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EMPLOYEE SATISFACTION AND WORK MOTIVATION

Research in Prisma Mikkeli

Bachelor's Thesis
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DESCRIPTION

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Abstract <p>Human Resource Management is getting more important in the business nowadays, because people and their knowledge are the most important aspects affecting the productivity of the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality, and customer service.</p> <p>The aim of this thesis is to analyze the level of employee satisfaction and work motivation in Supermarket Prisma in Mikkeli. It also deals with the effect the culture has on employee satisfaction. The theoretical framework of this thesis includes such concepts as leadership, job satisfaction, motivation, rewards and cultural differences. The empirical part of the thesis and the questionnaire were created according to the mentioned concepts. The questionnaire also included parts where the questions about expectations of the employee, work environment and job organization were asked.</p> <p>Based on the research it can be said that the level of employee satisfaction in Prisma Mikkeli is high, although there is still a room for improvements. One of the biggest strength of the organization is the relationship and communication between the employees and the managers. The biggest improvement is needed in the field of the financial rewards, because most of the employees are not showing high satisfaction with it.</p> <p>The conclusions made regarding the research are only valid for Prisma Mikkeli and can not be generalised for other organizations.</p>		
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CONTENTS

1	INTRODUCTION.....	1
2	LEADERSHIP AND HUMAN RESOURCE MANAGEMENT.....	1
2.1	Evolution of Human Resource Management.....	2
2.2	Human Resource Management in Leadership.....	3
2.2.1	Theory X and Theory Y.....	4
2.2.2	Hersey and Blanchard Situational Leadership Theory.....	5
2.3	Job Satisfaction.....	7
2.3.1	Job Design.....	8
2.3.2	Work Environment.....	9
2.4	Motivation of employee.....	10
2.4.1	Maslow's Hierarchy of Needs.....	11
2.4.2	Herzberg Motivation/Hygiene theory.....	13
2.4.3	Expectancy theory.....	14
2.4.4	Implementing motivation theories.....	17
2.5	Financial and non-financial rewards.....	19
2.5.1	Financial compensation.....	19
2.5.2	Non-financial compensation.....	20
2.5.3	Cafeteria plan.....	21
3	CULTURAL DIFFERENCES IN HUMAN RESOURCE MANAGEMENT.....	21
3.1	Concept of culture.....	21
3.2	Understanding of differences in culture.....	22
3.2.1	Geert Hofstede Cultural Dimensions.....	22
3.2.2	Cultural differences in motivational needs of employees.....	26
3.2.3	Cultural differences in employee satisfaction.....	28
4	RESEARCH PROCESS.....	29
4.1	Target organization.....	30
4.2	Objectives and research methods.....	30
4.3	Data collection and analysis.....	33
5	FINDINGS.....	33
5.1	Background Information.....	33
5.2	Leadership.....	35
5.3	Motivation.....	44
5.4	Rewards.....	57

5.5 Expectations	64
5.6 Job organization	68
5.7 Work environment	70
6 DISCUSSION AND CONCLUSION	73
6.1 Summary	73
6.2 Reliability and validity of the research	76
6.3 Suggestions for further studies.....	76
7 CONCLUDING REMARKS	76
8 BIBLIOGRAPHY	78
APPENDICES	

1 INTRODUCTION

The importance of employee satisfaction and work motivation is growing all the time in the companies. Many researches have been made to find out the effect the job satisfaction and motivation have in the productivity of the company. This thesis is about the employee satisfaction in a supermarket in Mikkeli, Finland. The authors of this thesis are very interested in this subject and wanted to find out in practice what the level of employee satisfaction in a company is. After the target organization had been found, the research question was composed: what is the level of employee satisfaction in Prisma, Mikkeli. The main subjects will be leadership and motivation, and the affect they have on employee satisfaction. To find out the results for the research, questionnaires were delivered to the employees in the supermarket. The purpose of this kind of research is to find out which factors could be improved in the target company and how to make employees enjoy their work every day. In this research it is explained what kind of factors have an effect on employees' satisfaction and which perhaps cause job dissatisfaction. For example the power of money as a motivator will be discussed.

Also the characteristics of Finnish culture will be analyzed and the effect on employee satisfaction will be estimated. In this thesis the concept of culture will be explained. It will also be discussed how important it is to understand different cultures and their effects on job satisfaction. Also the general Finnish characteristics and their effect on motivation will be researched. The research question was: what are the Finnish cultural traits that affect the employee satisfaction.

The main aim was to find out the level of employee satisfaction in Prisma, Mikkeli, and to find out possible aspects for improvements.

The analysis of the research results is based on various theories in the field of Human Resource Management. Different motivation, leadership and cultural theories are used in explaining and analyzing the results.

2 LEADERSHIP AND HUMAN RESOURCE MANAGEMENT

Human Resources means the people that work in a company and the contribution they make with their skills, knowledge and competence. (Dransfield 2000, 3) Managing people at work is concerned with making plans and deciding on approaches which to use to make people perform the way to help the company to achieve their goals.

Today effective Human Resource Management (HRM) is more important than ever because people and their intelligence are the most important factors of knowledge-based economy in which intelligent organizations are the key aspects of economic growth in the global economy. HRM is also important because people tend to change their working places often. People can change their working places to gain more respect and to feel more valued in their jobs. Also management teams have a much better understanding in HR policies and practices than before. HRM typically includes planning and implementing HR policies, recruiting and selecting work force, training and development, workforce planning, ensuring fair treatment of employees and creation of employee contracts. It can include also ensuring equal opportunities, assessing the performance of employees, managing employee welfare, providing a counseling service for employees, managing the payment and rewards systems, supervising health and safety procedures, disciplining individuals, dealing with grievances, dismissal, redundancy, negotiation, ensuring the legality of organizations employees policies and encouraging employee involvement.

2.1 Evolution of Human Resource Management

In the nineteenth century HRM has changed dramatically. In the beginning of the twentieth century people were seen as something that need tight controlling and supervising. Employee needs were secondary to the needs of the industrial system. Within hundred years the amount of people management has grown towards the situation where the recognition of employee needs is more and more important. Nowadays human resource management is one of the key responsibilities of the company. To better understand the aspects of HRM it is important to know the steps of development HRM has gone through. It is said that the foundation of HRM lies on nine different steps. Those steps are the rapid technological change which increased the specialization of labor association, the emergence of free collective bargaining, with constraints established for unions and employers, the scientific management movement (Taylorism), early industrial psychology, government personnel specialists growing out of the establishment of the Civil Service Commission, the emergence of personnel specialists and the grouping of these specialists into personnel departments, the human relations movement, the behavioral sciences, and the social legislation and court decisions of the 1960s and 1970s. (Cascio 1995, 34). Beyond these nine factors, HRM developed in four stages. "File maintenance" stage typified HRM activities

through the mid-1960s and emphasis was placed on the employee concerns. Personnel were the responsibility of special departments. These departments were responsible for screening applicants, creating employee data and planning company activities such as picnics. Next stage is considered as “government accountability” stage. This stage started after Civil Rights Act of 1964 in USA. Laws like antidiscrimination, pension, health and safety laws were created and these accelerated the rise in importance of the efficient HRM. Within HRM, compensation and benefits, training and development, labor relations and affirmative action specialists began to appear. In the 1970s and 1980s when many firms were struggling to survive, a combination of economic and political factors such as high interest rates and international competition led to greater accountability in financial terms of all the functional areas of business. Hence this third stage is determined as “organizational accountability”. Methods of assessing the costs and benefits of HRM are not widely known although they are available. In addition social trends such as more women in workforce, minorities, immigrants, older and poorly educated workforce hastened demands for improvements in the quality of work life, cultural management, ethnic diversity, and continual training and retraining. The fourth stage took place in the 1990s. It is named as “strategic partnership”. This stage assumes the struggle of firms to gain and sustain competitive advantage in the global markets. Top management looks to the HR department to control costs, to enhance competitiveness and to add value to the firm in whatever it does. (Cascio 1995, 39)

2.2 Human Resource Management in Leadership

The appropriate leadership style is highly relevant in the question of employee motivation and job satisfaction. Leaders act to provide satisfaction or more likely to offer means of satisfaction. Leaders don't necessarily motivate. A successful leader understands the needs of the others and persuades them to act in a certain way. Leaders make their workers see that following the views of their leaders', workers will get the most satisfaction out of their work. A person can be motivated without leadership. Leadership, however, can't succeed without the motivation of the follower's side. If a person has the feeling that they can perform a higher-level job, they have the motivation to attend courses or train themselves in another way to be able to perform at the required higher-level. On the other hand, if a leader thinks that one of his/her employees is able to move up in the organization hierarchy but the

person his/herself wants to stay at the level he/she already works, it's not much the leader can do. Despite the amount of persuasion and influence of the leader, that worker will probably fail in the training process necessary to rise in the hierarchy. To succeed in persuasion leaders should concentrate on the motivational needs of their workers. Leaders should persuade their workers that it is in their best interest to work the way the leader has suggested. (Lester 1992, 269)

2.2.1 Theory X and Theory Y

Douglas McGregor's famous classification of theory X versus theory Y is applicable for the leadership approaches. Theory X assumes that in general most people find working distasteful and usually avoid doing it if possible. That is why most people must be controlled and directed, even threatened to perform the way the organizational goals will be reached. Theory X also assumes that people want to be controlled and directed rather than take responsibility, and that people lack ambition. Theory Y on the other hand is more likely to have its roots in the recent knowledge of human behavior. It assumes that physical and mental effort in work is as natural as play or rest. It also says that threatening and external control are not the only ways to make people work better to achieve organizational goals. (Hofstede 2005, 266) If a person is committed to the task he/she is doing, he/she will exercise self-control. Commitment is also dependent on the amount of rewards a person is getting from his/her performance. Most important rewards are those that satisfy the needs of the individual and create personal improvement. According to Theory Y people learn not only to accept but also to seek responsibility. Under the assumptions of Theory Y the purpose of the leader is to integrate the needs of an individual in to the needs of organization. McGregor's idea is that the ability to make workers discover the organizational goals is the essence of leadership. When everyone is committed to the common goals, supervisors act as teachers, consult and only rarely act as authoritative bosses. Leaders' own assumption of the employee's motivation is relevant. If the assumption is along with the line of Theory X the leadership style will be highly different compared to the situation where leaders act according to the Theory Y. Managers that believe in Theory X tend to control their workers. Those managers think that people are efficient only as long as their work process is observed. Thus the best managing style is to tell workers exactly what they must do and closely control them to get everything done in time and with good quality. Leaders believing in

Theory X think that workers are only motivated by money, threat of punishment and fringe benefits. Theory X builds strong hierarchical management with many managerial levels where managers plan and decide what everyone is doing. (Fournies 1999, 33)

2.2.2 Hersey and Blanchard Situational Leadership Theory

Hersey and Blanchard Situational Leadership theory is a contingency theory. (Torrington 2004, 305) Hersey and Blanchard created their leadership model based on the idea that appropriate leadership style depends on the readiness or maturity of the workers. Maturity does not necessarily mean age but it is a combination of workers' ability and willingness to work. Maturity of the workers combines two dimensions, psychological and job maturity. Psychological refers to subordinates' internalized motivation to accomplish the given task. Job maturity on the other hand refers to subordinates' ability, experience and knowledge to accomplish the given task without direct supervision from others. The model is based on the idea that leaders must be able to adapt different leadership styles according to the maturity level of each worker. As the maturity level changes, different leadership style is required. The level of ability measures the experience, knowledge and skills the person has in the task he/she is supposed to do. Willingness level tells the extent to which person has motivation and commitment or self-confidence to accomplish a certain task. After measuring the maturity level, model suggests to match the maturity level and leaders' behavior.

Hersey and Blanchard have made their model on a two dimension scale. On one side there is the task behavior and on the other side relationship behavior. The task behavior is the emphasis the leader places on the work itself, to tell workers exactly what to do, when to do and how to do it. Relationship behavior is the support the leader gives to their employees, willingness to listen to the ideas of them and the concern the leader has on the well-being of them. There are four different combinations of these behaviors and those form the appropriate leadership style in that situation. Those four combinations are called **telling, selling, participating and delegating.**

If the maturity level of employees is high, the employees are both willing and able to do the tasks given. Leaders can **delegate** tasks to their workers and have low task and

low relation concentration. If the maturity level is moderate (in the figure M3) leaders can concentrate on the relationship and **participate** in the decision making and working processes as workers are able but maybe unwilling to complete their tasks. Only a little bit of encouraging is needed. If the maturity level is M2, workers are willing but may be unable to complete the tasks; leaders must just **sell** the tasks and let the workers do the rest. In the last case, when the maturity level is low, leaders must **tell** workers what to do. In this case employees are unable and unwilling to complete their tasks and the leader needs to concentrate on both relationship and task aspects. Hersey and Blanchard developed questionnaires to help managers to identify the maturity level of workers. (Lewis 2004, 96)

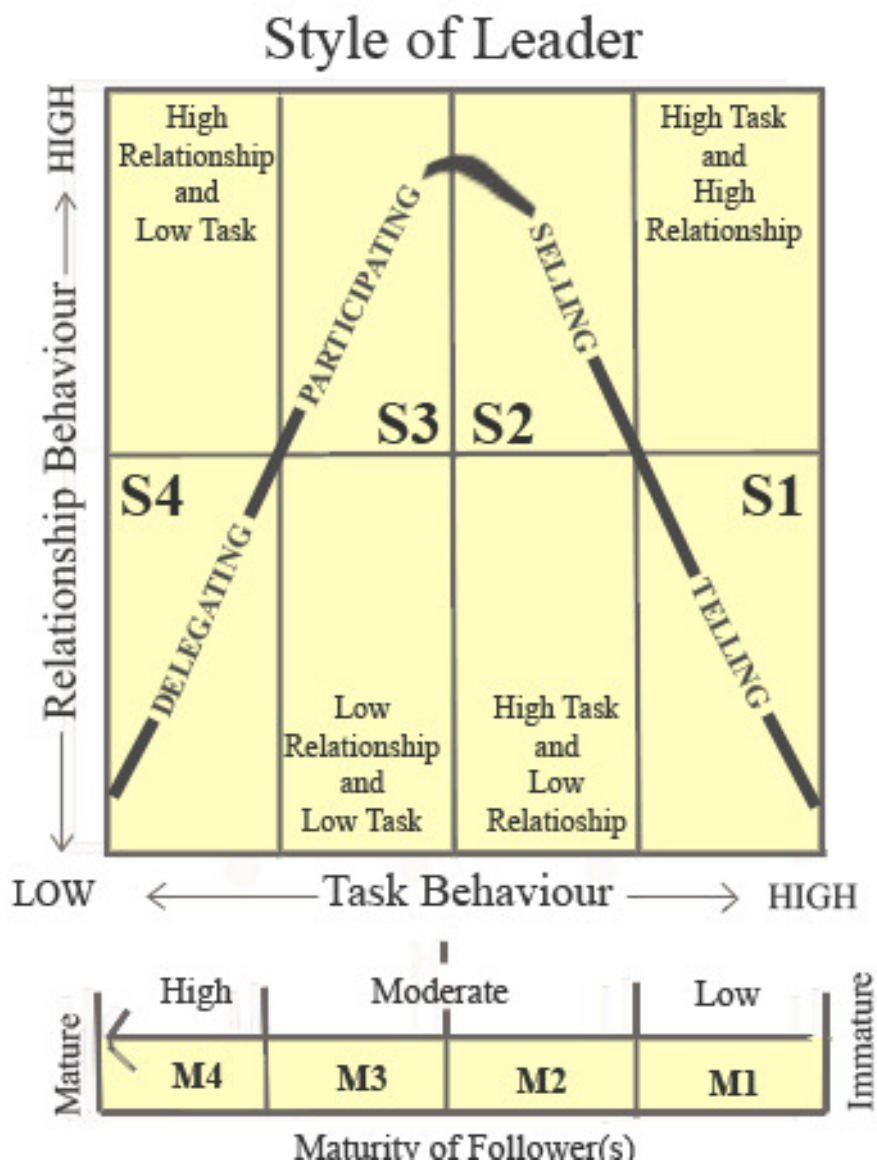


Figure 1 Hersey and Blanchard Situational Leadership Theory

2.3 Job Satisfaction

Over years, employee satisfaction has been a key area of research among industrial and organizational psychologists. There are important reasons why companies should be concerned with employee job satisfaction, which can be classified according to the focus on the employee or the organization. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is the reflection of a good treatment. It also can be considered as an indicator of emotional well-being or psychological health. Second, the utilitarian perspective is that job satisfaction can lead to behavior by an employee that affects organizational functioning. Furthermore, job satisfaction can be a reflection of organizational functioning. Differences among organizational units in job satisfaction can be diagnostic of potential trouble spots. Each reason is sufficient to justify concern with job satisfaction. Combined they explain and justify the attention that is paid to this important variable.

Managers in many organizations share the concerns of researches for the job satisfaction of employees. The assessment of job satisfaction is a common activity in many organizations where management feels that employee well-being is important. (Spector 1997, 2)

Some people like to work and they find working an important part of their lives. Some people on the other hand find work unpleasant and work only because they have to. Job satisfaction tells how much people like their jobs. Job satisfaction is the most studied field of organizational behavior. It is important to know the level of satisfaction at work for many reasons and the results of the job satisfaction studies affect both the workers and the organization. In the workers' point of view it is obvious that people like to be treated fairly. If workers feel respected and satisfied at work it could be a reflection of a good treatment. In the organization's point of view good job satisfaction can lead to better performance of the workers which affects the result of the company. Employee satisfaction is generally considered as the driver of the employee retention and employee productivity. Satisfied employees are a precondition for increasing productivity, responsiveness, quality, and customer service. (Kaplan 1996, 130)

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to

which individuals succeed or fail in their work. It is believed that the behavior that helps the firm to be successful is most likely to happen when the employees are well motivated and feel committed to the organization, and when the job gives them a high level of satisfaction. The research showed that the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. (Armstrong 2006, 264)

Companies typically measure employee satisfaction with an annual survey, or a rolling survey in which a specified percentage of randomly chosen employees is surveyed each month. Interviews would give wider and better answers but they are time and money consuming, and questionnaires are easier to compose, deliver and analyze. Elements in an employee satisfaction survey could include involvement with decision making, recognition for doing a good job, access to sufficient information to do the job well, active encouragement to be creative and use initiative, support level from staff functions and overall satisfaction with company. (Kaplan 1996, 130)

2.3.1 Job Design

One of the main reasons organizations should pay attention to the concept of job design is that it helps to function and produce better (Rush 1971, 255). The main purpose of job design is to increase both employee motivation and productivity. Increased productivity can be seen in various forms. For instance, the focus can be that of improving quality and quantity of goods and services, reduce operational costs, or reduce turnover and training costs. On the other hand, increasing employees' motivation can be achieved through increased job satisfaction.

There are four methods of job design that the technologists could use. First one, job enlargement, can be used to increase motivation by giving employees a bigger amount of various tasks that can reduce the amount of specialization required by the employee, as well as extending the length of time to complete them. Fewer workers are needed to complete the work and each employee has to be able to perform a greater number and variety of tasks. The second, job rotation, allows an employee to work in different departments or jobs in an organization to gain better insight into operations. The method can be suitable when employees are involved in performing boring, repetitive tasks to give them a greater variety of tasks. However, this may not

modify or redesign the employee's job, but allows to increase his/her skills and knowledge about other jobs. Job enrichment, the third method, allows the employee to take on some responsibilities normally assigned to management. It means that the job provides greater responsibility, recognition and opportunities for growth. There is a risk that too much responsibility and autonomy in the planning and control aspects of the job would be transferred to the employee. However, if it is implemented right, the new found control will stimulate the employee to work more efficiently.

Lastly, work simplification is the analysis of a job's most basic components to restructure or resign them to make the job more efficient. Additional aspects to consider when analyzing and designing a job are the policies, incentives, and feedback that inevitably affect the efficiency and motivation of the employee responsible to the job. (Daft 2007, 274). Job design serves to improve performance and motivation. Job-design analysis starts by looking at a job with a broad perspective and swiftly moves toward identifying the specific activities required to do the job. This is done for the purpose of identifying and correcting any deficiencies that affect performance and motivation.

