.

4.4 Innovation

The following illustration demonstrates receptionist survey feedback about what happens to staff ideas from Question 16, “Ideas”, Question 17, “Raising your idea”, Question 18, “Sharing your idea”, and Question 19, “Response to idea”.

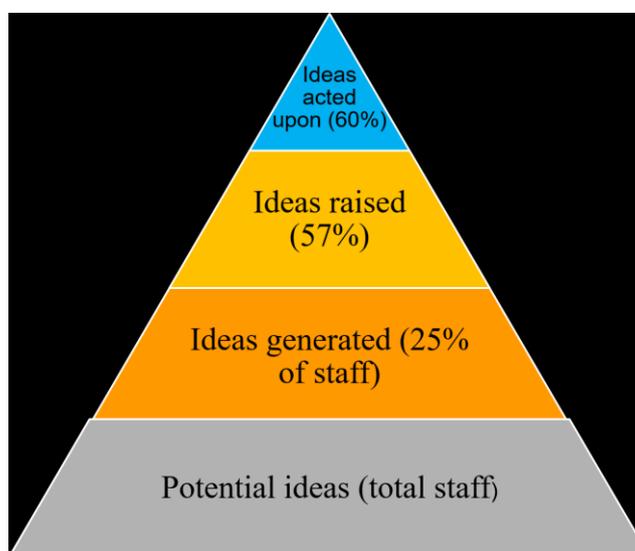


Illustration 6 Rate of Innovation

Analysis: Innovation

25% of receptionists report having had an innovation idea during the last year (Question 16, “Ideas”). Of these, 57% brought the idea to the attention of their supervisor (Question 17, “Raising your Idea”) but only 37% shared the idea with peers (Question 18, “Sharing your Idea”). In 40% of the cases raised to management, receptionists claimed that they got no response or that nothing happened. (Question 19, “Response to Idea”). On the other hand, 67% of managers reported receiving an innovation idea from reception staff during the last year (Question 11, “Receiving an Idea”), and reported that all ideas were fully or partially implemented ((Question 12, “Implementing Ideas”) and that they gave feedback on all suggestions (Question 14, “Feedback on Ideas”). All managers responded that Innovation is relatively more important than the other corporate values (Question 1, “Importance of Innovation”) and that the Co-creation of services with reception staff is a good idea (Question 15, “Co-Creation”).

Only a small number of receptionists are actively sharing ideas, and may not understand that it is a priority for their managers. Additionally, reception staff are lacking visibility and feedback on ideas they have put forward, since managers report that all ideas have been acted upon, but 40% of idea-generating staff appear to be unaware of any progress. This indicates the existence of a communication gap which will lead to a risky situation, in which the few innovators will become demotivated and stop generating and/or communicating their ideas. In management messages to employees (Question 25, “Management Messages”), managers

encouraged receptionists to actively and bravely speak up and share ideas. Interestingly, receptionists are less likely to share ideas with peers than with managers, indicating that they probably do not understand the importance and value of sharing best practices.

Applying the Schimansky (2014) model to this case study, specific elements of the high-commitment work system are identified in survey results as missing and result in a low level of commitment, as seen in the Engagement index. The lack of training and development, career path and recognition, as well as limited opportunities to share information with team members and management are all highlighted. AMO factors are also highlighted. Limited development and information-sharing results in decreased ability to understand service models, customer needs, and to identify opportunities for improvement. Boxall & Purcell (2003) state the increasing the skills and knowledge of employees is necessary for increasing innovative behavior. Due to limited communication among staff, and staff and managers, the idea-sharing structure is missing and limits opportunities to share and discuss potential improvement. Ovenia's HR department could make use of Schimansky's conceptual model for analyzing areas of strength and weakness in their system of generating commitment and enabling commitment to turn into innovative behavior.

Applying the De Jong & Den Hartog (2007) approach to this case study, survey results show that the company vision and focus on innovation as a company value are well-known to staff. As demonstrated in illustration x, the main challenges are the low level of idea generation and communication. Survey results show that employees feel bored and are lacking intellectual stimulation and that they also engage in limited knowledge-sharing, which would contribute to the low level of idea generation. Providing interesting tasks via project work would increase idea generation. Providing learning and development opportunities would also provide intellectual stimulation, and If project work and/or development activities are done in a more collaborative environment in which employees have more visibility of team-wide practices and can develop ideas with others, it will further increase idea generation and application ability according to this research.

Increased consultation with managers would improve the rate at which ideas are communicated and give opportunities to apply them.

The survey results also show a gap in the perception of managers' vs employees regarding recognition of idea generation. If managers increase their consulting, support for innovation, and recognition of idea generation, de Jong would argue that both idea generation and application of new ideas would improve. It would also give employees more opportunity to communicate ideas, which is a significant challenge currently, with only 57% of ideas being shared.