2.3.2 Work Environment

It makes sense that people that are comfortable within their working environment will work far more effectively and will enjoy the working process more than those who are uncomfortable. Therefore you should consider certain aspects of your employees' workspace quite carefully. There are several issues that affect the comfort of the working environment. The first issue is noise. If it appears that there might be a problem with the amount of noise within the workplace then special actions should be implemented, such as the measurement of noise levels by a competent person. Noise can be the cause of irreversible hearing damage and also lead to increased levels of stress. It is normally caused by loud machines and it is necessary to check the noise emission levels when buying any new plant or machinery. The remedies are usually quite simple, for example providing the employees with hearing protection, rotating staff who works close to noisy machinery to decrease their exposure times, and clearly marking any 'high noise' areas to warn people of the risk. (Hughes 2009, 336-337)

Ventilation is the second issue to consider in the work environment. Fresh air is one of the most important elements of the comfortable workspace for several reasons:

respiration, the removal of excess heat and the dilution of various airborne impurities such as dust, tobacco smoke or body odor. Adequate ventilation can be provided by simply allowing windows to be opened. Air conditioning systems cannot be counted as fresh air systems as the air is re-circulated and therefore not as effective, particularly as it can still carry germs and other impurities. Temperature, the third issue, should also be taken in control at the workplace. The minimum temperature for sedentary work is 18 degrees Celsius and for work involving physical effort the minimum should be 15 degrees Celsius. Thermometers are needed to be installed to allow monitoring of these levels. Where extreme temperatures apply, for example work involving furnaces or freezing compartment, employees should be provided with the correct clothing and extra work pauses to allow recovery. Next issue to be considered is lighting. There are various reasons why lighting is important in the workplace such as to illuminate potential hazards and to prevent eye strain. Other consideration could include the facts that fluorescent light should not flicker, there should be no glare, and there should be no sudden contrast in levels of lighting. All lights should be kept clean and ideally. The ceiling should be lightly colored to reflect the light. (Hughes 2009, 335-338)

The last issue of consideration is the stress. It is becoming a more and more important issue in the world of work; it can be caused by many factors, for instance the nature of work, the place of working, payment systems, repetition and monotony, shift work, the behavior of other employees and so on. Although various employees will react differently to the diverse situations so it is difficult to prevent stress occurring, it is wise to bear in mind that stress does exist and may at some time become an issue. Making sure that all of the aspects of safe and comfortable work environment are in control and operating in a normal way will keep employees morale, motivation and productivity at the high level. (Hughes 2009, 339)

2.4 Motivation of employee

Increasing motivation, commitment and engagement levels are key organizational aspects nowadays. The development of compensation policies has an important role in motivating workforce to deliver high levels of performance, discretionary effort and contribution. The process of motivation usually starts with someone recognizing an unsatisfied need. Then a goal is established to be reached and that way to satisfy the

need. Rewards and incentives can be established for people to better accomplish the given goal. The social context will also affect the motivation level. This context consists of organizational values and culture but it also includes leaderships and management as well as the influence of the group or team in which a person works. Motivation can be **intrinsic or extrinsic**. Intrinsic motivation can be described as the process of motivation by work itself in so far as it satisfies the personal needs of the employee. Intrinsic motivation is self-generated and it is thought that people seek for a job they think will most satisfy their needs. The factors affecting intrinsic motivation include for example responsibility, freedom to act, courage to use and develop persons own skills, interesting tasks and opportunities for advancement. Extrinsic motivation is the amount of effort other people give to the person to motivate them. Extrinsic motivation is for example the rewards management provide such as pay rise, praise or promotion. Extrinsic motivators are efficient but the influence doesn't last long. Intrinsic motivators tend to have a longer effect as they are inherent and not imposed from outside. The effect of money as a motivator is discussed later in this thesis. (Armstrong 2007,60) As the needs of individuals differ a lot, it is important to concentrate carefully on the attachment of goals and incentives given when goals are accomplished. Motivation theories help to understand different motivators. Motivation theories have been examined for decades. These theories can be implemented to the company's human resource policies to get the best out of the employees.

2.4.1 Maslow's Hierarchy of Needs

Maslow's Hierarchy of needs must be one of the best known motivation theories in the world. Maslow is a good starting point to start examining the different motivation theories. Maslow starts with the idea that people always tend to want something and what they want depends on what they already have. Maslow proposed that there are five different levels of needs people have to seek for satisfaction of their basic needs. (Mullins 2007, 258) The first or lowest level is **Physiological needs**. Before these needs which include for example food, water, shelter and clothing are fulfilled a person doesn't have any other needs. When people don't feel hunger, thirst or cold, their needs go to a second level. The second lowest level is **Security needs**. In that level a person needs to feel secure in his/her family and in a society, and feel protected against violence. The need for safety is manifested with job security, savings and for insurances of health, mental health, old age and disability. **Love and belonging needs**

is the third level of Maslow's hierarchy. After feeling secure, people need to feel that they receive and give love, they are appreciated and they have good friendships. The fourth level is **Esteem needs**. It is the need to be unique with self-respect and to enjoy esteem from other individuals. People want to evaluate themselves highly and based on their achievement receive appreciation from other people. Lack of these needs may cause inferiority, helplessness and weakness. Highest level of Maslow's hierarchy of needs is **need of Self-actualization**. The development of this need is based on the satisfaction at the other four lower levels. It refers to the need of self-fulfillment and to the tendency to become actualized in what a person is potential.

The core of this theory lies in the fact that when one need is fulfilled, its strength diminishes and the strength of the next level increases. (Latham 2007, 31) Maslow does note that one level of needs doesn't have to be totally fulfilled before a person moves to the next level. The individual can be partly satisfied with one level and still seek for satisfaction at the next level.

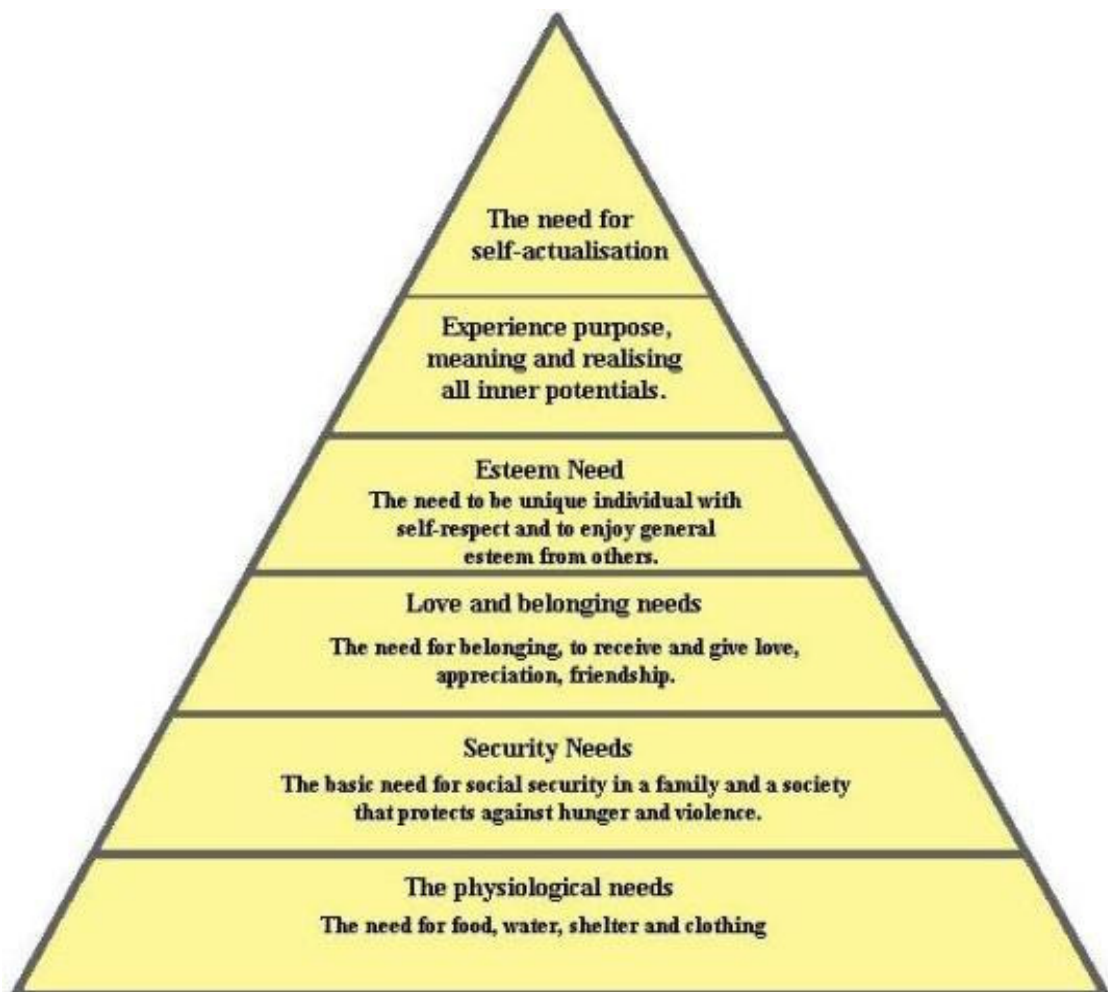


Figure 2 Maslow's Hierarchy of Needs

2.4.2 Herzberg Motivation/Hygiene theory

Herzberg's motivation/hygiene theory is also known as the two-factor theory. Herzberg started the study job satisfaction in the 1950's in Pittsburg. The basis of Herzberg's work is in the Maslow's Hierarchy of Needs. He started with the idea that what causes the job satisfaction are the opposite of those things that cause job dissatisfaction. However, after studying thousands of books he couldn't draw any guidelines. He conducted a survey where he asked participants to identify those things that made them feel positive with their job and those that made them feel negative. As a result Herzberg found out that what makes people happy is what they do or the way they're utilized and what makes people unhappy is the way they're treated. Things that make people satisfied at work are different from those that cause dissatisfaction so those two feelings can't be opposite. Based on these findings Herzberg created his theory of Motivators and Hygiene factors. Both factors can motivate workers but they work for different reasons. Hygiene factors tend to cause only short-term satisfaction to the workers while motivators most probably cause longer-term job satisfaction.

Motivators

Motivators, or satisfiers, are those factors that cause feelings of satisfaction at work. These factors motivate by changing the nature of the work. They challenge a person to develop their talents and fulfill their potential. For example adding responsibility to work and providing learning opportunities to a person to work at a higher level can lead to a positive performance growth in every task a person is expected to do if the possible poor results are related to boredom of the task they are supposed to accomplish. Motivators are those that come from intrinsic feelings. In addition to responsibility and learning opportunities also recognition, achievement, advancement and growth are motivation factors. These factors don't dissatisfy if they are not present but by giving value to these, satisfaction level of the employees is most probably going to grow. (Bogardus 2007, 34) When hygiene factors are maintained, dissatisfaction can be avoided. When opposite, dissatisfaction is most probable to occur and motivation can't take place.

Hygiene factors

Hygiene factors, or dissatisfiers, are those that the employee expects to be in good condition. As motivators are those that in present cause satisfaction, hygiene factors are those that don't cause satisfaction but if they are lacking, it causes job dissatisfaction. Salaries or wages must be equivalent to those salaries that other people in the same industry or geographical area get. The status of the person must be recognized and maintained. Employees must feel that their job is as secured as it is possible in the current economical situation. The working conditions should be clean, sufficiently lit and safe in other way. Sufficient amount of fringe benefits like health, pension and child care must be provided and compensation in general equivalent to the amount of work done. Policies and administrative practices such as flex hours, dress code, vacation schedules and other scheduling affect workers and should be run efficiently. These factors relate to the content of the work and if they are in proper form, it tends to eliminate job dissatisfaction. (Ellis 2005, 83). The main finding of Herzberg is that the opposite of satisfaction is not dissatisfaction but no satisfaction.

2.4.3 Expectancy theory

The concept of expectancy was originally formulated by Vroom and it stands for the probability that action or effort will lead to an outcome. The concept of expectancy was defined in more detail by Vroom as follows: "Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behavior is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies may be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome." (Vroom, 1964)

Motivation in this case is likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. It suggests that there are two factors determining the effort people put in their jobs. The first is the value of the rewards to individuals, and the extent to

which these rewards satisfy their needs for security, social esteem, autonomy, and self-actualization. The second is the probability that the rewards depend on the effort, as perceived by individuals, their expectations about relationship between effort and reward. Thus, the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation. (Armstrong 2006, 259-260)

Fundamental to all the popular theories of motivation is the notion that employees are motivated to perform better when offered something they want, something they believe will be satisfying. However, offering the employees something they believe will be satisfying is necessary, but not enough. They must believe that it is possible to achieve what they want. Employees are not motivated to perform better when managers focus on the “offering” and ignore the “believing”. Employee’s confidence that they will get what they want involves three separate and distinct beliefs. The first belief is that they can perform well enough to get what is offered. The second is that they will get it if they perform well. The third belief is that what is offered will be satisfying. Each of these three beliefs deals with what employees think will happen if they put effort to perform. The first belief deals with the relationship between effort and performance, the second with the relationship between performance and outcomes, and the third with the relationship between outcomes and satisfaction. All these beliefs are interrelated because an employee effort leads to some level of performance, the performance leads to outcomes, and the outcomes lead to some amount of satisfaction or dissatisfaction. In conclusion, the Expectancy theory of motivation requires the fulfillment of the following conditions: employees are motivated to perform only when they believe that effort will lead to performance, performance will lead to outcomes, and the outcomes will lead to satisfaction. (Green 1992, 1-4)

Effort-to-performance expectancy is the starting point in the implementation of the Expectancy theory. It is a person’s perception of the probability that effort will lead to successful performance. If we believe our effort will lead to higher performance, this expectancy is very strong, then we are certain that the outcome will occur. If we believe our performance will be the same no matter how much effort we make, our expectancy is very low, meaning that there is no probability that the outcome will occur. A person who thinks there is a moderate relationship between effort and

subsequent performance has an adequate expectancy, and thus put maximum effort in the performance. The next stage in the Expectancy theory is performance-to-outcome expectancy, which is a person's perception of the probability that performance will lead to certain other outcomes. If a person thinks a high performer is certain to get a pay raise, this expectancy is high. On the other hand, a person who believes raises are entirely independent of the performance has a low expectancy. Thus, if a person thinks performance has some bearing on the prospects for a pay raise, his or her expectancy is adequate. In a work setting, several performance-to-outcome expectancies are relevant because several outcomes might logically result from performance. Each outcome, then, has its own expectancy. The final stage in the expectancy linkage is named outcomes and valences. An outcome is anything that might potentially result from performance. High level performance conceivably might produce such outcomes as a pay raise, a promotion, recognition from the boss, fatigue, stress, or less time to rest, among others. The valence of an outcome is the relative attractiveness or unattractiveness of that outcome to the person. Pay raises, promotion, and recognition might all have positive valences, whereas fatigue, stress, and less time to rest might all have negative valences. The stress of outcome valences varies from person to person. Work-related stress may be a significant negative factor for one person but only a slight annoyance for someone desperately in need of money, a slight positive valence for someone interested mostly in getting promotion or, for someone in an unfavorable tax position, even a negative valence. The basic expectancy framework suggests that three conditions must be met before motivated behavior occurs. (Griffin 2007, 98-100)

Behavioral scientists generally agree that the expectancy theory of motivation represents the most comprehensive, valid and useful approach to understanding motivation. However, it does not end with only understanding, it is also important to be able to motivate people to perform. In this regard, the Expectancy theory generally has been considered quite difficult to apply. This is no longer true, as there are many application models that have been developed over the years and which are quite simple and straightforward. (Green 1992, 8)

2.4.4 Implementing motivation theories

Motivating employees is becoming more and more important all the time. Having motivated workers affects on the performance of the company. That is why Human Resource Management is highly concentrating on this matter. Motivation theories and types of rewards are time and money consuming but in a long run they affect the turnover of the company. When implementing motivation theories in practice managers should concentrate on three key areas of responsibility to coordinate and integrate human resource policy. These three areas are **Performance Definition**, **Performance Facilitation** and **Performance Encouragement**. First of all managers need to agree with the **Performance Definition**. In this area managers focus on the description what is expected of employees. Managers must set goals for the company performance. Without goals it is impossible to know where the company is heading and why. The important role of the goals is to tell if the company is doing better or not. Goals improve accountability and clarify the direction of employee effort. Corporate goals include for example profit, customers, fields of interest, growth, management and citizenship. These provide the basic framework for the company, and when everyone is aware of these goals, it is easier for the workers and especially managers to work individually and be creative. To set the goals is not enough. Management team must be able to measure the accomplishment of the common goals. Goals must be in the form that every manager and employee knows whether the goal is accomplished or not. Too wide goals are not useful. For example “Reducing operating costs” is too vague goal. Instead “Operating costs must be reduced from 2% to 1.6% within next 12 months” is exact and measurable goal for everyone to understand.

Assessment of the goals is the third aspect of the Performance Definition. Without assessment of the goals, the goals cannot motivate employees to improve their performance. Regular assessment of progress towards goals helps employees to concentrate on achieving the common goals. After the management team has completed the Performance Definition part of implementing motivation theories, it has to concentrate on **Performance Facilitation**. This area of responsibility eliminates barriers to performance. Like Performance Definition, Performance Facilitation has three parts. The first part is called Removal of Obstacles. Management must make sure that working environment is safe and working can be flexible. Management

ensures that equipment are properly maintained, supplies come in time, work spaces are physically in good condition and work methods are efficient. If there are shortcomings in these highly important areas of work, motivation of employees declines as they think that management does not care about getting the work done. Second, management must be able to provide adequate resources. Without adequate resources employees might begin to think if it's even possible to do their tasks well.

The third important part of Performance Facilitation is careful selection of employees. It is essential to recruit right people to right jobs. People who are placed in positions that either demand too little or too much compared to their skills are very difficult to motivate. Bad recruiting can lead to overstaffing, increasing labor costs and reduced productivity. **Performance Encouragement** is the last key area of management responsibility in a coordinated approach to motivating employee performance.

Performance Encouragement consists of five different areas. These areas are Value of rewards, Amount of rewards, Timing of rewards, Likelihood of rewards and Equity or fairness of rewards. Value and amount of rewards relate to the choice of rewards management offers to the employees. Management must offer rewards that employees personally value. These could be for example job redesign, flexible benefit systems and alternative work schedules. Also the adequate amount of rewards must be offered to motivate employees. The best worker must after their reward know that they are performing better than those who does not perform that well. The timing and likelihood of rewards concentrate on the connection between performance and outcomes. Timing and likelihood must be in relation. If there is excessive delay between good performance and a reward, it is not going to motivate good performers because the rewards will lose their power. Equity or fairness can both courage or discourage to perform effectively. Fairness is somehow related to pay satisfaction. Satisfaction comes with the relation between rewards earned and what can still be desired. Pay satisfaction includes observation of fairness or unfairness but the concepts of fairness or unfairness are a bit different. Equity depends on the comparison of rewards an individual gets compared to other employees who work in a company, to the amount of rewards a person gets him/herself compared to the effort he/she have put to the work done and to what company has promised to give to the people who work efficiently. If there is clear difference between the reward promised and reward earned, employees tend to be less motivated to do their work properly. The

standpoint is that an employee wants to see their reward fair compared to the individual effort given to what the company has promised. (Cascio 1995, 419)

2.5 Financial and non-financial rewards

Compensation programs were developed to motivate, attract, reward and retain work force. (Berger 2000, 4) To avoid over expensive compensation programs, management must think carefully how to compensate their employees and still keep them motivated. It is important to make work force feel that they are important and that management cares for their well being. Compensation programs historically sought to maximize internal equity in payroll systems. There is no one-way-fits-all approach in compensating work force as the economy and business situations of a company change rapidly all the time. That is why it is important for all the companies to pay extra attention to their compensation policy. Compensating programs must be internally equitable, externally competitive and personally motivating. Compensation has three main aspects that must be thought; compensation must be equitable to the work force a person has given, competitive in proportion towards the market prices in the business field, and amount has to motivate the employee to perform as well as possible. Unfortunately the first two often overlap as some employees are paid unequally compared either to each other or the labor market rate. Individual compensation is highly admired but it is easier said than done. People tend to have different views of their personal compensation compared to the view of the management of the company. Compensation programs include everything that is in a relation to the amount of the reward employees get. Compensation can be financial or non-financial. One common example of compensation packages is a Cafeteria plan. The Cafeteria plan is kind of cafeteria menu where employees can choose the best benefits to themselves.

2.5.1 Financial compensation

Financial compensation must be thought from three different points of views. At first has to be considered the effectiveness of money as a motivator. Secondly, the reasons why people are satisfied or dissatisfied with their financial rewards must be thought. Finally, it should be considered which criteria to use when developing financial compensation systems. Herzberg's two-factor Theory categorizes money as a hygiene

factor which doesn't cause job satisfaction. Payment is expected to correspond to the time and quality of work done. In contrary, if the amount of money received doesn't satisfy the worker, money turns to cause job dissatisfaction. (Armstrong 2007, 64-70) Money is an extrinsic motivator. Extrinsic motivation does not come from the work itself but it is supposed to ensure the quality of the work and to ensure that the basic rules are followed at work. (Thomas 2002, 6)

2.5.2 Non-financial compensation

Non-financial compensation concentrates on the needs people have. These needs could be the need for achievement, responsibility, influence and personal growth. Most of the non-financial compensation possibilities are intrinsic motivators. Intrinsic motivation arises from the work itself. (Thomas 2002, 6) Workers feel satisfied and they get feeling of success from work and that way are more motivated at work. Non-financial compensation could also be for example flexible work hours, long lunch time, interesting projects, support, appreciation, time off, extra vacation days or simply movie tickets, paid lunch or dinner. (Stone 2003, 34). Some employers have started to offer their employees health benefits and insurances as a compensation possibility. There are two different ways to provide the health insurance to the workers. It is possible that the employer pays part of the insurance or pays it entirely. The employer pays a certain amount of the insurance but it is viewed as it were the employee's own money as the money the employer spends for the insurance is taken from the employee's salary. (Pauly 1999, 16) Some employees see this as an advantage as they don't have to take care of their insurances themselves. Insurance compensation is before-tax benefit so the employee doesn't have to pay their insurances from the wages that is left after taxes. Some employers pay the whole insurance themselves. This is very expensive for the company but it is most likely to improve the health of the worker, and that way decrease sick leave days, which increases the productivity. Some employers also see the payment of insurance as a way to show that the employer values their workers. The payment of insurance is also seen as a good way to attract new people to come to work in the company and retain motivated employees who already work there. It is important for the employers to think carefully about the non-financial options they provide. Non-financial compensation is seen as the best way to motivate workers and increase job satisfaction.