Interestingly, the De Jong & Den Hartog (2007) study showed that, while some monitoring is needed to ensure needed support, this type of follow-up easily led to a negative impact on

innovation and risk-avoidance behavior, as employees easily become stressed and afraid of making mistakes.

Another interesting finding was that financial rewards, such as those recently implemented in Ovenia, might help reward implementation follow-through, but do not support idea generation. As the survey results indicate that 60% of ideas progress to the implementation phase, the company policy is not addressing the most critical problem, which is the lack of idea generation and communication.

In the mid-1900s, behaviorist theory was applied to corporate environments and management theory was focused primarily on the use of reward and punishment to shape employee behavior. However, approaches soon emerged that focused more on human motivation and the barriers to change, and experts such as Herzog and McGregor considered learning, growth and development as powerful motivators. Development and growth are considered fundamental tools for Change Management as well.

In summary, Ovenia should explore why nearly half of those having new ideas do not share them, as this represents a loss in potential business value. To encourage the few who do share their ideas, more attention should be paid by managers to providing feedback, and encouraging them to continue to put ideas forward and to discuss ideas with peers.

5 Conclusions and Recommendations

When more than 45% of a team report that they are unlikely to be in the company one year from now, it is clear that something should be done. The results of surveys, backed up by the theoretical framework and observation, suggest that actions should be taken to increase motivation and thus retain the value that Ovenia has invested in its human capital. The McKinsey State of Human Capital Survey (2012) shows that companies consider talent acquisition and retention the second most critical factor after Leadership and Management both now and in the future.

Although reception staff are among the most junior in the organization, receptionists are at the frontline of the company, facing the customer and acting as the face of the company and brand on a daily basis. Higher engagement will be reflected in increased customer satisfaction and loyalty. Motivation is a crucial component of engagement, affecting employee wellbeing and thus service quality and delivery in the service touch points. The lack of motivation identified in the survey also has financial consequences for the company. Demotivation not only increases turnover, but also inhibits innovation and teamwork.

Motivation and well-being must be fixed from the bottom up. The sources of motivation are many, and it is a complex topic involving both internal and external factors. This body of

work has only scratched the surface of this topic, and its recommendations are based on identifying the biggest gaps between management and employees contributing to motivation and demotivation as well as areas in which there is consensus on the need for improvement.

This study identifies 4 focus areas for actions and improvement. Proposals in these areas are summarized below, and an action plan is presented to address them. In addition, a gearbox is proposed as a tool to assist management in follow-up.

Although variability in workload is an acknowledged challenge for this team, it is not addressed as a separate topic. However, many of the suggestions included in the 4 topic areas below will indirectly help to balance workload if activities are assigned with this need in mind. The areas are reward and recognition, development, collaboration and innovation.

5.1 Reward and Recognition

Two-thirds of both employees and managers reported negatively on whether good work is recognized; thus, there is no gap in perception of the situation, but a clear mandate for action.

Tracy argues (2014) that people are the most valuable asset in an organization. Harnessing the power of people and motivating them is directly correlated with the performance and productivity of an individual, and so, the overall result of the organization. Tracy describes how self-image is influenced by treating employees as valuable. As a result, they perform at higher levels and do better work.

Maslow's fourth level, "Ego needs", in the workplace are best served by recognition and reward.

Herzog (1968) also classifies recognition as a Motivator that can deliver a longer-term positive result.

However, Change Management Practitioners warn that focusing purely on a rewards as a motivator ignores other approaches to understanding motivation, and that the nature of the individuals and team must be taken into account. In general, however, recognition is a very powerful tool in promoting desired behaviors, and can be used quite widely.

This author suggests that recognition improvements can be easily implemented, as both managers and employees prioritized non-monetary rewards as most effective, though managers were more open to considering monetary reward as well. It appears that lack of recognition is due not to lack of financial ability to reward, but rather to simple neglect of the need to recognize good work, most likely due to lack of time. By setting aside small amounts of time and planning recognition as part of managers' routines, this gap can be addressed.

This author proposes explicitly planning weekly feedback and monthly recognition of good work as part of the manager gearbox, and ensuring that recognition is also publicly recognized using existing team communication vehicles such as the monthly staff newsletter. The author proposes that small rewards such as movie tickets or gift cards are also used occasionally as thanks for completion of projects or other important milestones.

In the longer-term, management could consider implementing a process for Kudos that could be given by managers, peers and other internal customers to thank employees for good work connected to corporate values. In some companies, kudos from managers may involve a small cash reward that enables the recipients to celebrate with a dinner for family or colleagues, while peer-to-peer kudos typically consist of a “thank you” message.