2.5.3 Cafeteria plan

Cafeteria plan is an employee benefit plan in which every employee can choose the most suitable benefit to themselves from the list of possible benefits. The most common alternatives for the Cafeteria plan are for example cash, health insurance, childcare assistance, life insurance, payments into retirement accounts, paid leaves, and assistance with care for injured or disabled family members. Depending on the personal needs of the employee they can construct the ideal benefits package. A young female employee planning to have children in the near future might choose to put payment for example to the health insurance or child care whereas elder employees might prefer retirement accounts. The advantage of the cafeteria plan is that the employer doesn't spend money to the unneeded benefits and maximizes the value of money used in the compensation package. A company finances their cafeteria plans by establishing reimbursement accounts. An employee puts money into that account to receive the benefits. The amount of payment is usually limited by an annual income of the employee and restrictions from the employee, but in general every person can decide how much they pay. This money is pre-tax income which means that it is not taxed as the normal wages are. That way the Cafeteria plan reduces the amount of taxes. From the perspective of the employer cafeteria plan allows the company to offer more benefits. Employees on the other hand appreciate the wider range of flexibility in the benefit packages which might encourage them to stay loyal to the parent company. (Rosenbloom 2005, 975)

3 CULTURAL DIFFERENCES IN HUMAN RESOURCE MANAGEMENT

Nationality is important in human resource management because it affects human behavior and thus has an impact on management actions. Human resource professionals in international businesses have a job that is forcing them to be more internationally minded almost daily, yet they do not always realize the impacts of different national cultures on management practices. (Torrington 2008, 78)

3.1 Concept of culture

In the twentieth century, "culture" emerged as a concept central to anthropology, encompassing all human phenomena that are not purely results of human genetics.

Culture, as defined by Merriam-Webster dictionary is the integrated pattern of human knowledge, belief, and behavior that depend upon capacity for learning and transmitting knowledge to succeeding generations, also the customary beliefs, social forms, and material traits of a racial, religious, or social groups. The world is full of confrontations between people, groups, and nations who think, feel and act differently. Nowadays, as globalization intensifies, borders of countries are disappearing, the increasing access to the Internet enables people from different geo-graphical locations to communicate with one another, share information, and build commercial or interest-based relationships. When going abroad, you will face a culture that is different than yours, and it is important to study how people from various cultures behave in life and at work place and how they work together and govern themselves. This can lead to a better understanding of how cultural diversity is spread in the world, and help a foreigner approach other people from different cultures in ways that are appropriate to their cultural backgrounds. (Hall 1990, 3) Cultural diversity, or multiculturalism, is based on the idea that cultural identities should not be discarded or ignored, but rather maintained and valued. In the twenty-first century, the century of globalization, leaders in business, government and the professions cross borders more often and they have to communicate with people from other cultures either in person or electronically. In order to be successful in communication and thus in doing business, it is highly important to understand and respect counterparts and to develop the skills required to work effectively in today's complex world at the multicultural level.

3.2 Understanding of differences in culture

There are different tools and dimensions for the cultural analysis and classification that can be used when studying culture and creating relative strategies and types of behavior. Here one of the main theories of culture is explored, which was designed by Geert Hofstede.

3.2.1 Geert Hofstede Cultural Dimensions

Geert Hofstede's research gives us insights into other cultures in order to enhance the effectiveness of interaction with people in other countries. If the theories are understood and applied properly, this information should reduce the level of

frustration, anxiety, and concern. However, most important Geert Hofstede will give the edge of understanding which lead to more successful results. His research into international business management using the responses of managers from 66 different countries produces some interesting if controversial evidence on cultural differences. He found out that managers and employees on four primary dimensions which he called power distance index (PDI), uncertainty avoidance (UAI), Individuality (INV) and masculinity (MASC). Later a fifth dimension was added, after conducting an additional international study with a survey instrument developed with Chinese employees and managers. The dimension, based on Confucian dynamism, is long-term orientation (LTO) and was applied to 23 countries. (Beardwell 1994, 603)

Power Distance Index (PDI)

Power distance means the extent to which members of a society accept that power in institutions and organizations is and should be distributed equally. This represents inequality and is defined from below, not from above. It indicates that a society's level of inequality is endorsed by the followers and leaders. In any case, power and inequality are the fundamental facts of any society, and obviously all societies are unequal, but some are more unequal than others. (Beardwell 1994, 603) High power distance cultures can be identified by the behavior where the authority openly demonstrates its rank, thus the relationship between the boss and subordinate is rarely close or personal. Subordinates are not given important work; they expect clear guidance from above and are responsible to take the blame if things wrong. The society itself is divided by classes and the politics is prone to totalitarianism. In a low power distance index, on the other hand, superiors treat subordinates with respect and do not pull rank, they may often socialize with subordinates. Subordinates are entrusted with important assignments and the blame is very often accepted by the superior due to it being their responsibility to manage. Societies lean more towards egalitarianism and liberal democracies are the norm. (Gudykunst 1996, 179)

Uncertainty Avoidance (UAI)

The uncertainty avoidance can be measured by the rules and structures that people create in order to eliminate ambiguity in organizations and to support beliefs promising certainty and protecting conformity. Simply it means that human beings to

try in various ways to avoid uncertainty in their lives by controlling their environment through predictable ways of working. This dimension indicates the extent to which a person of a certain culture feels either uncomfortable or comfortable in novel, unknown, surprising or unusual situations. (Beardwell 1994, 603) Countries with the high score on the uncertainty avoidance scale are usually countries with a long history, with homogenous, not multicultural population. While doing business in such countries, all the risks, even calculated ones, are avoided. It might be very difficult to introduce new ideas and concepts, since everything which is new is unknown and includes some risk. You need to allow time to help develop an understanding of an initiative to help foster confidence in it. Countries with a young history like the USA and more diverse population due to immigration usually score low on the uncertainty avoidance scale. Risk is embraced as a part of business and innovation, and pushing boundaries are encouraged. Workers can be more flexible or open in their approach to new ideas. (Gudykunst 1996, 178) Finland has an average uncertainty avoidance index, so this could mean that they are tolerable to uncertainty, there is more room for the risk, and they are more open to new ideas and innovations.

Individualism

Individualism, as described by Hofstede, is the degree of preference by an individual for living and working in a collectivist or individual way. An Individualistic society is the society in which ties between individuals are loose and everyone is expected to look after himself/herself and his/her immediate family. A Collectivist society on the other hand is the society in which people from birth onwards are integrated into strong groups, often extended families with uncles, aunts and grandparents. The word “collectivism” here has no political meaning and is referred to the group. (Beardwell 1994, 604)

The typical trait of the individualistic country is that the right of an individual remains supreme, thus there are laws to protect choices and the freedom of speech. A person’s identity revolves around the “I” and it is acceptable to pursue individual goals at the expense of others. Individualism is encouraged whether in personality, clothes or music tastes, with the freedom of choice. Countries with low individualism have their rules designed to provide stability, order and obedience. The rights of the family or for the common good are important, so the individual desires and aspirations should be

restrained if necessary for the good of the group. In this kind of society “we” is more important than “I”, and conformity is expected and perceived positively. (Gudykunst 1996, 177) Finland has high individualism, thus Finns stress on personal achievements and individual rights more. They expect from each other the fulfillment of their own needs. Group work is important, but everybody has the right of his/her own opinion. In a country like Finland people tend to have more loose relationships than countries where there is collectivism, where people have large ex-tended families.

Masculinity (MAS)

Masculinity versus femininity indicates the distribution of roles between the genders. A higher masculinity score indicates the societies in which social gender roles are clearly distinct, for example men are supposed to be assertive, tough and focused on material success, whereas women are supposed to be modest, tender and concerned with the happy life. In the least masculine countries feminine values apply also for men. This index is measuring the degree to which masculine values like competitiveness and the acquisition of wealth are values over feminine values like relationship building and quality of life. (Beardwell 1994, 605)

In low on the masculinity scale countries men and women should share equal positions in society. The main priorities of life are the family, relationships and quality of life, and it is believed that conflicts should be solved through negotiations. At the workplaces people work to live, meaning longer vacations and flexible working hours. On the other hand, in high masculinity countries, women and men have different roles in society. Life’s priorities are achievement, wealth and expansion, and it is acceptable to settle conflicts through aggressive means. At the workplace people tend to live for work, meaning longer working hours and short vacations. (Gudykunst 1996, 180) Finland has a low score on the masculinity index. This means that women and men are treated in the same way, and there is no division by gender. In company for in-stance women have the same rights as men, and they have the same chances to reach a leading position. The conflicts at the workplace are solved by negotiations.

Long Term Orientation (LTO)

Long term orientation versus short-term orientation is the fifth dimension that was added later and is based on the Confucian dynamism. Values associated with Long Term Orientation are thrift, perseverance, having the sense of shame, and ordering relationships by status and observing this order. Short Term Orientation values include respect for tradition, fulfilling social obligations and saving face. Both positively and negatively rated values of this dimension are found in the teachings of Confucius, the most influential Chinese philosopher who lived around 500 B.C.; however, the dimension can also be applied to countries without a Confucian heritage. (Beardwell 1994, 606)

3.2.2 Cultural differences in motivational needs of employees

Motivation is a need satisfying process. It is an interaction between the individual and his/her situation or background. One factor that may motivate one employee may not be the motivating factor for another. According to research, a great number of employees are motivated by interesting work content and good wages. As for other factors there is inconsistency in the order of what motivates one from another, which is dependent upon his/her education, cultural differences, financial condition and other contexts in which he works. Determining the work values of each culture is an important part of this process. According to Hofstede (2001), work values are significant for two different reasons. First, they are an excellent measure of culture in that they are shaped more by socio-logical and cultural factors than individual psychological differences. Secondly, the work values of an organization's employees will affect that organization in many ways, from conflict resolution to its ability to change, from communication to employee motivation. There are different theories of motivation, but not all of them are universal, since they do not adequately address the factor of culture. In an organizational context the circumstances and values of a particular culture can influence the order and importance of needs. The values of individualism and collectivism can make the hierarchy fairly relevant. Managers should conduct suitable research in this context with the help of a structured questionnaire validated by professionals. This will help them understand what factors are instrumental in motivating. These can be grouped by level and a suitable motivation program can be designed accordingly. (Mullins 2007, 276)

The study of work motivation is no longer limited to one particular culture. Motivational techniques that were taken for granted are not obvious when examined from a cross-cultural perspective. The existing models are culturally bound and limited in their capacity to explain cross-cultural differences in work motivation. Fortunately new developments in models of self-regulation offer a framework for examining the moderating effect of culture on the relationship between motivational techniques and employees' behavior. Cultural values direct individuals' selective attention to stimuli in the work environment, and they serve as criteria for evaluating and interpreting motivational techniques. The model of cultural self-representation proposes that the motivation potential of various managerial techniques is evaluated by the person according to cultural criteria and with respect to their contribution to the fulfillment of the self-derived needs. The collective self is more visible in collectivistic cultures. Therefore, motivational practices are evaluated based on the fulfillment of collective self-derived needs. In individualistic cultures the private self is salient and the motivational potential of various managerial techniques is evaluated with respect to their fulfillment of the private self-derived needs. In collectivistic cultures self-fulfillment is expressed by contributing to group success, whereas in individualistic countries it is experienced by personal achievements. (Erez 1993, 117)

In different cultural environments different motivational techniques are expected to be effective. The attainment of complex-task goals depends on the use of effective strategies. Therefore training employees to develop and use strategies for the attainment of the challenging goals is gaining importance across cultures. The acquisition of knowledge and skills strengthens perceptions of self or collective efficiency, and leads to higher performance levels. Training should have a universal positive effect on work motivation and performance. The principle of linking performance and outcomes, advocated by the expectancy model, seems to have a universal effect on motivation and performance. The valence of various reward outcomes is partially determined by cultural values and thus varies across cultures. In changing and unstable work environment, the provision of opportunities to exercise control over one's behavior is important for self-enhancement. Perceptions of control may be enhanced by motivational techniques that encourage personal or group accountability and responsibility. Such motivational techniques may lead to higher levels of organizational commitment and to extra-role behavior. (Erez 1993, 118)

3.2.3 Cultural differences in employee satisfaction

Job satisfaction consists of a number of separate dimensions. The level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organizational and environmental factors. Rarely can organizations guarantee uniformly high job satisfaction among members. Thus, behavioral responses of employees to low job satisfaction, such as absenteeism, turnover, and dissent, are of continuing interest. Also, increased globalization and changing work force demographics mean managers are increasingly concerned with understanding the complexities associated with managing workers from different cultures. These factors suggest a practical concern for understanding cultural differences in the nature of exchange relationships which employees have with their employer and their responses to low job satisfaction in particular. (Mullins 2007, 277)

Rusbult and colleagues (Rusbult 1988, 36) made a significant contribution to understanding employee-employer exchange relationships by outlining and testing a model of responses to low job satisfaction. They suggested primary exchange variables would affect the propensity for an employee to exhibit a particular type of response behavior. Among these were the level of overall job satisfaction, and the quality of job alternatives. Behavioral responses were categorized as exit, voice, loyalty, and neglect. Types of behavior that fall into each category are illustrated as follows: exit or quit, transfer, search for a different job, think about quitting; voice or discuss problems with the supervisor or co-workers, suggest solutions, seek help from an outside agency; loyalty or waiting and hoping for improvement, trusting the organization to do the right thing; neglect or reduced interest or effort, chronic lateness or absenteeism, using company time for personal business, increased error rate. The responses relate to one another systematically by differing along the dimensions of constructiveness versus destructiveness and activity versus passivity. According to Rusbult et al. (1988), exit is active and destructive, voice is active and constructive; neglect is passive and destructive, loyalty is passive and constructive.

Rusbult et al. (1988) found that high prior job satisfaction consistently promoted the constructive responses of voice and loyalty. Also, high quality job alternatives encouraged high levels of exit and voice behavior while inhibiting loyalty. Numerous

studies have applied the exit, voice, loyalty, and neglect framework, with generally consistent results in a single culture.

In order to predict how members of different cultural groups would respond to low job satisfaction, we first must systematically determine relevant characteristics of culture. Individualism and collectivism are perhaps the most useful and powerful dimensions of cultural variation in explaining a diverse array of social behavior. Despite being conducted at widely different times, with different samples, and using different methods the results of major studies of national variation in value orientations all feature the cultural dimensions of individualism and collectivism. This convergence suggests these dimensions are broad cultural syndromes encompassing more basic elements. They are particularly appropriate in this context because the nature of the exchange that individual's have with their employer involves the extent to which individuals perceive themselves to be part of the larger organization, and individualism and collectivism can be described to what extent they want to contribute to the organization and what benefits they are looking for. Cultural factors include underlying attitudes, beliefs and values. The organization that is searching for improvements and greater work performance from the workers it is highly important to take in notice cultural factors of the workforce. With the understanding of cultural diversity the company can construct successful strategies, management styles, and keep the employees motivated and satisfied. (Spector 1997, 25-27)

4 RESEARCH PROCESS

In this chapter the research process is described and an analysis of the gathered data and results are introduced. The chapter starts with information about the target organization for which the research was conducted; declaration on what are the research questions, problems and objectives, after which the research methods are described. Next data collection and data analysis are presented.

4.1 Target organization

The target organization of the employee satisfaction survey was co-operative store SuurSavo and further Supermarket Prisma located in Mikkeli. SuurSavo is located in the Mikkeli area and is a regional part of national S-Group which provides services in the fields of grocery shops, service station stores and fuel trades, the department stores and specialty stores, the hotel and restaurant businesses, the vehicle and automotive accessories and agriculture. S-Group comprises the co-operative enterprises and Suomen Osuuskauppojen Keskuskunta (SOK) with its subsidiaries. Prisma supermarket chain has 55 stores all over Finland and also stores in Estonia, Latvia and Russia. Prisma supermarket provides a wide range of goods for all areas of housekeeping from small electrical devices to clothes and food. Prisma was opened in Mikkeli in 1994. Prisma in Mikkeli has recently gone through a large enlargement of premises and has now approximately 10 000 m² of business premises. There are 101 employees in Prisma, Mikkeli.

4.2 Objectives and research methods

The main aim of the thesis is to analyze the level of customer satisfaction in Prisma supermarket located in Mikkeli. The human resource management department's task is to optimize the working environment and the satisfaction and motivation of employees. However, in different cultures same strategies of appraisal and motivation cannot be implemented due to differences in mentality.

The main purpose of the thesis was the measurement of the employee satisfaction in Prisma supermarket in Mikkeli. The research question was: what is the level of employee satisfaction in this company. Also the analysis according to the Finnish cultural traits affecting the employee satisfaction will take place. The research question for that was as follows: what are the Finnish cultural traits that affect the employee satisfaction.

This research was quantitative research means the process of explaining some kind of phenomena mathematically analyzing numerical data (Muijs 2004, 1). In every research, quantitative or qualitative, the first step is to define the phenomena. Without the phenomena the research does not exist. In the quantitative research the data must be in a numerical form which is explained by the fact that in quantitative research the

results are analyzed by using mathematical methods. A quantitative research method is for example a questionnaire.

The authors of this bachelor's thesis decided to use a questionnaire (APPENDIX 1) as a tool in their research. The questionnaire was composed in English and then translated into Finnish (APPENDIX 2). The questionnaire consists of six different chapters. It was created on the basis of the theoretical part and includes such parts as Leadership, Motivation, Rewards and Compensation, Expectations, Job Organization and Work Environment. All parts have multiple questions concerning the relationship between the employees' work motivation and satisfaction, and the way those things are in the target organization. The first part is about the relationship between the employee and their direct manager. The respondents were asked to answer questions about how interested they think their manager is in the work they do, as well as do they think they get good instructions to their work from the manager. The first part also contains questions about the communication between employees and the manager, the leadership style of the manager, the amount of constructive feedback; respect the manager shows to the employees and the awareness of the manager of the abilities of the employees.

Motivation part of the questionnaire consists of the things that motivate people. Respondents had to think of how nice it is to come to work every day, how optimistic they are about the future in the company, how well their basic needs are fulfilled in the job, and do they know the direction and goals of the company. Some questions are about the appreciation and the feeling of self-fulfillment they get or don't get from their work. One question consists of 15 different sub-questions and was designed to find out what kind of different motivators the employer uses to make the employees motivated. These 15 sub-questions were money, benefits, compensation, common goals of the company, communication, job security, appreciation from manager, appreciation from co-workers, recognition, administrative practices, responsibility/initiative, work itself, training and development, promotion and interesting tasks.

Rewards part is divided into two chapters; wages and benefits.

The purpose of the wages part was to find out if the employees were satisfied with their salary and if they thought that the wages system at their work place was fair

compared to the tasks they do, to their co-workers' salaries, and other people's salaries who work in the same field. In benefit part questions concerning the satisfaction concerning the health benefits and other benefits the company provides were asked. The employees were also asked if they think that the benefits the company offers are favourable compared to the benefits other companies in the industry offer.

One question consists of four sub-questions. That question was designed to find out what other benefits the company offers and does the company by any means use cafeteria plan compensation. The Sub-question one was about the amount of free time activities such as gym, movie or theatre tickets the company offers, the sub-question two about the flexibility of work hours and holidays. The Sub-questions three and four are about the support, appreciation and interesting project the company has as well as insurance, health and child care the company offers.

Expectations part contains the questions about how the employee feels about the future of his/her job and his/her expectations concerning it. The questions include such topics as the security of the work place, the feeling of accomplishment brought by the job, the possibility of the initiative at the work place, possibility of the promotion, appropriate rewards for contributions, and compensation matched with the responsibilities. In this section it will be examined if the expectations of the employee are reached and his/her satisfaction regarding this topic.

Job organization field was designed to examine the satisfaction of the employee regarding the design of the job. Questions were created concerning such main topics as the satisfaction with the company itself, the length of the shift, flexibility of working hours, organization channel/hierarchy of the company, communication channels, and the amount of work expected. The last part of the questionnaire concerns work environment. This section was created to examine if the employee is satisfied with the environment in which he/she implements the job. Questions included such topics as safety of working place, support equipment used at work, lightning and cleanliness of the work place, occupational health care, training and re-training, and discussions with supervisor on ways to improve the workplace environment.

4.3 Data collection and analysis

The questionnaire was delivered to Prisma's employees at the beginning of January 2010. The person responsible for the delivery and the collection of the questionnaires was the head of the SuurSavo's human research management Mia Ilkka-Moll. When the questionnaire was designed, the copies were sent to her. There are approximately 100 employees in Prisma Supermarket and when the research had been completed 27 of the questionnaires were returned. The questionnaire was available for filling in for two weeks.

After gathering the data, the analysis over the results began. Firstly the results were entered into the SPSS programme after which they were examined. The first things to be analyzed were the background information of the respondents such as gender, age, full-time/part-time, work experience and position. The analysis went on examining the tendencies arising from the data and interpreting it correctly in order to build them into charts.

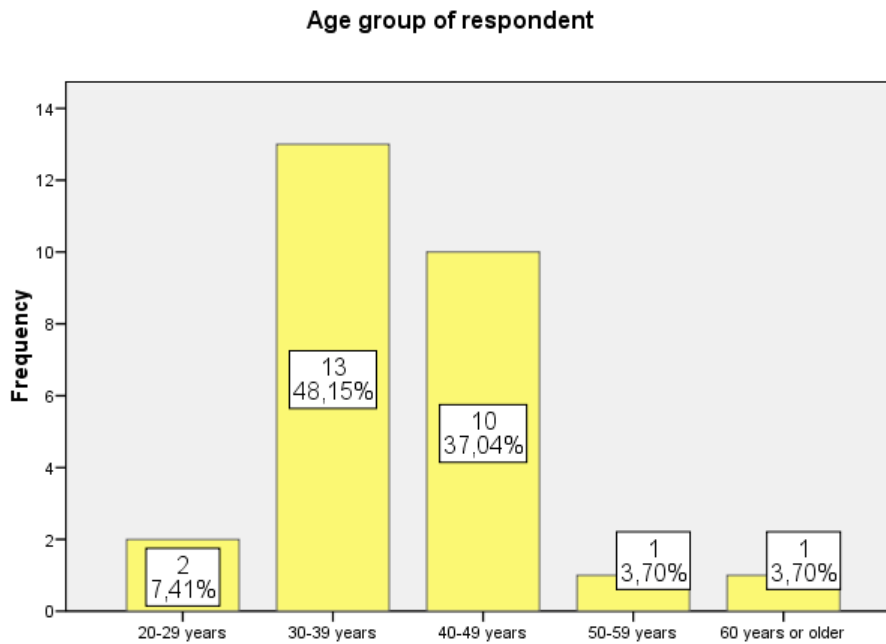
5 FINDINGS

5.1 Background Information

There are 101 employees in Prisma Mikkeli. In total 27 employees answered to the employee satisfaction survey. The background information is introduced in terms of gender, age, the form of employment, work experience and position. However, since the number of respondents was quite low, the answers have not been analyzed by background information, but they are introduced by frequencies in each question.

Gender

13 of the respondents are female and 10 are male. In four questionnaires the respondents didn't answer the question.

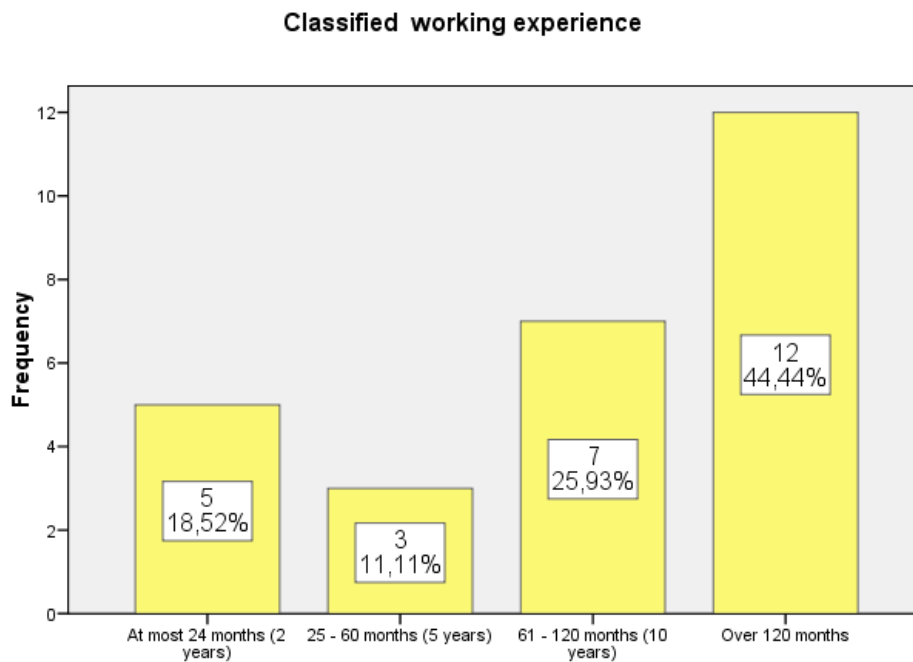
Age

The respondents can choose from different age groups to which they belong. Two of the respondents are 20-29 years old. 48.1 %, which is 13 respondents, are 30-39 years old. 10 of the respondents are 40-49 years old, one 50-59 years old and one older than 60.

Full-time/Part-time

9 respondents have been working full-time and 10 part-time. There are 8 answers missing.

Work Experience



44.44 % of the respondents have been working for Prisma more than 10 years 25.93% of the respondents have been working from five to ten years. Three respondents have been working two to five years and 18.25 % less than two years.

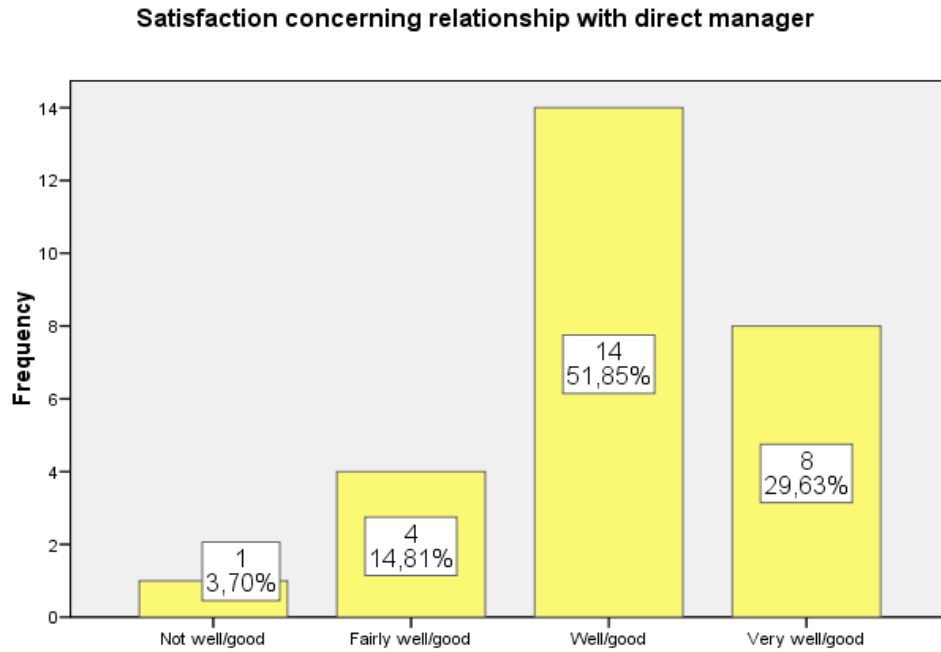
Position

20 of the respondents work as a salesperson, one as a head of department and one as a consulting person. Five of the questionnaires didn't have an answer to this question.

5.2 Leadership

How do you find the relationship with your direct manager?

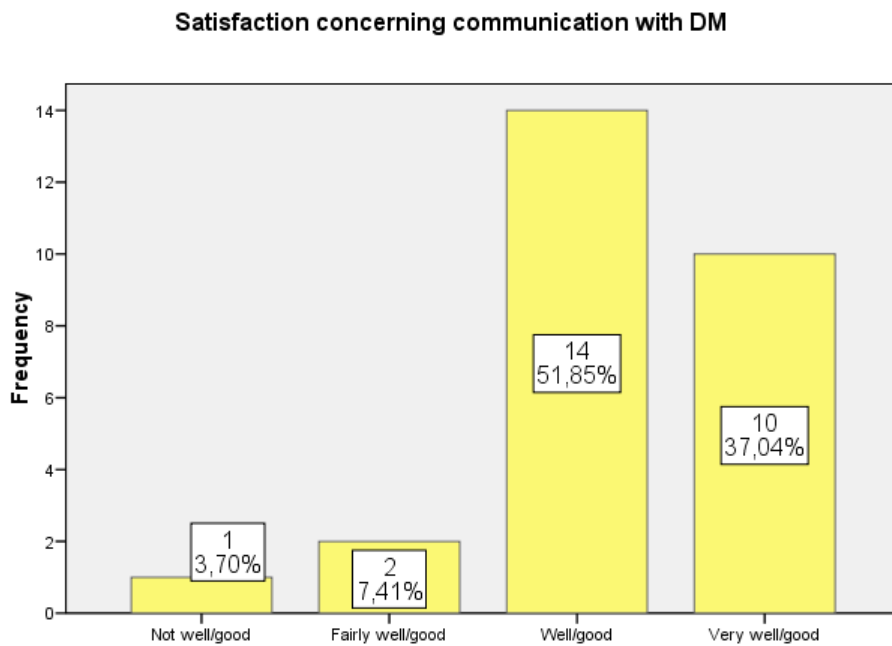
When asked about the relationship, the employees have with their direct manager, the majority of the employees, 81.48 %, think that their relationship with the direct manager is good or very good. Four respondents find the relationship fairly good and only one thinks that the relationship is not good.



How are you satisfied with the amount of attention your direct manager pays to the work you do?

For the question about the amount of attention the direct manager pays to their employees, 72.4 % of the respondents find that the attention from the direct manager is very good or good. Five respondents find the attention from direct manager fairly good, and one finds it not good.

How easy it is to communicate with your direct manager?

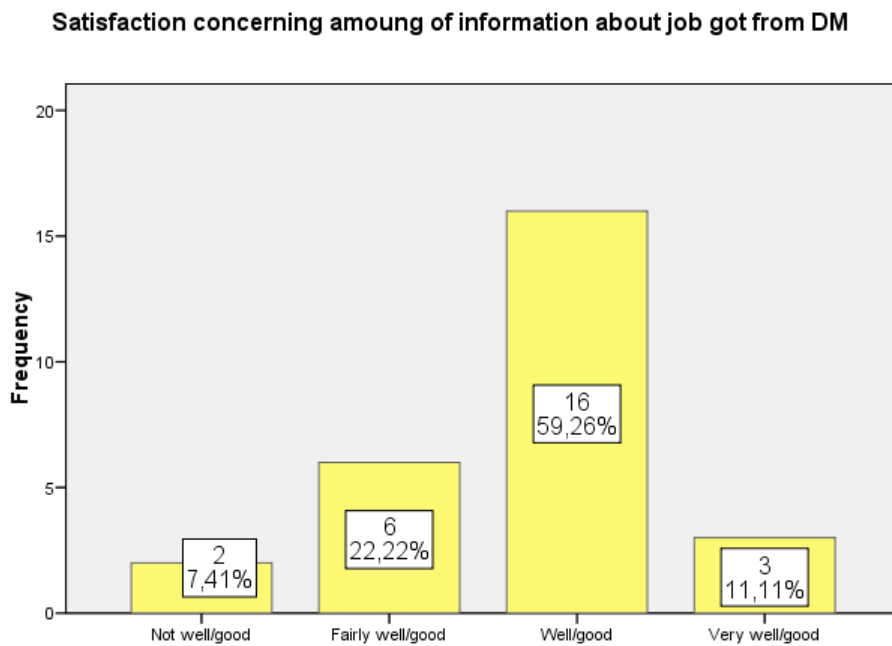


88.89 % answered to the question about the easiness of communication with the direct manager that it is very easy or easy to communicate. Two respondents find it fairly easy, and one not easy.

How do you find the direct manager's interest in and values towards the thoughts and ideas you have?

74 % of the respondents are very satisfied or satisfied with the interest the direct manager shows, and think that the manager values the ideas and thoughts the respondent has. Six respondents think that the direct manager values their thoughts fairly well and one thinks the manager doesn't value the ideas.

How do you find the amount of information about your job/tasks got from your boss?

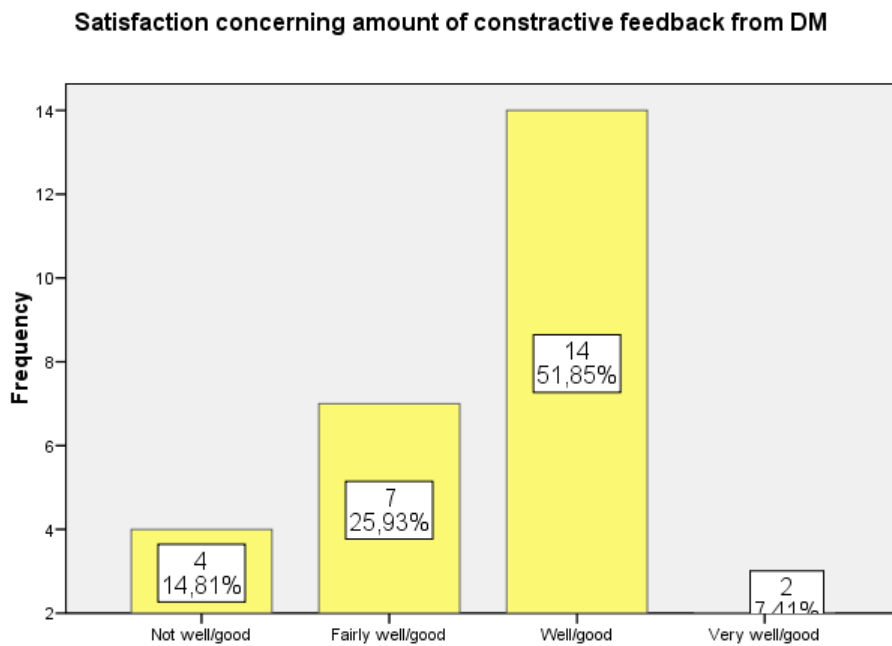


59.26 % of the respondents think that the amount of information about the job from the direct manager is good. 11.11 % find it very good. Six respondents answered that the amount of information is fairly good, and two respondents find it not good.

How do you find the amount of information about the situation of the company?

Almost 80 % of the respondents think that the amount of information about the situation of the company is fairly good or good. Three persons think that the amount is very good and one respondent finds the amount not good.

How do you find the amount of constructive feedback received from your boss?



The majority of the respondents think that the amount of constructive feedback from the direct manager is good or very good. Approximately 26 % find the amount fairly good and around 15 % think that the amount is not good.

How do you find the amount of appreciation got from your boss of the work you do?

Concerning the question about the amount of appreciation the boss shows towards the job the respondent do, the majority of 74 % think that they are satisfied or well satisfied with it. Four respondents are fairly satisfied, two are not well satisfied, and one is not satisfied.

How do you find the awareness of your direct boss towards the abilities of the employees?

12 respondents think that the boss is well aware of the abilities of the employees. Four think that the boss is very aware. Seven respondents answered that the boss is fairly well aware and three think the boss is not aware of the abilities. There was one answer missing.

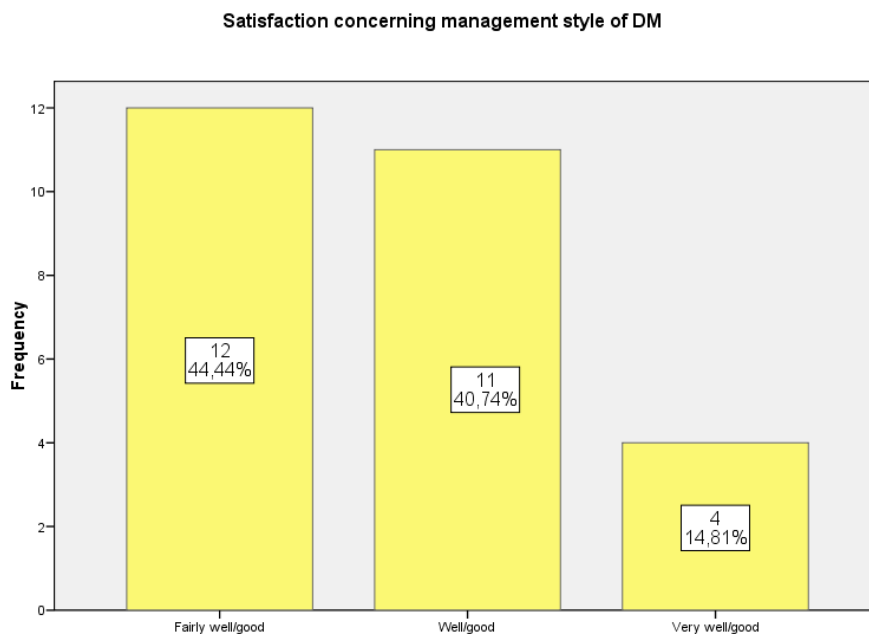
How appropriate do you find the style of your boss's directions?

More than 50 % of the respondents think that the style how they get directed by boss is very good or good. 44.4 % think the style is fairly good and 3.7 %, one respondent, thinks that the style is not good.

How satisfied are you with the support you get from your manager?

More than 80 % of the respondents find the support from the manager good or fairly good. 11 % think the support is very good and 7.4 % think it's not good.

How satisfied are you with the management style of your current supervisor?



12 respondents are fairly well satisfied with the management style of the direct manager. 11 respondents are well satisfied and four very well satisfied.

How satisfied are you with the amount of time your supervisor takes to listen to your concerns and support reasonable suggestions?

The majority of 70% are well or very well satisfied with the amount of time the direct manager spends listening to their employees. Seven respondents are fairly satisfied, and one is not satisfied.

How satisfied are you with the assistance of your supervisor in planning the essential training to help you perform your duties efficiently?

The questions about the satisfaction concerning the assistance with training and planning divided the answers quite much. Four respondents think that the assistance is very good, 12 answered good, and seven think it's fairly good. Two persons find the assistance fairly good, and one thinks it's not good.

How do you find the knowledge of your supervisor regarding all aspects of your job responsibilities?

Five respondents answered "very good" to the question about the knowledge the supervisor has regarding to all the job aspects. Seven answered "good" and six fairly good. Eight respondents selected the alternative "not good" and one thinks it's not good.

Summary of findings

On the basis of the questionnaire and the results, it is possible to analyze the situation in the target organization. It is very important both for the manager of the company as well as the employees that the relationship between them is good and open. In Prisma Mikkeli it is obvious that the employees find the relationship with their direct manager very good. The relationship between the manager and the employee is very essential when thinking of the job satisfaction and work motivation.

The employees in Prisma Mikkeli also think that it is very easy to communicate with the manager and that the manager shows attention towards the work they do get. In the work place where communication is easy, the power distance is usually smaller and also employees feel appreciated at work. This is also true if the manager is interested in the ideas and thoughts the employees have, and based on the results of the questionnaire, Prisma Mikkeli has a very satisfying situation.

In Prisma Mikkeli the employees are quite satisfied with the amount of information they get from the manager about the job and tasks the employees are expected to do. If the management uses enough time to explain the tasks to their employees, it will reduce the amount of frustration the employees have and that way increase the

productivity. Same is true in the case of limited amount of information got about the situation of the company. In Prisma Mikkeli the employees are fairly satisfied with the amount of information they get.

The amount of constructive feedback is one of the most important aspects when thinking about the employees' work satisfaction. Constructive feedback is not necessarily positive. It can also be negative; the way the feedback is given is most essential. Without constructive feedback the employees can't develop their ways of working. The questionnaire in Prisma Mikkeli shows that the amount of constructive feedback is good.

In Prisma Mikkeli the employees are very satisfied with the appreciation the direct manager shows towards the work they do and they think the boss is quite aware of the abilities of the worker. Appreciation and awareness of the boss are very important to the employees and according to Herzberg cause job satisfaction.

The style of boss' directions is important as the employees might easily find the style offensive or underestimating. This would have an effect on the job satisfaction. IN Prisma Mikkeli the employees find the style of boss' directions very appropriate.

The employees also want to have support from the manager. It is important to know that the manager supports the worker in any situation that might arise. In Prisma Mikkeli the employees defined this situation fairly good. They are also very satisfied with the time their supervisor takes to listen to the employees' concerns and support reasonable suggestions.

In average employees of Prisma Mikkeli are well satisfied with the assistance of their supervisor in planning the essential training to help them perform duties efficiently. With reasonable training and retraining the employees have the latest information regarding the different aspects of the work, and this can help them to avoid frustration as well as accidents and other sicknesses caused by the job.

The only thing the employees are not satisfied with is the amount of knowledge the manager has regarding the different aspects of the job responsibilities. It is essential that the manager knows all the different responsibilities of the job so that the manager

can provide the employees with support and knowledge regarding the job. It is also important for the manager to know what it is like to do the tasks the employees are expected to complete in certain quality and within a certain time limit.

Cultural Aspects of Leadership

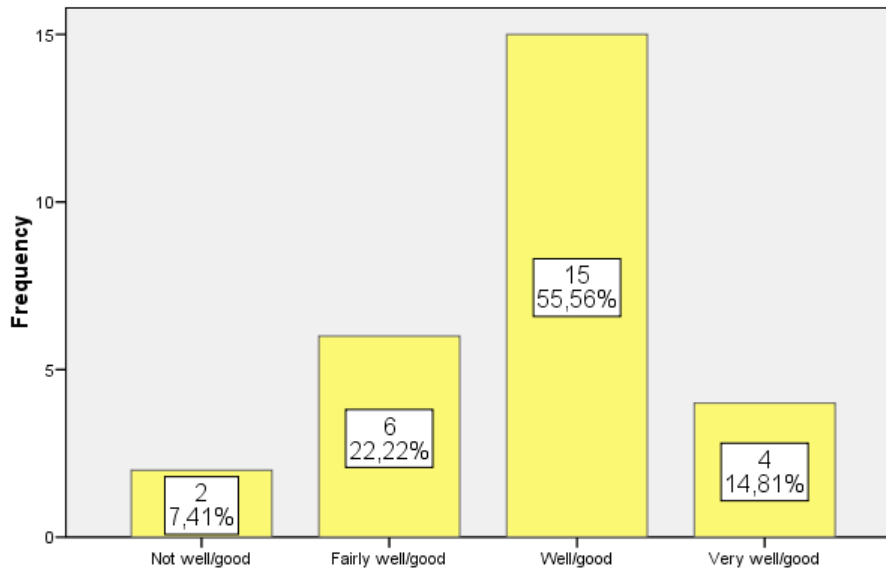
According to Geert Hofstede, Finland has a low power distance index, which could explain why the overall relationship with the direct manager is quite good. It is obvious that superiors treat subordinates with respect and do not pull rank, and direct managers can often socialize with the subordinates. Employees think it is very easy to communicate with the supervisor and that the manager shows attention to the work they do. This kind of system can be explained by the cultural aspects of the Finnish people who are showing a strong orientation towards building relationships.