It is important to reinforce Ovenia’s values and progress against business targets when giving recognition and rewards, indicating that for this team, thanks would typically focus on out-of-the-ordinary customer service, innovation, or trustworthiness, or exemplary performance against one’s goals.

5.2 Personal Development

85% of respondents reported that they don’t believe they have career opportunities at Ovenia, and 67% of managers agree, although they can identify opportunities for advancement. It can be safely assumed that lack of career development is strongly correlated to likelihood of leaving in the next year. As demonstrated earlier in this paper, attrition is a considerable cost to this team, both in terms of money and lost competence. More importantly, the lack of belief in advancement opportunities is also a significant demotivating factor.

The most significant contributing factor identified by both employees and managers is lack of meaningful development discussions that lead to commitment, clear and realistic goals and follow-up. Over 50% of receptionists report having made no or little progress with development plans and respondents sent a message to management that development discussions are not working.

Experts tend to agree that personal development is a key motivator of employee engagement. Paton argues (et.al. 2008, 381-382) that personnel within an organization have both a need and a want to develop and this growth works as the force in organizational performance. Maslow’s also recognized that “Self-Actualization”, is based on an individual’s need for personal growth and learning. Herzog listed learning as a Motivator. 3 of the 5 most critical factors driving employee engagement relate to advancement and personal development, according to Bassi and McMurrer in their whitepaper “Human Capital and Organizational Performance: Next Generation Metrics as a Catalyst for Change” (L. Bassi and D. McMurrer 2006). And White also explains that setting high expectations for subordinate performance can subconsciously affect both leader behavior and subordinate performance. (White et. al. 2000,

27). However, the reverse is also true: setting no expectations for development, or failure to show interest in progress, will subconsciously lead both the leader and subordinate to expect very little of themselves.

Change Management Practitioners would also caution that the manager's beliefs and assumptions will have an impact on the potential for creating motivation through development. A Theory Y manager, as defined by McGregor (1960), will actively support such activities, but a Theory X manager, who believes people are naturally uninterested in development, may not be as successful.

Since a high percentage of managers did not see a clear career path for their staff, the reasons and underlying assumptions of the managers should first be explored further.

This author recommends, as a first step, reviewing development goals and plans with each employee. Goals should be SMART (Specific, Measurable, Achievable, Realistic and Time-based) and, naturally, tied to business goals. (Stark. Change management consultant, 2015. Pers. Com.). Each employee should have agreed learning activities for the coming 6 months, taking into account the inability of staff to be away from the workplace for training.

Current best practice is to base 80% of development on on-the-job learning, and only 20% on formal training (Stark. Change management consultant, 2015. Pers. Com.). A survey of available e-learning could be made to identify good sources of on-line learning relevant to reception staff. Companies can also purchase corporate licenses to training databases such as Lynda for a very reasonable sum.

Lack of sufficient work at some sites, which tend to also have assigned the less-experienced reception staff, are a challenge but also provide an opportunity for the less-experienced to spend time on developing themselves utilizing e-learning, networking with peers on learning topics, or with other staff to gain a wider understanding of activities at the site.

Another effective way to increase development is to pair a more-experienced receptionist with a less-experienced one. If learning is needed in other areas, such as sales, the mentor could also come from outside the team. The pair should agree to a meeting schedule, e.g. bi-weekly for 1 hour per time, and how they will work together. Commonly, the learner will be asked to bring a challenging situation to each session and the mentor will coach the learner based on the mentor's similar experiences. Alternatively, the learning topics can be agreed in advance with the learner's manager, based on their joint review of development needs. Not only does this type of activity promote personal development, but it also helps to build network, relieve feelings of loneliness, and encourage teamwork on other topics. It could also build cross-site understanding that helps when receptionists need to provide cover at other

sites (Stark. Change management consultant, 2015. Pers. Com.).

Lemetyinen (2010, 88-89) values coordinated co-operation for its potential for learning and shows how horizontally received information is more valued on an individual level than vertically received information down a command chain and generates an environment of communication, trust, innovation, learning and value, which benefits all actors within a network on both an individual and corporate level.

Discussions with HR revealed that there is no documented career path for reception staff (Ovenia HR, 2015. Pers. Com.). Even though opportunities are limited, success stories do exist. The communication value of these success stories should not be underestimated, as they have the potential to change perception and increase commitment to the company. In the short-term, these success stories should be shared with staff. In the longer term, Ovenia should consider documenting and communicating the career path for reception staff and sharing it to guide development discussions, based on the direction an employee wants to take. HR professionals and managers and could work together with selected reception staff and those who have advanced to other roles to co-create this path.