With a low masculinity index men and women are treated in the same way, there is no division by gender, so this does not affect the communication between workers and supervisors. The conflicts on the work place are usually solved by the negotiations, in which it is quite important to have a good relationship with the direct managers. At the workplace people tend to work to live, meaning longer vacations and flexible working hours.

5.3 Motivation

How do you feel about enjoying working everyday and performing at your best?

Satisfaction concerning pleasure of working everyday and performing at the best

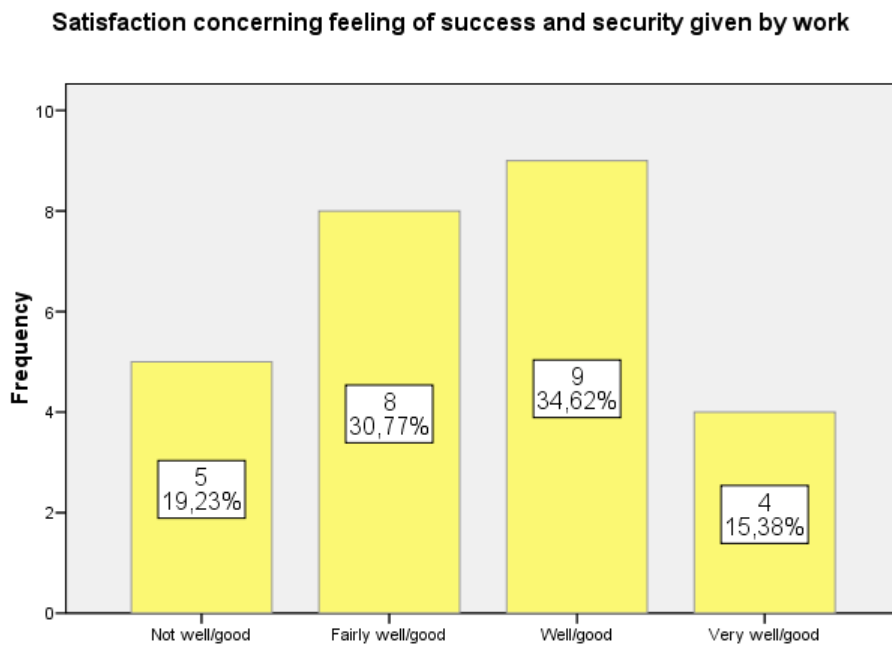


The majority of the respondents think that they feel good or very good about working every day and performing at their best. Six respondents think that they feel fairly good about it and two not good.

Would you say that it is usually nice to come to work?

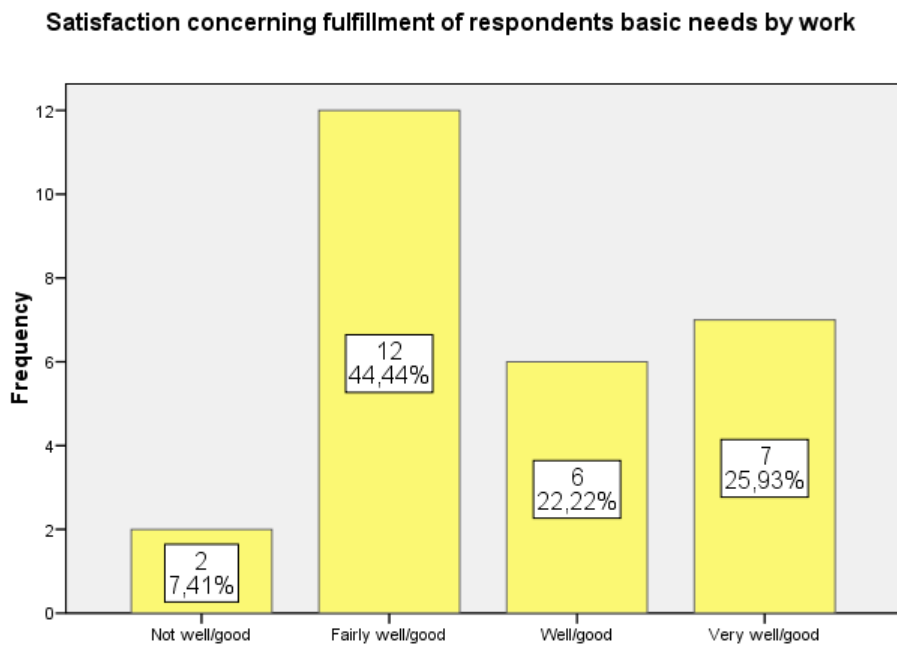
19 respondents feel good or very good about coming to work every day. Seven respondents feel fairly good and only one not good. They also say it is usually good to come to work every day.

How optimistic do you feel about your future success with the company?



19.23 % of the respondents do not feel so good about the future success in the company. 30.77 % feels fairly good, 34.62 % feels good and 15.38 % very good.

How well do you think your work fulfills your basic needs?



12 respondents answered that the work fulfills their basic needs fairly well. Six think that their basic needs are fulfilled well by work and seven very well. Only two respondents think that their basic needs are not fulfilled.

How well do you think you are appreciated at your work place?

59 % of the respondents think that they are well appreciated at work. 22 % think they are very well appreciated. 18 % answered that they are fairly well or not appreciated at their working place.

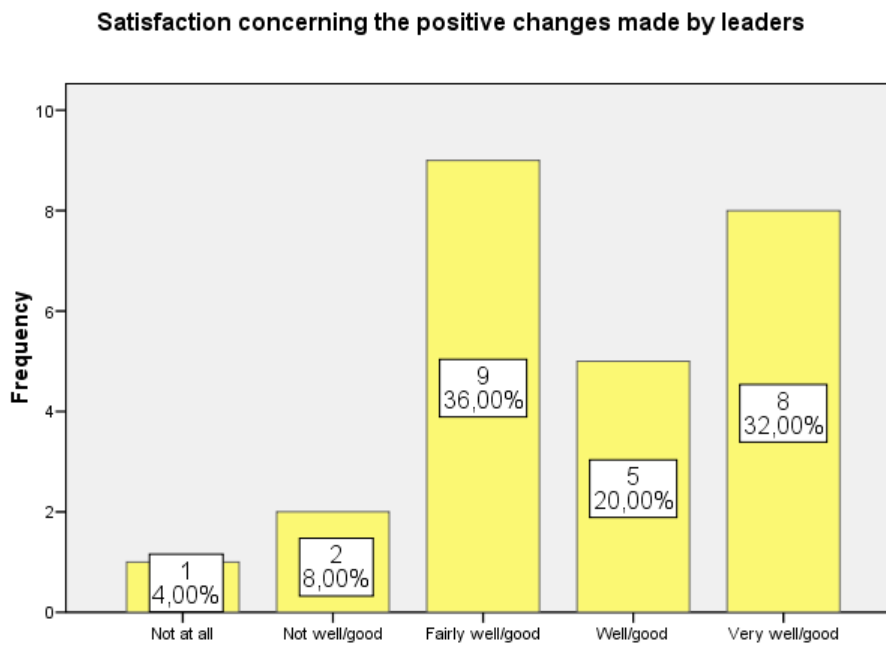
How satisfied are you with the feeling of self-fulfillment that your work gives you?

66.6 % of the respondents answered that the work gives them the feeling of self-fulfillment well or fairly well, and 22 % very well. 11 %, three respondents, think that the work does not give them the feeling of self-fulfillment.

How well do you think you know and understand the direction and goals of the company?

Nine respondents think they know and understand the aim and goals of the company very well, 14 think they know them well, and four think they know the directions fairly well.

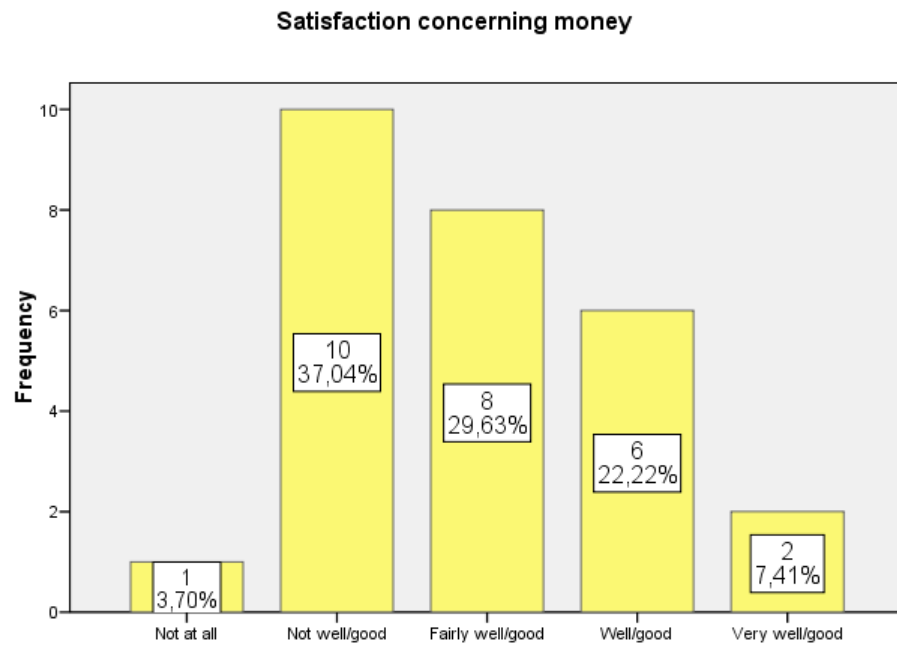
How are you satisfied with the changes that the company leadership has made?



From the group of the respondents eight are very well satisfied with the changes the company leadership has made. Five are well satisfied and nine fairly well satisfied. Two respondents are not well satisfied and one is not satisfied at all.

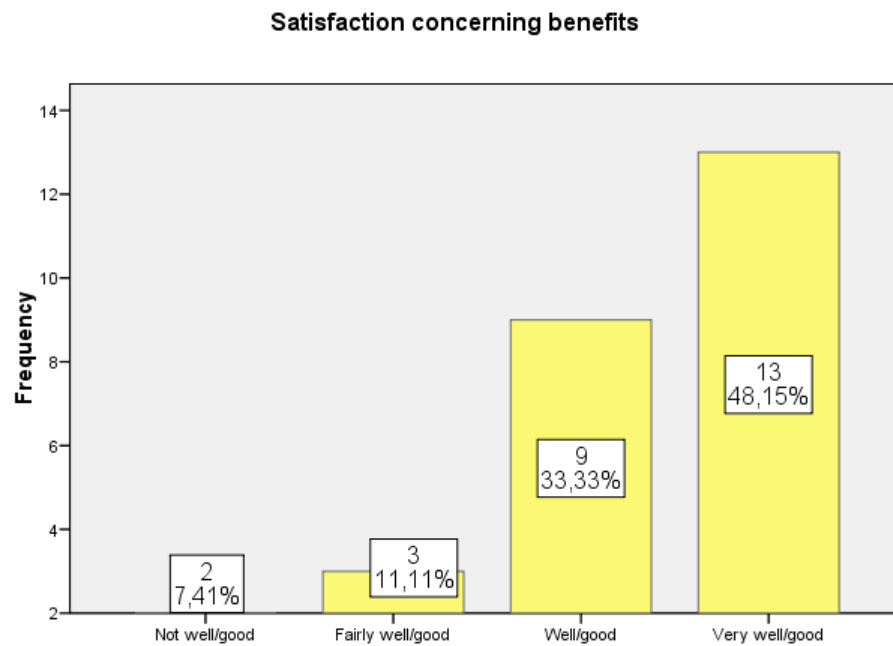
How well do you think the following aspects are run at your workplace, so that they affect your motivation?

Money



To the question about money affecting work motivation, one respondent answered not at all satisfied. 10 are not well satisfied, eight are fairly well satisfied, six well satisfied, and only one very well satisfied.

Benefits



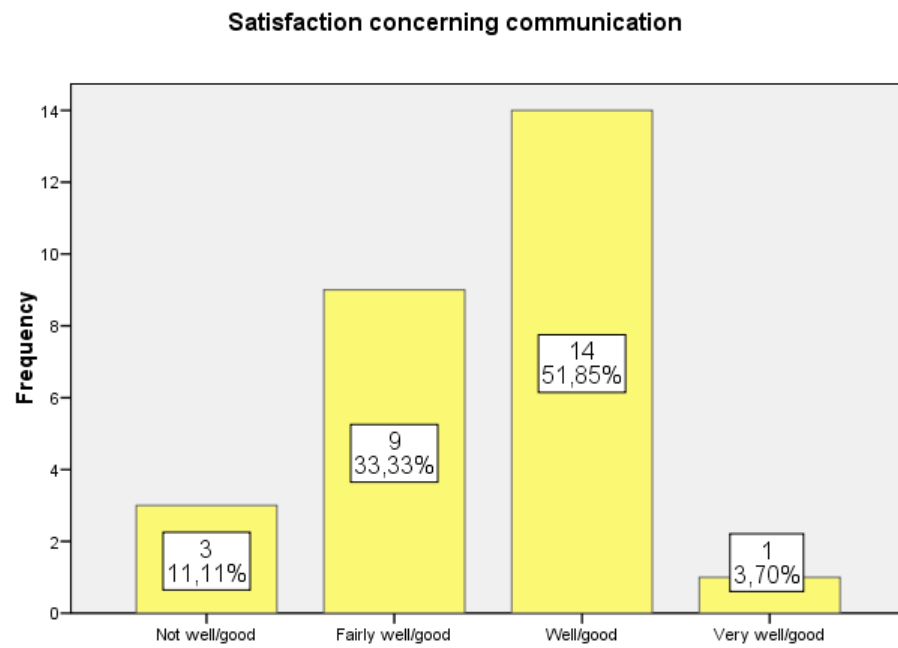
Majority of the respondents are very well or well satisfied when asked about the benefits affecting the work motivation. 11 % are fairly well satisfied and around 7 % at well satisfied.

Compensation

55.55 % of the respondents are very well or well satisfied with the compensation and its affect on work motivation. 25.93 % are fairly well satisfied and 18.52 % are not well satisfied.

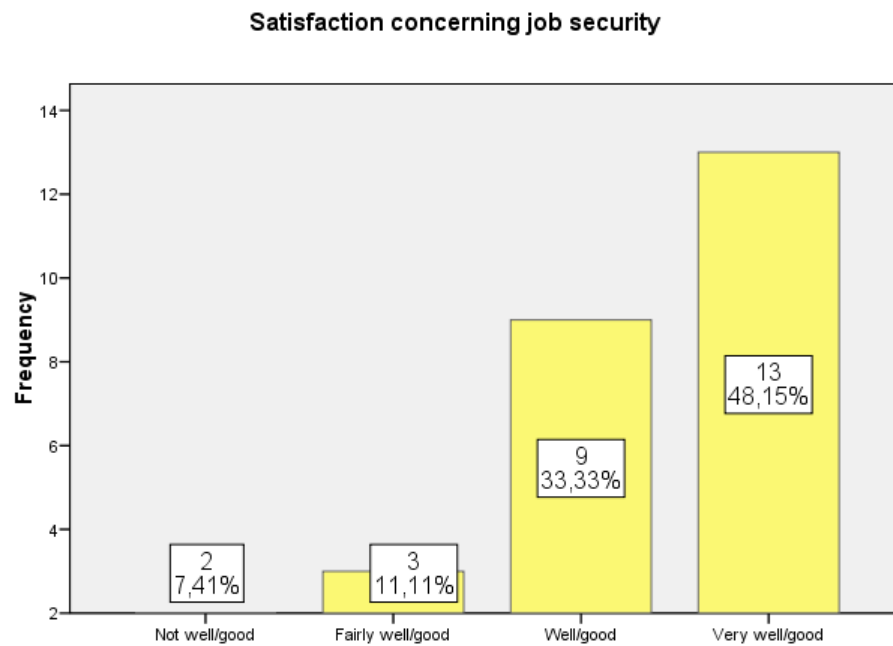
Common goals of the company

To the question about the common goals of the company six respondents answered very well satisfied. 13 are well satisfied. Seven respondents are fairly well satisfied and one not satisfied.

Communication

Only one person from all the participants thinks that the communication at the work place is very good. The majority of the respondents, which is 14 people, state that the communication is good. Nine respondents say it to be fairly good, along with the rest three persons who believe it is not so good.

Job security



More than 48 % of the employees stated that the job security at the company is very good, along with nine persons who find it good. Only three persons find the job security fairly good or not so good.

Appreciation of manager

Most of the respondents, with a 70 %, find the appreciation of the manager at the workplace either good or very good. Only two persons believe it to be not so good. The rest of the participants – 6 % - think the appreciation is fairly good.

Appreciation of your co-workers

The majority of the participants, 13 persons, state that their satisfaction concerning appreciation of co-workers is good. Eight respondents find it fairly good and the other six believe it is very good.

Recognition

12 persons from the group find their satisfaction concerning recognition at the work place fairly good. Another 12 respondents believe it to be either good or very good. Remaining two persons state their satisfaction with recognition is not so good.

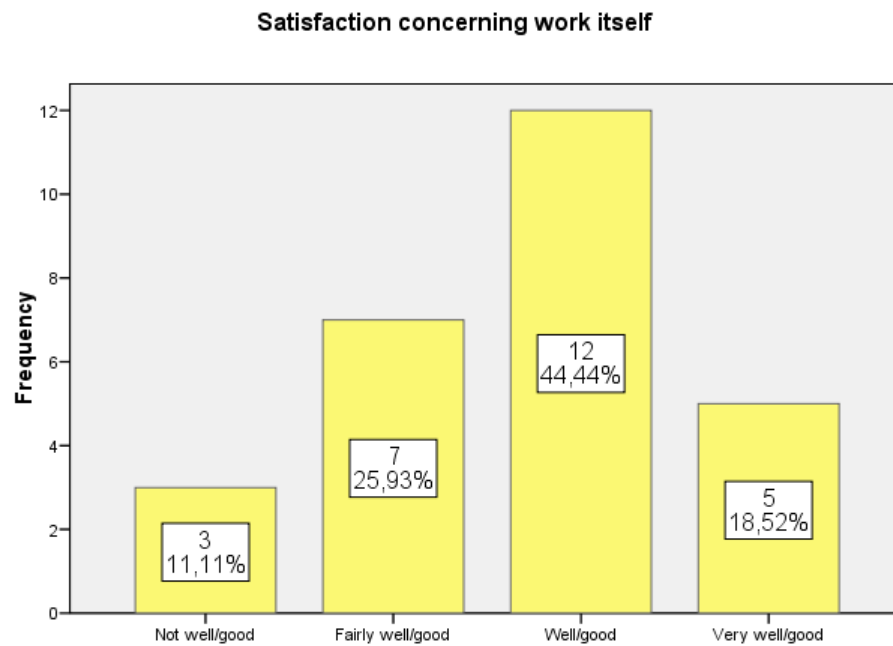
Administrative practices (flexible working hours, dress code, vacation schedules)

The majority of the participants show at least some satisfaction concerning administrative practices. Around 65 % of the group finds it good or very good. Only one person thinks it is not so good.

Responsibility / initiative

Approximately 74 % of the respondents are either very satisfied or satisfied with the responsibilities and initiatives at work. Only one person stated it to be not so good.

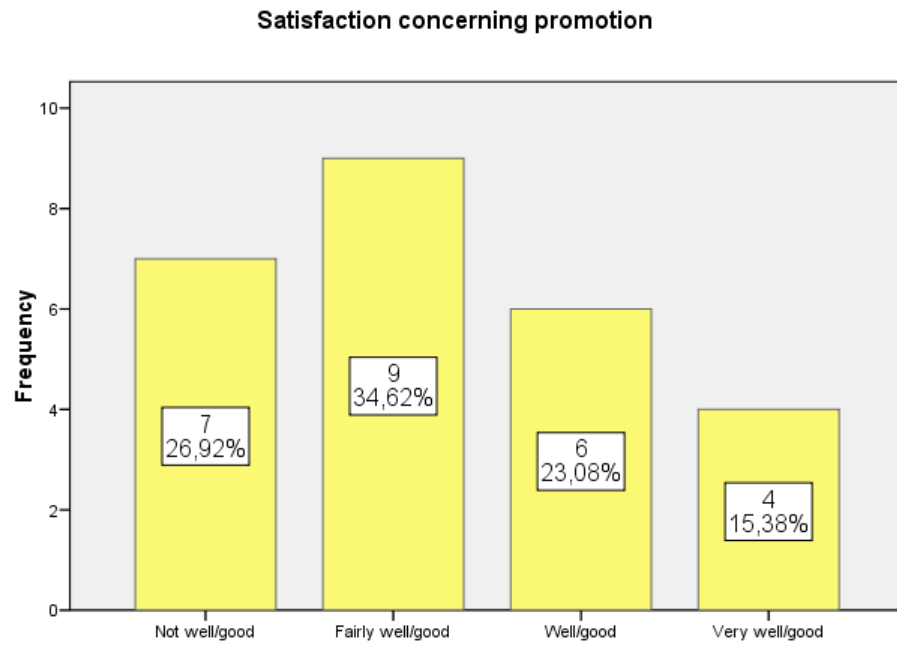
Work itself



Only three respondents are not so well satisfied with the work itself. On the contrary, 12 persons find it good, together with five who believe it is very good. The other seven persons think that the work itself is fairly good.