5.3 Collaboration

Roughly 40% of receptionists report feeling lonely at work and 75% do not communicate regularly with other reception staff, though a similar percent say they prefer to work in a team.

Bhalla (2011, 5) describes the profound effect collaboration can have on innovation and value-creation. In his work, collaboration generally involves customers, but the same principles apply in creating internal value.

According to Lemetyinen (2010, 67) proper coordination of co-operation leads to competitive advantage, as resources among the actors can be shared and utilized, and due to the potential for learning. He states that actors within a network value information received from trustworthy acquaintances based on experience; hence horizontally received information is more valued on an individual level than vertically received information down a command chain. Lemetyinen (2010, 88-89) further states that collaboration generates an environment of communication, trust, innovation, learning and value, which benefits all actors within a network on both an individual and corporate level.

Both managers and experts such as Hawthorn recognize (1930) the positive impact that social relationships have on productivity and commitment. In the survey, managers identified benefits such as the development of shared best practices, learning from others, improving efficiency and motivation through a sense of community.

A significant challenge for this team is the fact that staff are often alone at a site and cannot leave the premises to spend time with colleagues. The only time when staff is together is at the annual Christmas party. The availability of Skype at all sites provides a technical solution for teamwork and communication, and it has been observed that receptionists are also avid users of social media. However, while managers recognize the potential benefits from increased teamwork, over 50% of receptionists feel contact with peers is unimportant for their work and do not recognize the benefits it would bring.

If communication can be promoted and role-modelled by a few, it is likely that receptionists will start to recognize the benefits it brings and will begin to reach out to each other more, thus growing the sense of community and learning from each other.

The priority should be to foster peer-to-peer communication and teamwork, with managers modelling teamwork in the way they work together, as well as providing limited top-down, team-wide communications. For example, managers should take turns communicating to the team as a whole rather than each manager communicating separately to his/her own subordinates. This role-models the need for teamwork.

Some actions that can promote teamwork and communication include the following:

- Pairing receptionists in learning activities, as described above.
- Assigning multiple receptionists from different sites to work together on small projects.
- Leveraging interest in social media, set up a social media group for the team in WhatsApp for informal communication.
- Send a note introducing new employees to all reception staff. Ask employee to provide some info he/she wants to share, e.g. hometown, education, hobbies, prior work, etc. Include a picture of the person if available.
- Encourage receptionists to include a photo in Skype, to improve familiarity among staff.
- Find time for a manager to hold a 30 minute All-Hands call with all receptionists without interrupting work. In times of average change, one call every 6-7 weeks would be enough.
- One-to-many communication is extremely effective in building team identity and keeping team members aligned, as well as avoiding feelings of being left out and uninformed. The responsibility for this call could rotate among managers and cover information such as personnel changes, new customers and sites, reporting on an upcoming or recent event, recognizing one achievement, recognizing or promoting an innovation/idea, sharing new targets or progress against goals. If a common time for a call cannot be found, consider recording the session for individuals to view, rather than sending a newsletter.
- Continue monthly newsletter to staff. Occasionally send recorded message instead of email.
- Using a more personal medium is shown to raise engagement over traditional media.
- Consider investing in a second, mid-year off-site get-together outside of business hours, combining training and social activities, to build team spirit.

5.4 Innovation

Innovation is clearly a priority to Ovenia, being a core corporate value, covered by the company reward scheme, and considered important by the management of the Reception and Business Services team. However, other than communicating on a company-level, there do not appear to be practices for encouraging or managing ideas originating from the staff in this team. Considering that receptionists are close to the customer and observe how things are working in practice, they would be a lucrative source of ideas on how to improve the customer experience.

Receptionists are, in fact, generating and raising ideas. And managers want to give the message to employees that they should be courageous in raising ideas, however small or sensible they may seem. However, of the 25% who have ideas, only half of these share those ideas, and they share primarily with management, rather than with colleagues, where incremental improvements could take immediate effect. One follow-up action from this study would be to better understand why half of the improvement ideas are not shared.

Communication from management can be improved, based on significant gaps in perception on both feedback and implementation of ideas between managers and employees. There is a risk that lack of feedback will discourage the few active innovators from raising their ideas.

It is likely that employees do not fully understand the importance of sharing ideas to the organization. As each sits alone at a site, they are not aware of how things are done at other sites, and may not identify situations in which a local practice would be an improvement elsewhere. As communication and teamwork increase, so will visibility improve, but in the meantime, attention should be paid to highlighting and communicating useful improvements. Thus, this author suggests including information on innovation in existing communication vehicles, both to promote a more innovate culture, as well as to recognize and share good ideas.