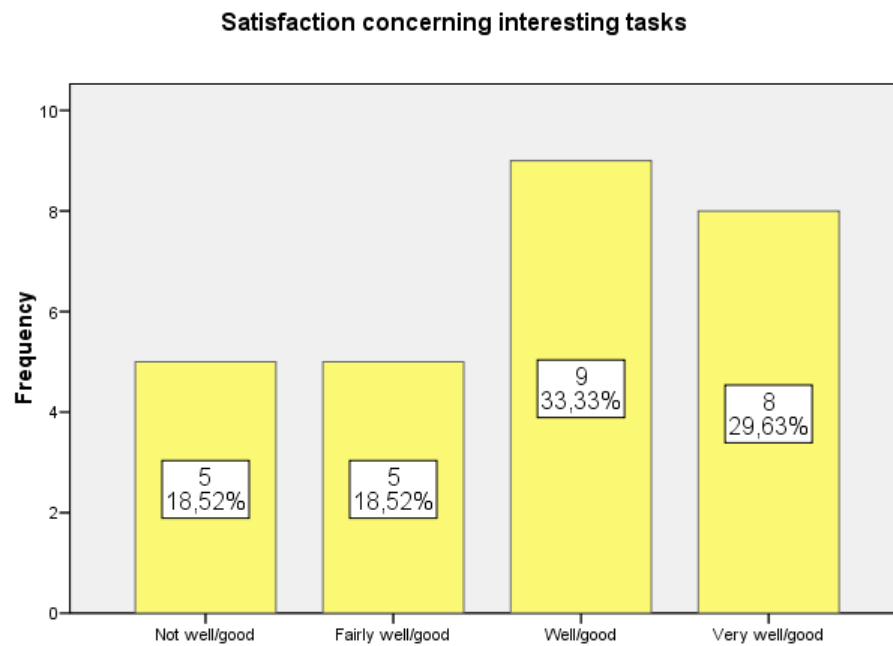
Training and development

More than 60 % of the group state that their satisfaction concerning training and development is either good or very good. 30 % of the respondents find it fairly good, and the other 10 % think that training and development are not so good.

Promotion

Quite a big number of the participants find the possibility of promotion not so good. Also nine of the respondents think the possibility of promotion is fairly good. Only four persons state it to be very good and six that it is good.

Interesting tasks



The majority of the respondents are very well or well satisfied about the interesting tasks at work. Five persons find it not so satisfying and another five think it is fairly satisfying.

Summary of findings

Work motivation consists of many different aspects. It is very important for the managers to make the employees feel motivated towards the work they do. Motivated workers are less absent from work and the productivity of the company is more likely to grow. The employees of Prisma Mikkeli are feeling good about enjoying working everyday and performing their best. They also say it usually feels good to come to work every day. According to the results the workers don't feel so optimistic about the future success with the company, although a number of the respondents feel good about it. This might have an effect on the work motivation. Employees who feel that their future is successful at the company work better than those who are insecure about it. Workers get intrinsic motivation from the work itself. Work is supposed to fulfill the employee's basic needs. In average most of the employees in Prisma Mikkeli are feeling fairly satisfied with the fulfillment of their basic needs by work. Work is supposed to give also the feeling of self-fulfillment and that way cause

feeling of success. Prisma Mikkeli employees are satisfied with the feeling of self-fulfillment that the work gives them. Employees want to be appreciated at work. Appreciation at work is one of the factors causing job satisfaction. In Prisma Mikkeli the employees think that they are well appreciated at workplace. They are also quite satisfied with the appreciation got from manager. They are satisfied with the appreciation from their co-workers. Same applies with recognition at the work place in which Prisma employees are fairly satisfied. Money is not a good motivator, and according to Herzberg it is listed as a hygiene factor which is more likely to cause job dissatisfaction. Payment is a thing that is expected to be at a certain level and comparable to the amount of work the employee does. The employees in Prisma Mikkeli are not so satisfied with the money issue. In a long run this situation might cause job dissatisfaction and a decline in work motivation. On the other hand, also the benefits are a very important factor affecting work motivation. Prisma Mikkeli employees are very well satisfied with the benefits of the company. It is not enough that benefits are satisfying, also basic wages has to be equitable to tasks the employee does, to the wages of co-workers, and to the wages other people working on the same field get. This also applies to compensation.

Compensation must be thought about very carefully to ensure maximum motivation. Prisma Mikkeli workers are satisfied with the compensation provided. It is important for the employees to know the direction and goals of the company. This increases the feeling of cohesiveness. In Prisma Mikkeli the employees know and understand the direction and goals of the company well. The employees are also satisfied with the common goals of the company. Communication is essential inside the company and between different organization levels. The employees feel that someone is listening to their concerns as well as suggestions and ideas for improvement. The employees in Prisma Mikkeli are fairly satisfied with the communication inside the company. It is also important for the employees to know about the changes the company leadership decides to do. Prisma workers are satisfied with the changes that have taken place in the company. Prisma Mikkeli employees are very satisfied with the job security. The employees think that their job place is secured, which has an effect on the motivation. However, they are not so satisfied with the possibility of promotion. They are satisfied with the possibility to training and development. The workers are very satisfied with the possibility of taking responsibility and initiative at the workplace, which can increase the feeling of being important for the company. Prisma Mikkeli employees

are very satisfied with the administrative practices such as flexible working hours, dress code, vacation, schedules and so on. In general, most of the workers find their work good and find their tasks at work fairly interesting.

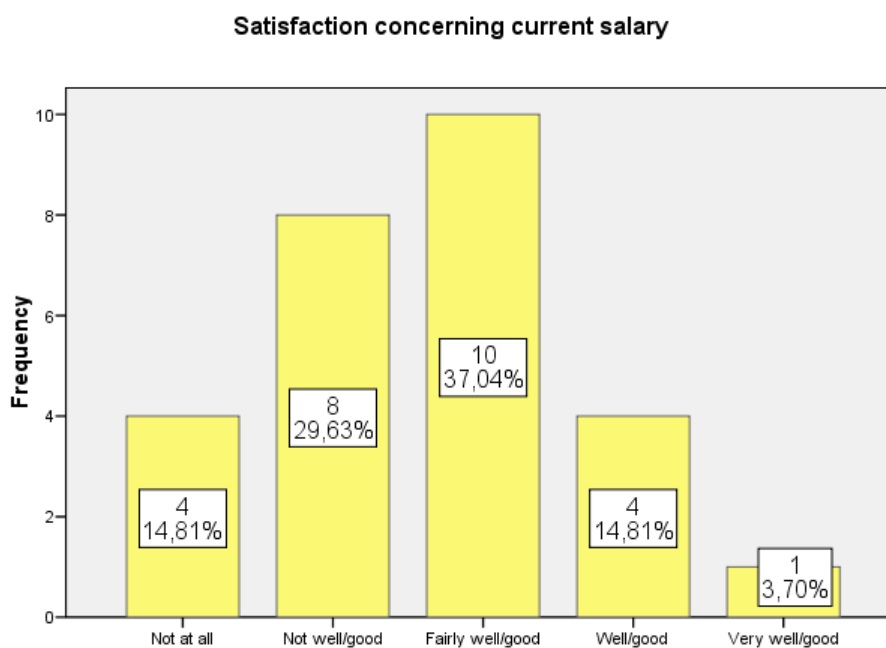
Cultural aspects of motivation

Finland has high individualism, thus Finns place more stress on personal achievements and individual rights. They expect fulfillment of their own needs from each other. Group work is important, but everybody has the right of his/her own opinion and it is expected to reflect to the opinions of an individual. In a country like Finland people tend to have more loose relationships. It means that the appreciation of group might be an important factor for a Finn, but to some extent the amount of the appreciation can be not so great. As the Finns tend to be individualistic, it might be important for them to take the initiative at the workplace. The possibility to take initiative might be a very motivating factor for an employee in this case.

5.4 Rewards

Wages

How satisfied are you with your current salary?

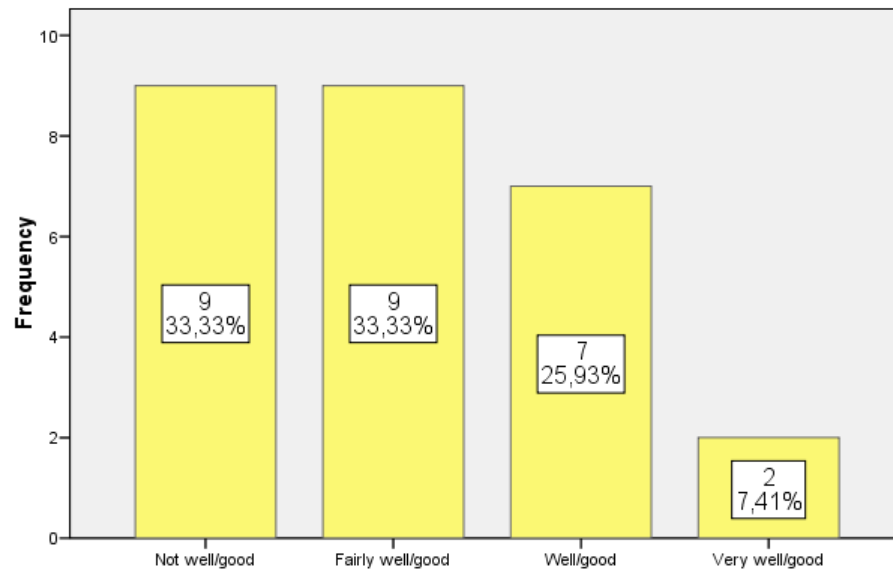


Only one person states that his or her salary is very good. The majority of the respondents think that their satisfaction with salary is either fairly good or not so good. Four persons even find their salary not satisfying at all.

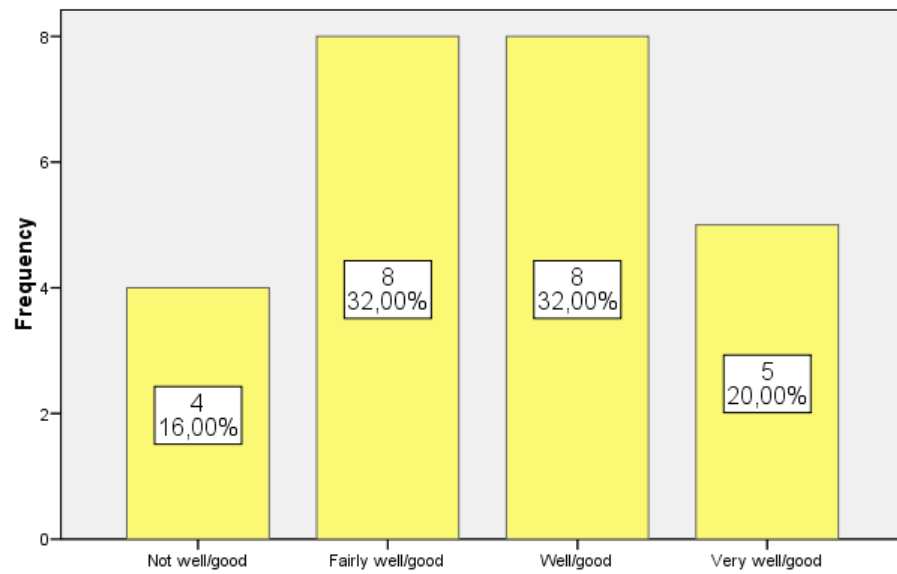
How do you feel about the fairness of the wages system at your work place compared to

a) The tasks you do

Satisfaction concerning fairness of wages system of the tasks respondent do



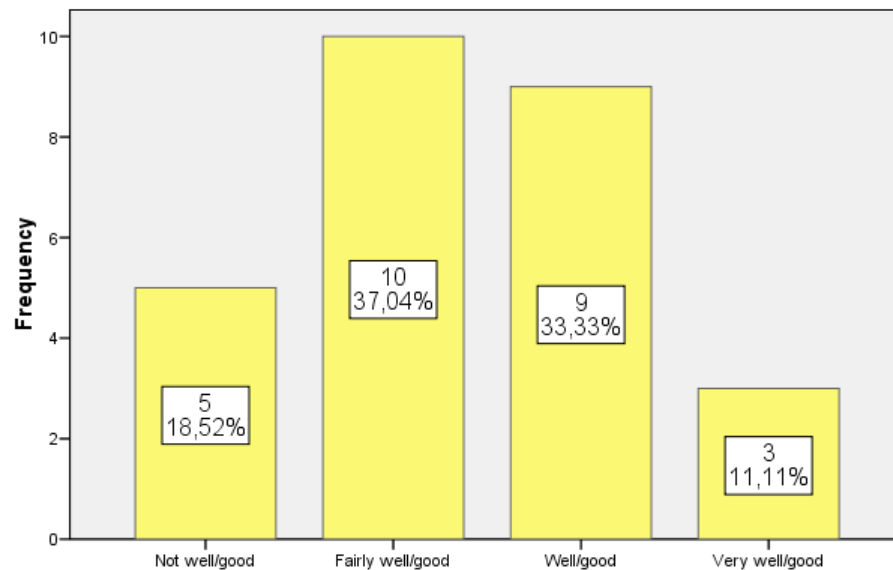
Only two persons out of 27 are very well satisfied with the fairness of the wages system compared to the tasks that the employee do. On the other hand nine respondents find the system not so satisfying. Another nine participants think that it is fairly satisfying. The other seven persons state it to be good.

*Your co-workers' wages***Satisfaction concerning wages system compared to co-workers wages**

The majority of the group finds the wages system compared to co-workers wages either fairly good or good. Four respondents think that it is not so good and five on the other hand state it to be very good.

Other people working in the same field

Satisfaction concerning fairness of wages system compared to people working in the same field



37 % of the respondents believe that the fairness of the wages system compared to other people working in the same field is fairly good. Nearly 18 % find it not so good. Only 11 % of the participants find the fairness very good. The rest 33 % consider it good.

Summary of findings

Wages are part of the financial rewards for the work of an employee. It is also one of the main motivating and stimulating factors. If the wages system is managed well at the company, it can raise employee motivation, productivity and satisfaction. The situation with wages at Prisma supermarket is as follows:

The employees of the company show quite little satisfaction with the current salary. This could mean that the wages are not meeting expectations of the workers and they might want a higher salary. Managers should take into account this factor, because when it is improved, it can raise the motivation and productivity of the employees. Another issue in which the employees are not showing high satisfaction, is the fairness of the salary compared to the tasks they do. They state that they expect a higher salary from the job tasks that they do. Although some of the employees were satisfied with the fairness of the wages, most of the employees believe that the system is not fair. It might be a good motivating factor if the raise in the salary occurred. It is so

demotivating when some workers are earning a higher salary compared to other worker's salary but completing the same tasks. In Prisma supermarket employees show that they are fairly satisfied with the fairness of the wages system compared to co-workers' wages. There might be room for improvements, but the situation looks positive. The workers of the company also show at least some satisfaction towards the fairness of wages system compared to people working in the same field.

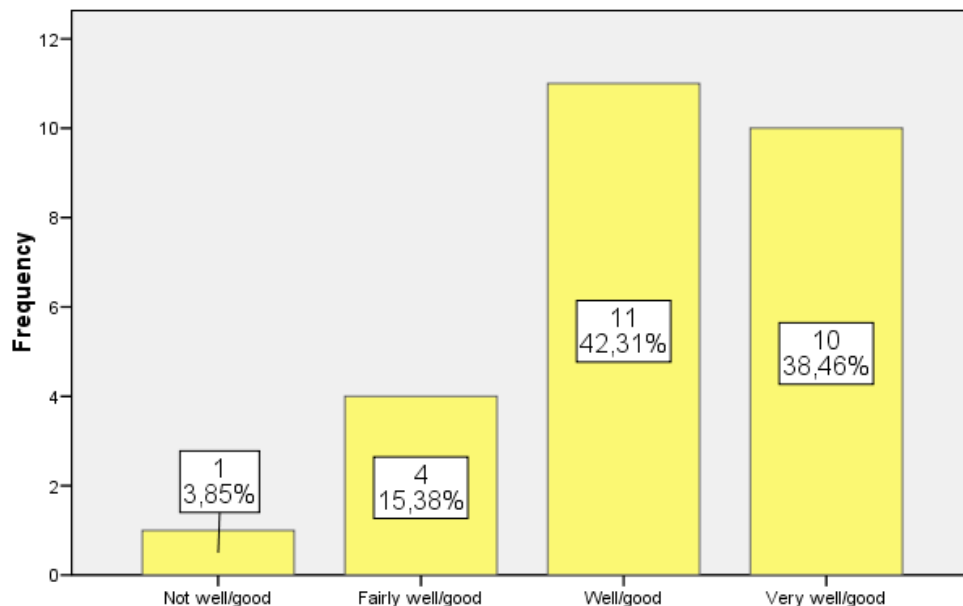
Benefits

How satisfied are you with your health benefits?

Almost all of the respondents find the health benefits “good” and “very good”. Only one person states them to be fairly good and one believes that benefits are not so good.

How well does the company provide you with the necessary benefits?

Satisfaction concerning types of benefits the company provides



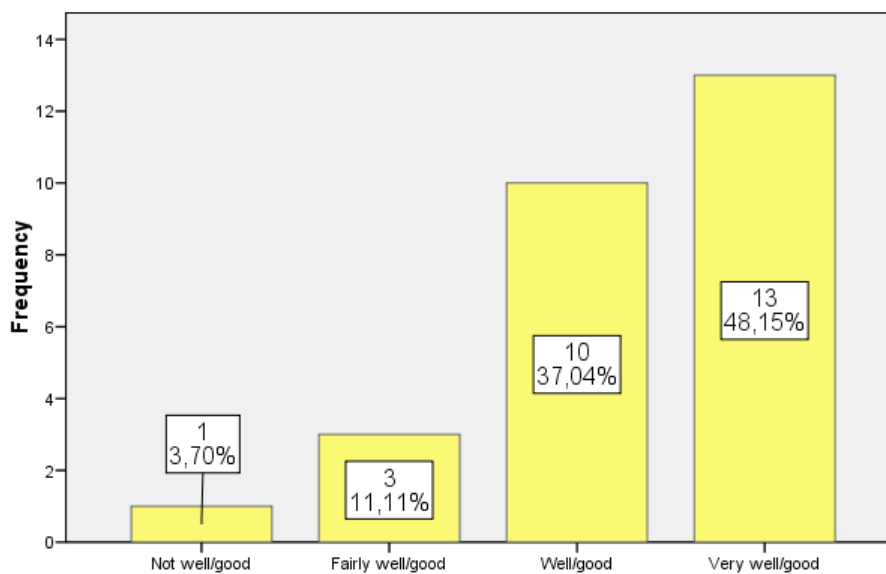
21 of the participants said that the types of benefits of the company are “good” and “very good”. Only four persons consider it fairly good and one says it is not good.

How well do you think you understand the company's benefit options?

Most of the respondents stated that they understand company benefit options either very well or well. Only three persons find understanding of the benefit options fairly well.

How do you find the company's benefits compared to other companies' benefits in the industry?

Satisfaction concerning favorability of company's benefits compared to other companies



The majority of the respondents, which is 85 %, believe that the company's benefits are favorable compared to other companies. Only three persons state that it is fairly favorable, and one not so favorable.

How satisfied are you with the amount of other benefits your employer offers?

Gym, swimming, movies, theater, opera

A great number of participants stated that the benefits like gym, swimming, movies, theater and opera are either good or very good. Only one person finds these benefits not good.

Flexible working hours, long lunch hour, extra vacation days, time off

60 % of respondents replied either “good” or “very good” to the question concerning the benefits like flexible working hours and long lunch hour. Only 15 % believe that these benefits are not good. Another 15 % find it fairly good.

Interesting projects, support, appreciation

Most of the respondents find benefits like interesting tasks, support and appreciation either fairly good or good. Only one person find it very good, and one, on the contrary not good at all. Other 23 % of participants say it to be not so good.

Insurance, health care, child care

The majority of the respondents state that the benefits like insurance, healthcare, childcare and so on are fairly good. Four persons find them not so good. The other 13 persons find these benefits either good or very good.

Summary of findings

Benefits are the other aspect of the rewards systems. It is important for the company to have some sets of benefits, because it is one of the motivating factors for the employees. It might add satisfaction if the salary is not so high. Workers of the company show very high satisfaction in the health benefits provided. They are also very satisfied with the type of benefits that the company provides. It is important that the company designs their benefit options in a structured and understandable way so that the employees will not have any difficulty understanding these options. The employees of Prisma state to understand the company’s benefit options very good. This means that the supermarket’s organization has organized the benefit options successfully. The employees state that the company’s benefits compared to other companies’ benefits are very good. It is a very favorable position of the company, since it might reduce the chance of the employee resignation. Prisma’s workers show

high satisfaction with the benefits like gym, swimming, movies, theater, and opera, and also benefits like flexible working hours, long lunch hour, extra vacation days and time off. It means that the company provides them in a good way and they are available to almost all employees. However, they are fairly satisfied with the benefits like interesting projects, support, or appreciation, and benefits like insurance, health care or child care. It might be that there is room for improvement, or these benefits are not available for all the workers.

5.5 Expectations

How do you feel about the job security of your work place?

Approximately 80 % of respondents state that their work place is secured, by selecting answer “well” and “very well”. Only 15 % believe it is fairly good and two not good.

How satisfied are you with the idea of NOT changing your work place within next year?



Three of the participants state that they are not satisfied with the job and they are going to change it within one year. On the contrary, 10 persons exclude the possibility of job change at all, and eight believe that there is a very small chance of job change.

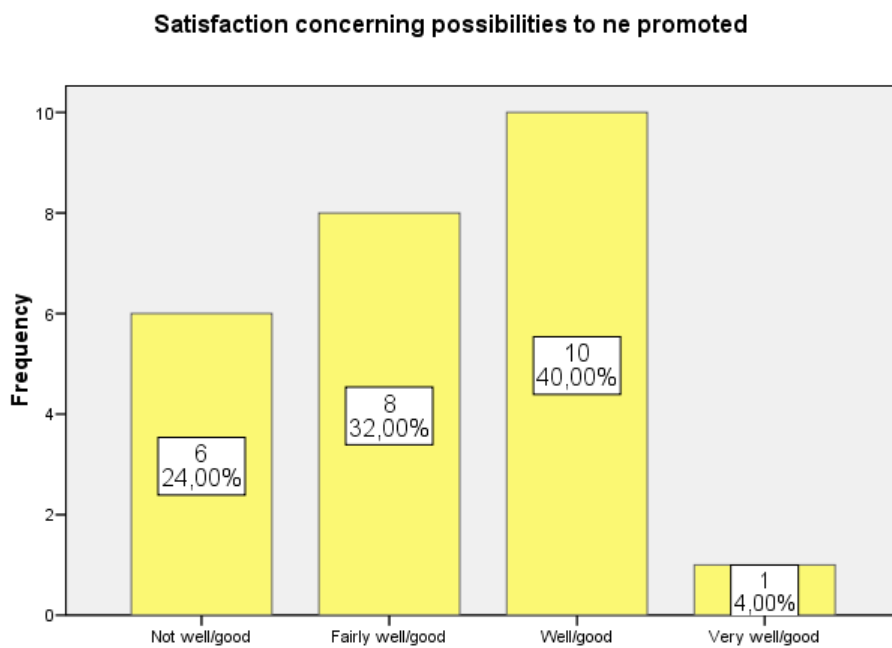
How satisfied are you with the feeling of success and security in your life brought by your job?

More than 70 % of the participants are satisfied with the feeling of success and security brought by job. However 15 % of respondents find the satisfaction not good or not good at all.

How satisfied are you with the amount of possibilities to take initiative at your work?

Most of the respondents, 11 persons, think that the possibility to take initiative at work is good, together with other seven who find it very good. Only one participant state that the possibility is not good.

How do you feel about the possibilities to be promoted in your work?

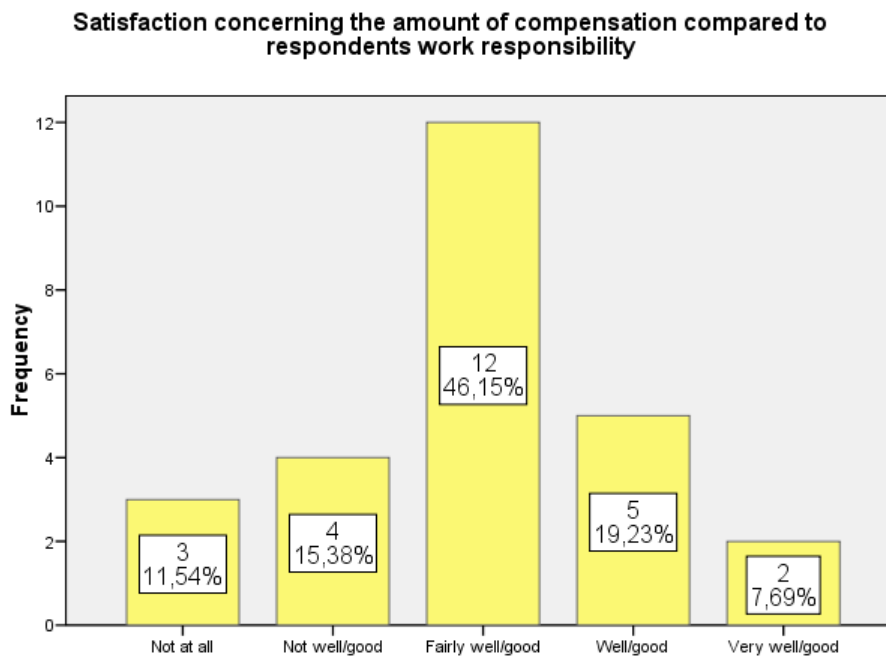


Only one respondent thinks that there is a possibility to be promoted. Six persons, on the other hand, believe that the possibility is not good. The majority – 10 persons - of the respondents say that it is good and eight fairly good.

How satisfied are you with the amount of appropriate appreciation for your contributions?

The majority of the respondents, which is 11 persons, believe that the amount of the appropriate appreciation for an employee's contribution is fairly good. There are also 10 persons who find it good. Only two think that the appreciation is very good, and three participants find it not good.

How satisfied are you with the compensation you get compared to your work responsibilities?



Over 46 % of the respondents find that the amount of compensation compared to employee's work responsibility is fairly good. 27 % of participants believe that it is either not good or not good at all. The other 27 % think it is good and very good.

Summary of findings

If the work is meeting employees' expectations it can raise the motivation and productivity of him/her. The company should design the jobs so that they will meet the employee's expectations. One of the factors of the employee expectations is the job security at the work place, meaning that the possibility to lose the job is quite low. The employees of Prisma supermarket are very satisfied with the job security at the

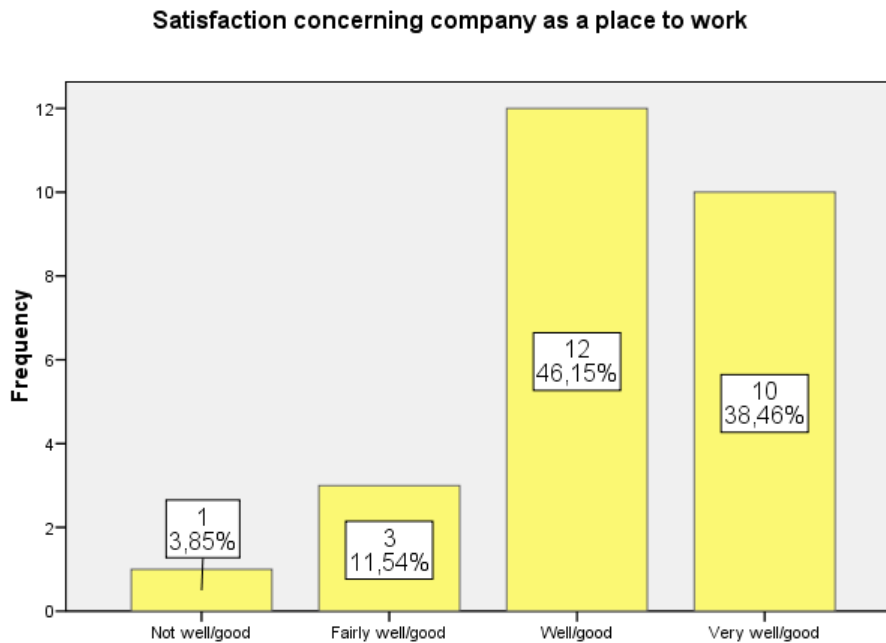
work place, meaning that the company has arranged the jobs so that some kind of crisis most likely will not affect it. The employees of the company show satisfaction with the job and are not planning to change the workplace within one year. It is a very good outcome, because they are satisfied with their job and there will not be any unexpected resignations. For the employee to be motivated and productive it is important that the job that he/she does brings the feeling of success and security. The workers of Prisma are satisfied with this feeling, so it means that most likely they will not quit the job because of this feeling. Workers sometimes need to be sure that they are able to take initiative at the workplace, because it can be very motivating. The employees of Prisma are satisfied with the possibility to take initiative, meaning that they are not stuck to the same tasks at work. However, even though there is a chance to take the initiative at workplace, it might be hard to be promoted, despite the worker's efforts to show his/her best. The workers of the supermarket find the possibility to be promoted not so good. It may be demotivating for the employees to know that there is a small chance to be promoted. Prisma supermarket might take that into account and offer for the employees a better chance to be promoted on their job. Appreciation for the employee contributions at the workplace is important, since the worker wants his/her efforts to be noticed and rewarded in some way. It affects employee motivation and productivity a lot. In Prisma the employees are fairly satisfied with the amount of appropriate appreciation for their contributions. Employees of the supermarket also show some satisfaction concerning the amount of compensation compared to respondents work responsibility. Prisma employees are quite satisfied with the job organization.

Cultural aspects of expectations

Finland has an average uncertainty avoidance index, so this could imply that they are tolerant to uncertainty, there is room for the risk and they are more open to new ideas and innovations. Still they would prefer some security and as they show quite high satisfaction results, it means that Prisma supermarket has provided the necessary safety of the workplace. Although, because the employees are not satisfied with the possibility of promotion, it shows that they are not bound by the uncertainty and novelty and do not control their lives by the predictable ways of working.

5.6 Job organization

In overall, how satisfied are you with the company as a place to work?



The most popular answer among the respondents concerning the company as a place to work is that it is good. 12 persons state so, along with 10 persons who find the company very good. Only three persons think that the place is fairly good, and one person believes it is not good.

How satisfied are you with the length of your shift?

Most of the employees think that the length of the shift is good or very good. Eight of the respondents find it fairly good, along with one person, who thinks it is not good at all.

How satisfied are you with the flexibility of the working hours?

The respondents show high satisfaction in the flexibility of working hours. Approximately 70 % of participants find it good and very good. The rest 30 % of employees find it fairly good.

How do you find the organization structure/hierarchy of the company?

The majority of the participants, which is 14 persons, think that the organization structure of the company is either good or very good. 11 respondents find it fairly good, and one respondent is not satisfied with it.

*How satisfied are you with the communication channels used at your work place?
(intranet, email, in-house post)*

Over 69 % of the respondents think positively about the communication channels used at workplace. However 8 % imply that it is not very good. 23 % of the participants find the channels fairly good.

How do you find the reasonableness of the amount of work that is expected from you?

On the topic of reasonableness of expected amount of work, 15 respondents show satisfaction, answering either “good” or “very good”. Nine persons think that the amount of work is fairly good, and two persons believe that is it not good.

Summary of the findings

Job organization is another motivating factor for the employees, since the correct design of the work increases the productivity of the employees. It is one of the main factors to keep the high respect of the company and the work among the workers. The employees of Prisma are very satisfied with the company as a place to work, meaning that they consider this company as one of the best. The length of shift can affect a lot on the motivation and productivity of the employees. Prisma’s workers are satisfied with the length of shift, signifying that job organization in this field is successful. Flexibility of the working hours can also motivate employees a lot. According to the survey the workers show quite high satisfaction with this issue. If the structure or hierarchy of the company is too complex it might cause the misunderstandings and the employees get confused of the positions and departments. In Prisma most of the employees find the organization structure/hierarchy of the company quite satisfying, implying that the employees understand the hierarchy. Communicating channels used at the work place are very important in order to proceed the work rapidly and without

any delays. The workers at Prisma are quite satisfied with the communication channels used at the work place such as intranet, email, and in-house post, meaning that these channels are organized well. They also show at least some satisfaction concerning reasonableness of the amount of work expected.

5.7 Work environment

How safe do you find your working place?

The majority of respondents, which is 54 %, believe that the safety of the work place is good. 30 % of the people find it very good. 15 % find it fairly good, and one person of all the respondents finds it not good.

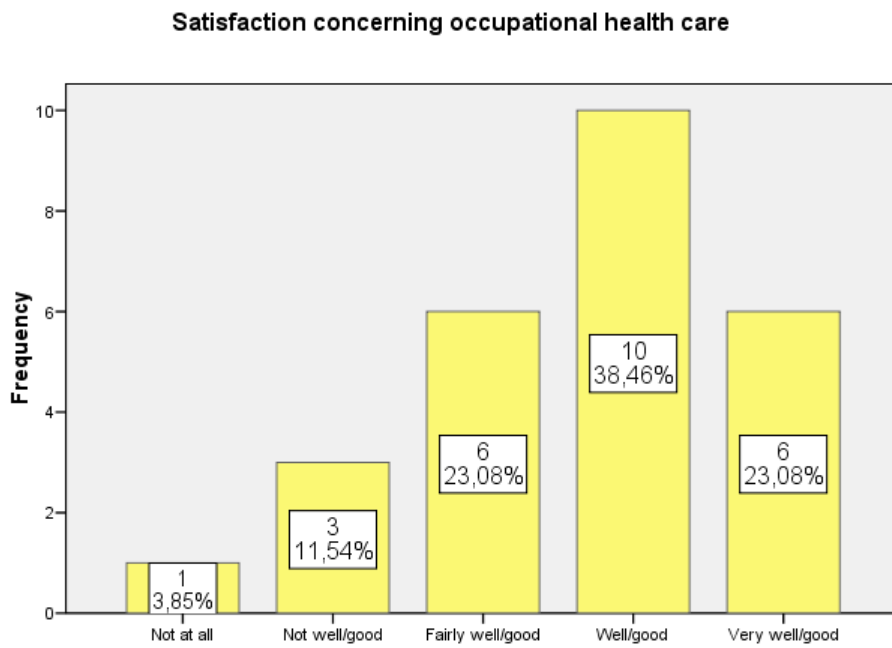
How satisfied are you with the supporting equipment you are using to help your job?

When asking about the supporting equipment at the workplace two of the respondents think that it is not good. 10 believe that it is fairly good. However the majority of the people suggest that equipment is good, together with the three persons, who find it very good.

How satisfied are you with the lighting and cleanliness of your working place?

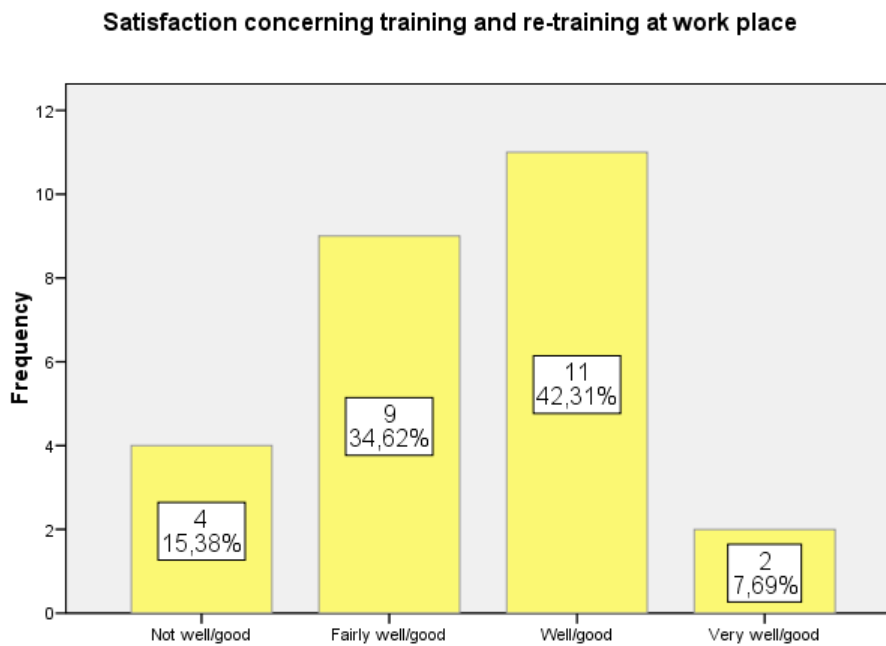
Most of the respondents, which are 20 persons, find the lightning and cleanliness of working place good or very good. Only six think that it is fairly good.

How satisfied are you with the occupational health care?



The majority of the respondents think that occupational health care at the working place is good. Also 12 persons find it very good and fairly good. There is only one respondent who find it not satisfying at all.

How satisfied are you with the training and re-training at your work place?



When talking about training and re-training at the working place it appears that 15 % of the respondents think that this issue is not functioning very well. 35 % find it fairly good. On the other hand the majority of 42 % suggests that training at the working place is good, along with 8 % who think it is very good.

Are you satisfied with the discussions with your supervisor on ways to improve your workplace environment?

The majority of the employees, 12 of all, which is 46 %, think that discussions held on the ways to improve the workplace environment are well/good. Five persons or 19 % of the respondents imply that discussions are very good. Nevertheless 7 % think that these discussions are not good at all, 27 % think that they are fairly good.

Summary of the findings

It is quite necessary to make sure that the working environment of the working place is good and does not cause any disturbance and discomfort for the employees during the work process. Prisma supermarket's employees indicate that they are quite satisfied with the working environment. It can be concluded that the organization has created appropriate surroundings for the employees at the work place. One of the main

factors in the working environment is that the place of work is safe. As Prisma's employees are very satisfied with the safety of working environment according to the results, it means that the supermarket took a great care of the safety and all the arrangements. Not all of the workers were very satisfied with the equipment used at the workplace to make the job easier, so it might be that there can be some improvements made in this field, but in general the situation with equipment is good, because most of the employees showed at least some satisfaction concerning it.

Lightning and cleanliness is another issue examined by the survey. Workers find the lightning and cleanliness of the place very good, which is positively affecting to the work process and does not cause any damage to the employees. It is highly important to have the occupational healthcare well organized in order to prevent accidents or to have at least some first aid in case if some accident happens at the workplace.

Prisma's workers are quite satisfied with the occupational healthcare, which shows that the supermarket has it organized well.

Training and re-training is essential for the worker's higher productivity. Creating a comfortable working environment for the training and re-training is one of the issues that the organization should take notice in. In Prisma Supermarket the workers show that they are fairly satisfied with the training and re-training at the work place. There might be room for improvements, but in general the situation looks good.

It might be a good idea for the organization to have discussions with the employees on the ways to improve the workplace environment, because the workers are the ones who know best about the problems and discomfort of the workplace. The employees of the Prisma Supermarket show some satisfaction concerning this topic; it might be that there is room for improvements in this field, but according to the results in general everything is good.

6 DISCUSSION AND CONCLUSION

6.1 Summary

To summarize the findings of the questionnaire, the employees in Prisma Mikkeli are very satisfied with the leadership at the workplace. They also show high work motivation. The workers of the company are not satisfied with the current salary and the fairness of the wages system compared to the tasks they do. Other aspects of the wages system at the company are fairly satisfying to the employees. The company's

benefit design is done very well, since the employees show quite high satisfaction with it. Also the jobs that Prisma supermarket offers to its employees quite satisfy their expectations except for the possibility to be promoted. At last, the work environment in Prisma Supermarket is satisfactory and the employees are quite satisfied with the working conditions. Although the employees are satisfied with the different aspects of work, some things that could be developed are listed in the following table.

	Suggestions for Improvements	Strengths
1. Leadership	<ul style="list-style-type: none"> • Awareness of the workers about the situation of the company • Amount of Feedback • Style of managers directions • Assistance with training • Manager's knowledge regarding abilities and job aspects of worker 	<ul style="list-style-type: none"> • Relationship • Communication • Attention • Support
2. Motivation	<ul style="list-style-type: none"> • Fulfillment of basic needs • Money • Compensation • Recognition 	<ul style="list-style-type: none"> • Pleasure of working every day • Future success at the company • Benefits
3. Wages and Benefits	<ul style="list-style-type: none"> • Salary • Fairness of wages system 	<ul style="list-style-type: none"> • Variety of benefits available • Favorability of benefits compared to other companies
4. Expectations	<ul style="list-style-type: none"> • Feeling of success given by work • Promotion 	<ul style="list-style-type: none"> • Security of workplace • Possibilities to take initiative
5. Job organization	<ul style="list-style-type: none"> • Communication channels 	<ul style="list-style-type: none"> • Length of shift • Flexibility of working hours
6. Work Environment	<ul style="list-style-type: none"> • Supporting equipment 	<ul style="list-style-type: none"> • Safety • Occupational healthcare

6.2 Reliability and validity of the research

Reliability of the study means the possibility that the same answers would be given by the same respondents again. The reliability of the research is also measured by the ability of the questionnaire to give non coincidental answers. Also the validity of the study must be thought of. The validity means the ability of research to measure exactly what is needed to find out. (Hirsjärvi 1997, 216)

The research is valid because the questionnaire covered every part of the theoretical framework and that way it includes all the desired aspects. The response rate was 26.7 % which is quite low, and might decrease the validity of the research. The reliability of the study is quite good, as the questions were created so that respondents could understand them, although there was a possibility that someone misinterprets the questions. The findings cannot be generalized; they represent the opinions of the employees in Prisma Mikkeli.