The Pygmalion effect described by White (et. al. 2000, 27) is relevant here as well: if managers manifest their expectations for innovation, the subconscious message they are sending is likely to elicit innovation from employee.

This author recommends the following actions:

Look into the reasons why ideas are not shared and remove these obstacles in order to maximize the number of ideas being put forward. Communicate the company reward policy and

practices regarding innovation to the team. Managers regularly communicate that innovation is a priority for them, including innovation in staff goals and development discussions, and regularly recognizing suggestions in team-wide communications. It is suggested that every second newsletter contain recognition of an innovative idea put forward by staff.

The author understands that company-wide practices for reviewing and rewarding innovation have been established only recently. Until it is clear how these practices will apply to ideas from this particular team, the author recommends establishing a local process that focuses on reviewing, supporting and rewarding innovations from this team. On a company level, improvement ideas from this team might be too small to get reviewed or rewarded, but encouraging incremental improvement in the customer interface should not be overlooked.

Ensure that valuable suggestions get a management sponsor and the resources needed to move forward, e.g. with feasibility analysis, implementation, etc. Involving the inventor in the implementation of an idea will drive commitment and motivation to produce more ideas. In addition, managers should ensure that substantial ideas do get reviewed as part of the company process, and receive implementation support. For the longer term, managers could define those focus areas in which innovation is needed to drive competitiveness, and establish projects with the right mix of competences to come up with potential solutions.

6 Action plan and Gearbox

The following are tools for managerial follow-up on based on the recommendations of this body of work.

6.1 Short- and Long-term Action Plan

Managerial Action Plan

Area	Short-term actions	Medium-term actions	Long-term action	Priority level
Values	Ensure corporate values are shared with newcomers as part of induction process as soon as possible.			High
			Reinforce awareness of company values on a continuous basis using signage, screen savers, contests etc., and regular communication tools.	Low
Reward and recognition	Increase recognition for good work.			High
	Ensure employee awareness of reward systems, particularly rewards for innovation.			High
		Adapt company reward practices to recognize on a regular basis good work within the reception team.		Medium
Job satisfaction			Co-Creation activities to find creative solutions for increasing interaction with peers and managers. Include receptionists in implementation work.	Low
Loneliness and team work	Give tasks that require contacting a peer.			Medium
		Involve multiple receptionists in project work to increase interaction.		High
			Build more peer interaction into work processes.	Medium
Growth and development	Revisit existing development plans and set S.M.A.R.T goals for each employee. Clarify next 6-month learning activities related to development plans.	Plan quarterly development plan follow-up and feedback.		High

Managerial Action Plan

Area	Short-term actions	Medium-term actions	Long-term action	Priority level
			Develop a "development" strategy for reception staff that is aligned with company strategy, business needs and career path opportunities.	Medium
	Create buddy system for mentoring.			Medium
	Communicate advancement success stories.			Medium
			Create career plan for reception staff with HR.	Medium
	Survey available e-learning material relevant for reception staff.	Invest in corporate licenses to training databases like Lynda and Ananomys feedback process.		Medium
Collaboration	Assign multiple receptionists from different sites to collaborate in projects.			High
	Create social media group for receptionist team for informal communication.			Low
	Encourage use of photos in Skype.			Low
	Send introduction note for each new employee to all reception staff.			High
		Establish manager all-hands calls with reception staff every 6-7 weeks.		Medium
	Continue monthly newsletter to staff, and vary media to attract notice, e.g. send video message.			High
			Consider investing in mid-year teambuilding event.	Low

Table 2 Management Action Plan

6.2 Management Gear Box



Management Gearbox

Weekly	Monthly	Quarterly	Annually	Other
Set aside 10 minutes to contact someone and thank them for good work. This is done best in person, but a phone call or email is sufficient.	Give a non-monetary gift with public acknowledgment of good work.	Have a development plan follow-up and feedback conversation with receptionist.	Hold annual development discussion with staff. Discuss and document.	Take time to talk with receptionists whenever visiting a site
	Staff newsletter: Recognize a innovation and achievement	Communicate company values in staff newsletter	Communicate reward policy	
	Review innovation proposals	Communicate advancement success stories in staff newsletter	Communicate team targets	
			Communicate innovation policies	

Table 3 Management Gear Box

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Appendix 1 Reception Survey



Työiihtyvyys ja motivaatio auloissa

1. Kuinka hyvin tunnet Ovenian arvot (Asiakaskeskeisyys, innovatiivisuus, luotettavuus ja laadukkuus) ? *

- 1 En tiennyt Ovenian arvoja
- 2
- 3
- 4
- 5
- 6 Tunnen arvot hyvin

2. Kuinka merkityksellisiä nämä arvot on työssäsi ? *

- 1 Ei merkityksellisiä työssäni
- 2
- 3
- 4
- 5
- 6 Hyvin merkityksellisiä työssäni.

3. Oletko tietoinen Ovenian palkitsemisjärjestelmästä? *

- 1 En ole tietoinen
- 2
- 3
- 4
- 5
- 6 Tiedän palkitsemisjärjestelmän hyvin.

4. Tunnetko saavasi tunnustusta hyvin tehdystä työstä?

- 1 En ikinä
- 2
- 3
- 4
- 5
- 6 Aina

5. Mikä mielestäsi olisi mielekäs (palkitseva) tunnustus hyvästä työstä ?

6. Mistä pidät eniten työssäsi ?

7. Mistä pidät vähiten työssäsi ?

8. Listaa asioita, joita työnantajasi voisi tehdä parantaakseen työviihtyvyyttäsi.



- 2
- 3
- 4
- 5
- 6 Kyllä

10. Jos vastasit myöntävästi, millaisia hyötyjä tästä voisi syntyä Ovenialle ja millä konkreettisilla tavoilla yhteistyötä voitaisiin lisätä?

11. Oletko saanut viimeisen vuoden aikana alaisiltasi kehitys- tai innovaatioehdotuksia?

- 1 En
- 2 Kyllä

12. Jos vastasit myöntävästi, toimeenpantiinko ehdotus?

- 1 Ei
- 2 Osittain
- 3 Kyllä

13. Jos vastasit kieltävästi, miksei ehdotusta toimeenpantu? (esim. ehdotus oli liian kallis tai kannattamaton toteuttaa).

14. Saiko alaisesi kuitenkin palautetta ehdotuksestaan?

- 1 Kyllä
- 2 Ei

15. Olisiko mielestäsi hyödyllistä ottaa aulapalveluassistentit mukaan yrityspalveluiden kehitystyöhön?

- 1 Ei
- 2

13. Tunnetko yksinäisyyttä töissä ?

- 1 Olen jatkuvasti yksinäinen
- 2
- 3
- 4
- 5
- 6 En ikinä tunne yksinäisyyttä.

14. Kommunikoitko muiden aulojen kanssa päivittäisestä työstäsi ja/tai työhaasteista, esimerkiksi Skypen välityksellä ?

- 1 En ikinä
- 2
- 3
- 4
- 5
- 6 Päivittäin

15. Työskenteletkö mieluummin osana ryhmää vai yksin?

- 1 Mieluummin yksin
- 2
- 3
- 4
- 5
- 6 Haluaisin aina työskennellä osana ryhmää.

16. Oletko keksinyt kehitysideaa edellisen vuoden aikana ?

- 1 Kyllä
- 2 Ei

17. Jos vastasit kyllä, oletko tuonut kehitysidean esimiehesi tietoon?

- 1 Kyllä
- 2 Ei

18. Oletko jakanut kehitysidean työkavereidesi kanssa ?

- 1 Kyllä

- 4
- 5
- 6 Hyvin todennäköistä

25. Uskotko, että sinulla on mahdollisuus edetä yrityksen sisällä?

- 1 En usko, että eteneminen on kohdallani todennäköistä
- 2
- 3
- 4
- 5
- 6 Uskon vahvasti eteneväni yrityksen sisällä

26. Jos olet käynyt kehityskeskustelun edellisen vuoden aikana, oletko edennyt asettamiesi kehitystavoitteiden toteuttamisessa sovitun mukaisesti?

- 1 En ole edennyt
- 2
- 3
- 4
- 5
- 6 Sovitut kehitystavoitteet ovat toteutuneet.

27. Jos et ole edennyt sovituisissa tavoitteissa, mistä tämä johtuu?

28. Oma viestini hallinnolle

100% valmiina



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Aulojen työviihtyvyyden kysely 2

1. Yrityksemme arvoihin liittyen kuinka tärkeänä pidät innovatiivisuutta verrattuna ammattitaitoon ja asiakaskeskeisyyteen?

- 1 Vähiten tärkeänä
- 2
- 3
- 4
- 5
- 6 Tärkeimpänä

2. Koetko, että aulapalveluassistentit saavat tunnustusta hyvin tehdystä työstä?

- 1 Ei ikinä
- 2
- 3
- 4
- 5
- 6 Aina

3. Mikä mielestäsi olisi mielekäs ja/tai palkitseva tunnustus aulapalveluassistentteille hyvin tehdystä työstä?

4. Mitkä tekijät mielestäsi vaikuttavat eniten aulapalveluassistenttien työviihtyvyyteen?

5. Mitkä tekijät mielestäsi vähentävät aulapalveluassistenttien työviihtyvyyttä?

6. Luettele asioita, jotka Ovenia voisi toteuttaa parantaakseen aulapalveluassistenttien työssä viihtymistä:

7. Kohteesta riippuen aulapalveluassistenttien työmäärät vaihtelevat. Luettele joitain tapoja, joilla työmäärää voidaan tasoittaa kohteiden välillä (esimerkiksi mitä voitaisiin tehdä toisin kohteissa, joissa on erityisen hiljaista).

8. Koetko, että aulapalveluassistenttien olisi hyvä saada toisistaan vertaistukea työssään?

- 1 En
- 2
- 3
- 4
- 5
- 6 Kyllä

9. Koetko, että aulapalveluassistenttien keskinäisen yhteistyön lisäämisestä hyödyttäisiin?

- 1 En

21. Minkä prosentin aulapalveluhenkilöstöstä arvioisit käyneen kehityskeskustelun viimeisen vuoden aikana?

- 0-20%
- 20-40%
- 40-60%
- 60-80%
- 80-100%

22. Minkä tekijöiden ansiosta kehityskeskustelussa asetetut tavoitteet pääsevät toteutumaan?

23. Mitkä tekijät ovat haitallisia kehityskeskustelussa asetettujen tavoitteiden toteutumiseksi?

24. Kuinka tyytyväinen olet koko Ovenian aulapalveluhenkilöstön työn laatuun yleisesti?

- 1 En lainkaan tyytyväinen
- 2
- 3
- 4
- 5
- 6 Hyvin tyytyväinen

25. Viestisi autoille:

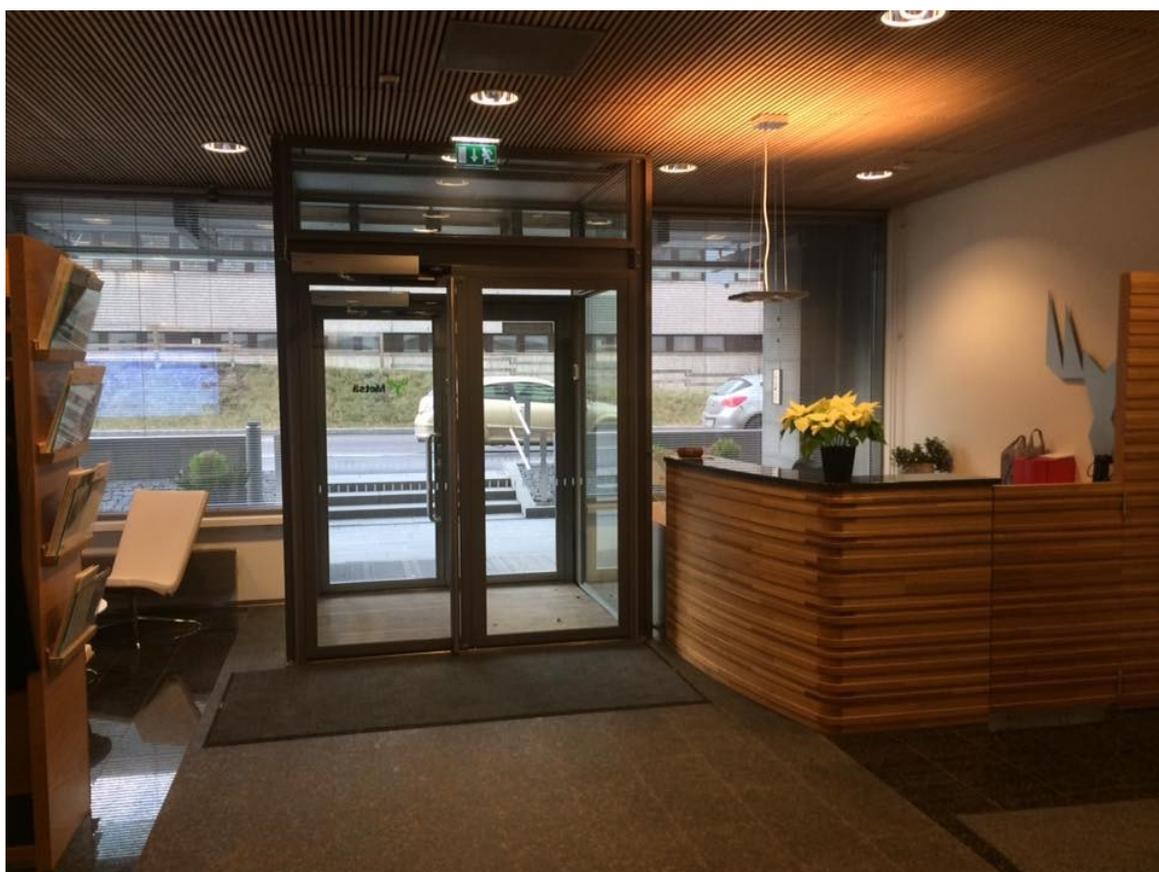
Appendix 3 Observation notes

Obsevation notes	
Observation notes	
Date and time	21st July 2015 08:00 – 09:30, 10:30-12:30, 15:00-16:00
Observed receptionists	1
Location	Location: Ratamestarinkatu 7, Helsinki
Environment	Open layout lobby with receptions desk and sitting area. Elevator lobby in front of the reception desk.
Employee atitudes	Employee seems very bored. Few customers during the day. Customer interactions: Customer interactions very proactive and professional. Tasks get done immediately, customer service very good.
Co-Worker interactions	Employees co-workers passed on the way in and said good morning. Co-workers pass by on the way to lunch and exchange a few words. Employee goes to 5th floor to heat lunch in microwave and small talks with co-workers and others. Employee says have a nice day to employees heading home. Chats throughout the day with canteen employee, as she passes.
Customer interactions	All interactions with internal and external customer's professional, customer service very good. Employee conducts casual small talk, reminds customers on various topics and is very proactive.
Busy hours	Very preoccupied when concentrating on work. Does not greet all passing people Lots of things to do at once, then nothing to do.
Quiet hours	Employee seems bored. Working on personal stuff on the PC and using social media on mobile phone and PC. Most of the day was very quiet.



Observation notes	
Date and time	10th November 2015 08:30-09:00, 11:00-13:00, 15:00-15:30
Observed receptionists	1
Location	Valimotie 27, Helsinki
Environment	Open layout lobby with reception desk and sitting area. Large windows to courtyard and the street. Corridor passing to the right side of the reception desk.
Employee attitudes	Employee appears very energetic, talkative, social and positive
Co-Worker interactions	Employee is very friendly and casual with co-workers. Helpful towards co-workers and appears to be comfortable talking about personal things with them. The social environment appears very positive and joyful.
Customer interactions	All interactions with internal and external customer's professional, customer service very good. Employee conducts casual small talk, reminds customers on various topics and is very proactive.
Busy hours	Most of the day is busy, with constant tasks to do and customers to serve.
Quiet hours	Employee uses quiet hours communicating with co-workers, inducting new recruits and taking smoking breaks.

Observation notes	
Date and time	16th December 2015 07:45 – 16:15
Observed receptionists	1
Location	Revontulentie 6, Espoo
Environment	The reception at this premises is small. The reception desk and whole area is small, with a small sitting area. Outdoor and elevator lobby area are in the close proximity.
Employee attitudes	Employee seems very bored and unsatisfied with work.
Co-Worker interactions	Employee is very joyful and social with co-worker, who is working with her for the day. Employee seems very sociable and comfortable talking to co-worker about everyday life and joking
Customer interactions	All interactions with internal and external customer's professional, customer service very good. Employee seems a bit shy, but performs well over all. Employee feels very satisfied when she can serve one customer in her mother tongue (Spanish). Customer is satisfied with this, and impressed.
Busy hours	Most work revolves around receiving packages and calling customers taxi, or their host.
Quiet hours	During quiet hours, employee spends time on social media on her mobile phone and talking to co-worker about everyday stuff.



Obsevation notes	
Date and time	19th November 2015 09:00 – 16:00
Observed receptionists	1
Location	Säterinportti, Espoo
Environment	The reception at these premises is located in a large business building complex, housing currently one tenant company. Due to this, the premises is externally quiet with only few daily work tasks. The receptions desk and lobby area is big, with a good view outside and lots of open space.
Employee atitudes	The employee at this reception is new and inexperienced. Due to this she is a bit shy and unused to customer service work. She did not seem to complain about the lack of working tasks, but appeared bored and waiting for the day to be done.
Co-Worker interactions	Employee has no Co-workers at the premises.
Customer interactions	All interactions with customers are done professionally and with quality. Employee serves customers in a friendly manner and takes a proactive approach. Even though the employee is friendly, she seems not particularly enjoying speaking to others casually. This appears to be because of the shyness. Employee enjoyed talking and sharing development ideas about the new premises and work in general. As a new employee she saw the job from a different perspective and wished to give her input.
Busy hours:	Only work tasks revolve around receiving packages and calling a few customers a taxi or their host to retrieve them.
Quiet hours:	Employee spends most of the day just sitting and doing nothing. Occasionally she would go for a smoke or get a cup of coffee. She did not even surf the internet or use her mobile phone.