6.3 Suggestions for further studies

This thesis includes only a small part of selected theories of HRM and cultural differences, and it is possible to deepen the research to get more detailed framework and discover more aspects of human behavior and satisfaction. Because the research theme of the thesis is limited, the authors decided to concentrate on the selected theories which are the most outstanding among the unlimited list of theories available.

7 CONCLUDING REMARKS

The process of thesis creation began at the end of September 2009 after the authors came back to Finland from their exchange. During the exchange both of the authors got very interested in Human Resource Management because of the courses they took in this topic so their knowledge and ideas were fairly equivalent. Both authors wanted to write the thesis in the field of HRM and cultural differences and contacted the supervisor Marja-Liisa Kakkonen. The original plan was that author Anna writes the thesis alone but after the meeting with the company the supervisor of the thesis proposed to the authors to write the thesis together. The authors agreed to that and author Sanni joined the process that Anna had started already.

In the meeting with the company it was agreed that the topic of the thesis will be the comparison of employee satisfaction in terms of cultural differences of Prisma Supermarkets in Finland and in Russia. The authors began to write the theoretical part and to design the employee satisfaction questionnaire at the beginning of October 2009. The process went fluently until the end of December when Prisma in St Petersburg informed the authors that they had decided not to take part in the survey for a number of reasons. The authors needed to change the topic and the theoretical part a bit, and the employee satisfaction in Prisma Mikkeli became the main focus. In the beginning of January the questionnaire was translated into Finnish and sent to Mia Ilkka-Moll who was responsible for delivering it to the employees. The authors received the results of the survey at the end of January and the analysis started. The authors got the thesis finished in the end of February.

During the process authors deepened their knowledge in human resource management and employee satisfaction. They learned how to create and use the questionnaire in the research and also to interpret and analyze the findings. The authors familiarized themselves with the SPSS program to combine the findings, which is quite useful in making statistical analysis.

The process progressed quite easily from the beginning till the closure. The biggest advantage of writing the thesis together was that the authors were motivating each other to stay in schedule and reach the milestones. It was also good to have someone to discuss with about the subjects and ask for opinions.

One of the biggest difficulties was that author Sanni did not live in the same city as author Anna. The time to meet and write together was limited so the authors decided to divide some parts of the theoretical framework and the work was done separately. After a while Sanni moved back to Mikkeli and authors were able to complete the thesis together. Another difficulty was faced at this point as Sanni was doing her professional training at the same time and the time together was still limited. In conclusion, the teamwork went very well and despite all the problems the authors were able to progress with the thesis smoothly.

For both of the authors this thesis was the biggest project ever done. During the process they have learned how to manage big projects from planning to completing the whole work. The authors also learned how to deal with the problems arising

during the process and the importance of listening to both suggestions and critical feedback. If the authors were about to start the thesis process now, they would have tried to manage the time better.

Even though the authors had to change the topic in the middle of the process and rewrite some of the theoretical framework they did not lose their motivation. The authors can say that they have done their best and learned a lot during the process.

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APPENDIX 1 (Questionnaire in English)

Questionnaire

December 2009

Evaluation of employee satisfaction

We are the students from Mikkeli University of applied sciences and this is a part of our bachelor thesis research.

We are doing a survey about employees' attitudes and opinions towards their work environment in Prisma Supermarket.

The questions concern various conceptions about your work, employer, motivation, rewards and expectations. Answer by circling the number which best corresponds to your opinion. There are no right answers. Read the questions carefully and consider that your chosen number corresponds with your opinion. The question corresponds with my opinion

Satisfaction: 1 = not at all; 2 = not well/good; 3 = fairly well/good; 4 = well/good; 5 = very well/good

Or 1 = not satisfied at all; 2 = not satisfied; 3 = somewhat satisfied; 4 = satisfied; 5 = very satisfied

We appreciate your contribution and thank you very much in advance!

Gender

Age

Full time/Part time

Position

Work Experience in Prisma
years.....months

Characteristics	Satisfaction				
How are you satisfied with the following:					
Leadership					
1. How do you find the relationship with your direct manager?	1	2	3	4	5
2. How are you satisfied with the amount of attention your direct manager pays to the work you do?	1	2	3	4	5
3. How easy it is to communicate with your direct manager?	1	2	3	4	5
4. How do you find the direct manager's interest in and values towards the thoughts and ideas you have?	1	2	3	4	5
5. How do you find the amount of information about your job/tasks got from your boss?	1	2	3	4	5
6. How do you find the amount of information got about the situation of the company?	1	2	3	4	5
7. How do you find the amount of constructive feedback got from your boss?	1	2	3	4	5
8. How do you find the amount of appreciation got from your boss of the work you do?	1	2	3	4	5
9. How do you find the awareness of your direct boss's towards the abilities of the employees?	1	2	3	4	5
10. How appropriate do you find the style of your boss's directions?	1	2	3	4	5
11. How satisfied are you with the support you get from your manager?	1	2	3	4	5

12. How satisfied are you with management style of your current supervisor?	1	2	3	4	5
13. How satisfied are you with the amount of time your supervisor takes to listen to your concerns and support reasonable suggestions?	1	2	3	4	5
14. How satisfied are you with assistance of your supervisor with planning the essential training to help you perform your duties efficiently?	1	2	3	4	5
15. How do you find the knowledge of your supervisor regarding all aspects of your job responsibilities?	1	2	3	4	5
Motivation					
1. How much do you enjoy working everyday and performing at your best?	1	2	3	4	5
2. Would you say that it is usually nice to come to work?	1	2	3	4	5
3. How optimistic do you feel about your future success with the company?	1	2	3	4	5
4. How well do you think your work fulfills your basic needs?	1	2	3	4	5
5. How well do you think you are appreciated at your work place?	1	2	3	4	5
6. How satisfied are you with the feeling of self-fulfillment that your work gives you?	1	2	3	4	5
7. How well do you think you know and understand the direction and goals of the company?	1	2	3	4	5
8. How are you satisfied with the changes that company leadership has made?	1	2	3	4	5
9. How well do you think the following aspects are run at your workplace, so that they affect your motivation:					
1. Money	1	2	3	4	5
2. Benefits	1	2	3	4	5
3. Compensation	1	2	3	4	5
4. Common goals of the company	1	2	3	4	5
5. Communication	1	2	3	4	5
6. Job security	1	2	3	4	5
7. Appreciation of manager	1	2	3	4	5
8. Appreciation of your co-workers	1	2	3	4	5
9. Recognition	1	2	3	4	5
10. Administrative practices (flexible working hours, dress code, vacation schedules,)	1	2	3	4	5
11. Responsibility / initiative	1	2	3	4	5
12. Work itself	1	2	3	4	5
13. Training and development	1	2	3	4	5
14. Promotion	1	2	3	4	5
15. Interesting tasks	1	2	3	4	5
Rewards					
Wages					

1. How satisfied are you with your current salary?	1	2	3	4	5
2. How do you feel about the fairness of the wages system at your work place compared to					
1. The tasks you do	1	2	3	4	5
2. Your co-workers wages	1	2	3	4	5
3. Other people working in the same field?	1	2	3	4	5
Benefits					
3. How satisfied are you with your health benefits?	1	2	3	4	5
4. How well does the company provide you with the necessary benefits?	1	2	3	4	5
5. How well do you think you understand the company's benefit options?	1	2	3	4	5
6. How do you find the company's benefits compared to other companies' benefits in the industry?	1	2	3	4	5
7. How satisfied are you with the amount of other benefits your employer offers?					
1. Gym, swimming, movies, theater, opera...	1	2	3	4	5
2. Flexible working hours, long lunch time, extra vacation days, time off...	1	2	3	4	5
3. Interesting projects, support, appreciation...	1	2	3	4	5
4. Insurance, health care, child care	1	2	3	4	5
Expectations					
1. How do you feel about the job security of your work place?	1	2	3	4	5
2. How satisfied are you with the idea of NOT changing your work place within next year?	1	2	3	4	5
3. How satisfied are you with the feeling of success and security in your life brought by your job?	1	2	3	4	5
4. How satisfied are you with the amount of possibilities to take initiative at your work?	1	2	3	4	5
5. How do you feel about the possibilities to be promoted in your work?	1	2	3	4	5
6. How satisfied are you with the amount of appropriate appreciation for your contributions?	1	2	3	4	5
7. How satisfied are you with the compensation you get compared to your work responsibilities?	1	2	3	4	5
Job Organization					
1. In overall, how satisfied are you with the company as a place to work?	1	2	3	4	5
2. How satisfied are you with the length of your shift?	1	2	3	4	5
3. How satisfied are you with the flexibility of the working hours?	1	2	3	4	5
4. How do you find the organization structure/hierarchy of the company?	1	2	3	4	5
5. How satisfied are you with the communication channels used at your work place? (intranet, email, in-house post)	1	2	3	4	5
6. How do you find the reasonableness of the amount of work that is expected from you?	1	2	3	4	5
Work Environment					

1. How safe do you find your working place?	1	2	3	4	5
2. How satisfied are you with the supporting equipment you are using to help your job?	1	2	3	4	5
3. How satisfied are you with the lighting and cleanliness of your working place?	1	2	3	4	5
4. How satisfied are you with the occupational health care?	1	2	3	4	5
5. How satisfied are you with the training and re-training at your work place?	1	2	3	4	5
6. Are you satisfied with the discussions with your supervisor on ways to improve your workplace environment?	1	2	3	4	5

Please, circle the chosen answer

Thank you for answering and helping us implementing the research for our thesis.

APPENDIX 2 (Questionnaire in Finnish)

Kysely

Joulukuu 2009

Työtyytyväisyystutkimus

Opiskelemme Mikkelin ammattikorkeakoulussa ja tämä kysely on osa opinnäytetyötutkimustamme.

Teemme tutkimuksen työntekijöiden asenteista ja mielipiteistä työympäristöstään Prismassa.

Kysymykset liittyvät työn eri osa-alueisiin kuten työnantajaan, motivaatioon, palkkioihin, odotuksiin ja työhön itsessään. Vastaa ympyröimällä vastaus joka parhaiten vastaa mielipidettäsi. Oikeita vastauksia ei ole. Luethan kysymykset huolellisesti.

Vastaa kysymyksiin seuraavan asteikon avulla.

1 = ei ollenkaan; 2 = ei hyvä/hyvin 3 = melko hyvä/hyvin; 4 = hyvä/hyvin; 5 = erittäin hyvä/hyvin

Kiitos avustasi jo etukäteen!

Taustatiedot

Sukupuoli M / N

Ikä <20 v; 20-29 v; 30-39 v; 40-49 v; 50-59 v; >60 v

Osa-aikainen työsuhde / Täysiaikainen työsuhde

Toimi

Työkokemus Prismassa vuotta.....kuukautta

Kuinka tyytyväinen olet seuraaviin asioihin?					
Johtajuus					
16. Kuinka koet suhteesi lähimpään esimieheesi?	1	2	3	4	5
17. Oletko lähin esimiehesi kiinnostunut siitä työstä jota teet?	1	2	3	4	5
18. Kuinka helppoa on kommunikoida lähimmän esimiehesi kanssa?	1	2	3	4	5
19. Onko lähin esimiehesi kiinnostunut ja arvostaako hän ajatuksia ja ideoita joita sinulla on?	1	2	3	4	5
20. Saatko mielestäsi tarpeeksi tietoa esimieheltäsi työtehtävistäsi?	1	2	3	4	5
21. Saatko mielestäsi tarpeeksi tietoa yhtiön tilanteesta?	1	2	3	4	5
22. Saatko tarpeeksi rakentavaa palautetta esimieheltäsi?	1	2	3	4	5
23. Arvostaako esimiehesi työtäsi ja työpanostasi?	1	2	3	4	5
24. Tiedostaako lähin esimiehesi työntekijöiden kyvyt?	1	2	3	4	5
25. Onko esimiehesi ohjaus tyyli sovelias?	1	2	3	4	5
26. Oletko tyytyväinen tukeen jota saat esimieheltäsi?	1	2	3	4	5
27. Oletko tyytyväinen esimiehesi johtamistyyliin?	1	2	3	4	5
28. Onko esimiehelläsi aikaa kuunnella huoliasi ja onko hänellä sopivia parannusehdotuksia?	1	2	3	4	5
29. Auttaako esimiehesi sinua osallistumaan keskeisiin koulutuksiin, jotka auttavat sinua tekemään työsi tehokkaammin?	1	2	3	4	5
30. Onko esimiehelläsi mielestäsi tarpeeksi tietoa kaikista työsi osa-alueista?	1	2	3	4	5

Motivaatio					
10. Nautitko työn tekemisestä päivittäin niin, että pystyt parhaimpaan suoritukseen?	1	2	3	4	5
11. Oletko sitä mieltä, että on useimmiten mukavaa tulla töihin?	1	2	3	4	5
12. Kuinka optimistinen olet tulevaisuuden suhteen työpaikassasi?	1	2	3	4	5
13. Kuinka hyvin työ täyttää perustarpeesi?	1	2	3	4	5
14. Arvostetaanko sinua töissä?	1	2	3	4	5
15. Saatko työstäsi tunteen, että pystyt toteuttamaan itseäsi?	1	2	3	4	5
16. Kuinka hyvin tiedät ja tunnet yhtiön suunnan ja tavoitteet?	1	2	3	4	5
17. Onko yhtiön johdossa tapahtunut muutoksia jotka mielestäsi ovat positiivisia?	1	2	3	4	5
18. Oletko sitä mieltä, että seuraavat ovat hoidettu niin hyvin työpaikallasi, että niillä on vaikutusta työmotivaatioosi?					
16. Palkka	1	2	3	4	5
17. Etuudet	1	2	3	4	5
18. Korvaukset	1	2	3	4	5
19. Yhtiön tavoitteet	1	2	3	4	5
20. Kommunikaatio	1	2	3	4	5
21. Työn varmuus	1	2	3	4	5
22. Esimieheltä saatu arvostus	1	2	3	4	5
23. Työtovereilta saatu arvostus	1	2	3	4	5
24. Tunnustus	1	2	3	4	5
25. Hallinnolliset asiat (Joustavat työajat, pukukoodi, loma-aikojen aikataulut)	1	2	3	4	5
26. Vastuu / aloitteellisuus	1	2	3	4	5
27. Työ itsessään	1	2	3	4	5
28. Koulutus ja kehitys	1	2	3	4	5
29. Ylennysmahdollisuus	1	2	3	4	5
30. Mielenkiintoiset tehtävät	1	2	3	4	5

Palkkiot					
Palkka					
8. Oletko tyytyväinen nykyiseen palkkaasi?	1	2	3	4	5
9. Onko palkkausjärjestelmä työpaikallasi oikeudenmukainen verrattuna					
4. Työtehtäviin joita teet	1	2	3	4	5
5. Työtovereidesi palkkoihin	1	2	3	4	5
6. Muiden samalla alalla työskentelevien palkkoihin?	1	2	3	4	5
Etuudet					
10. Oletko tyytyväinen terveyttä edistäviin etuuksiin?	1	2	3	4	5
11. Tarjoaako yhtiö etuuksia joita tarvitset?	1	2	3	4	5
12. Oletko tietoinen yhtiön tarjoamista etuuksista?	1	2	3	4	5
13. Ovato yhtiön tarjoamat etuudet kohtuullisia verrattuna muiden samalla alalla työskentelevien yhtiöiden tarjoamiin etuuksiin?	1	2	3	4	5
14. Tarjoaako yhtiö mielestäsi tarpeeksi etuuksia seuraavilta aloilta?					
5. Kuntosaliliput, uimaliput, elokuvaliput, teatteriliput, oopperaliput...	1	2	3	4	5
6. Joustavat työajat, riittävän pitkä lounasaika, ylimääräiset vapaapäivät, poissaolopäivät	1	2	3	4	5
7. Mielenkiintoiset projektit, tuki, arvostus...	1	2	3	4	5
8. Vakuutukset, Insurance, terveydenhuolto, lastenhoito...	1	2	3	4	5

Odotukset					
8. Onko työpaikkasi mielestäsi turvattu?	1	2	3	4	5
9. Oletko niin tyytyväinen työpaikkaasi, että ET vaihtaisi työpaikkaa seuraavan vuoden aikana?	1	2	3	4	5
10. Saako työsi sinut tuntemaan itsesi menestyksekkääksi ja turvatuksi elämässä?	1	2	3	4	5
11. Onko sinulla mielestäsi tarpeeksi mahdollisuuksia ottaa vastuuta ja olla oma-aloitteinen työssäsi?	1	2	3	4	5
12. Onko sinulla mielestäsi mahdollisuus edetä työssäsi?	1	2	3	4	5
13. Tunnetko saavasi tarpeeksi arvostusta työpanoksestasi?	1	2	3	4	5
14. Vastaavatko saamasi korvaukset sitä vastuuta jota kannat työstäsi?	1	2	3	4	5

Organisaatio					
7. Oletko kaiken kaikkiaan tyytyväinen yhtiöön työpaikkana?	1	2	3	4	5
8. Oletko tyytyväinen työvuorojen pituuteen?	1	2	3	4	5
9. Oletko tyytyväinen työaikojen joustavuuteen?	1	2	3	4	5
10. Oletko tyytyväinen organisaation hierarkiaan?	1	2	3	4	5
11. Oletko tyytyväinen kommunikaatiokeinoihin joita yhtiö käyttää? (Intranet, sähköposti, sisäinen posti...)	1	2	3	4	5
12. Onko sinulta odotettu työpanos kohtuullinen?	1	2	3	4	5

Työympäristö					
7. Onko työpaikkasi mielestäsi turvallinen?	1	2	3	4	5
8. Oletko tyytyväinen käytettävissä oleviin apuvälineisiin ja ergonomiaan työpaikallasi?	1	2	3	4	5
9. Oletko tyytyväinen työpaikkasi valaistukseen ja siisteyteen?	1	2	3	4	5
10. Oletko tyytyväinen työterveyshuoltoon?	1	2	3	4	5
11. Oletko tyytyväinen koulutukseen ja jatkokoulutukseen työpaikallasi?	1	2	3	4	5
12. Onko sinulla keskusteluja esimiehesi kanssa tavoista joilla edistää työympäristön mukavuutta?	1	2	3	4	5

Kiitos vastauksistasi ja avustasi opinnäytetyömme tutkimuksessa.

APPENDIX 3 (Tables)

General Information**Gender of respondent**

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Female</i>	13	48,1	56,5
	<i>Male</i>	10	37,0	43,5
	<i>Total</i>	23	85,2	100,0
<i>Missing</i>	<i>System</i>	4	14,8	
<i>Total</i>		27	100,0	

Age group of respondent

		<i>Frequency</i>	<i>Percent</i>	<i>Cumulative Percent</i>
	<i>20-29 years</i>	2	7,4	7,4
	<i>30-39 years</i>	13	48,1	55,6
	<i>40-49 years</i>	10	37,0	92,6
	<i>50-59 years</i>	1	3,7	96,3
	<i>60 years or older</i>	1	3,7	100,0
	<i>Total</i>	27	100,0	

Working time

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Full time</i>	9	33,3	47,4
	<i>Part time</i>	10	37,0	52,6
	<i>Total</i>	19	70,4	100,0
<i>Missing</i>	<i>System</i>	8	29,6	
<i>Total</i>		27	100,0	

Position of respondent

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Salesperson</i>	20	74,1	90,9
	<i>Department head</i>	1	3,7	4,5
	<i>Consulting person</i>	1	3,7	4,5
	<i>Total</i>	22	81,5	100,0
<i>Missing</i>	<i>System</i>	5	18,5	
<i>Total</i>		27	100,0	

Classified working experience

	<i>Frequency</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
<i>At most 24 months (2 years)</i>	5	18,5	18,5
<i>25 - 60 months (5 years)</i>	3	11,1	29,6
<i>61 - 120 months (10 years)</i>	7	25,9	55,6
<i>Over 120 months</i>	12	44,4	100,0
<i>Total</i>	27	100,0	

Satisfaction concerning relationship with direct manager

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	4	14,8
<i>Well/good</i>	14	51,9
<i>Very well/good</i>	8	29,6
<i>Total</i>	27	100,0

Satisfaction concerning attention of direct manager

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	5	18,5
<i>Well/good</i>	16	59,3
<i>Very well/good</i>	5	18,5
<i>Total</i>	27	100,0

Satisfaction concerning communication with DM

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	2	7,4
<i>Well/good</i>	14	51,9
<i>Very well/good</i>	10	37,0
<i>Total</i>	27	100,0

Satisfaction concerning DM's interest in respondent thoughts and ideas

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4
	<i>Fairly well/good</i>	5	18,5
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	11	40,7
	Total	27	100,0

Satisfaction concerning among of information about job got from DM

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4
	<i>Fairly well/good</i>	6	22,2
	<i>Well/good</i>	16	59,3
	<i>Very well/good</i>	3	11,1
	Total	27	100,0

Satisfaction concerning amount of information got about the situation of the company

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	10	37,0
	<i>Well/good</i>	13	48,1
	<i>Very well/good</i>	3	11,1
	Total	27	100,0

Satisfaction concerning amount of constrictive feedback from DM

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	4	14,8
	<i>Fairly well/good</i>	7	25,9
	<i>Well/good</i>	14	51,9
	<i>Very well/good</i>	2	7,4
	Total	27	100,0

Satisfaction concerning appreciation of DM

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not at all</i>	1	3,7
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	4	14,8
<i>Well/good</i>	17	63,0
<i>Very well/good</i>	3	11,1
Total	27	100,0

Satisfaction concerning awareness of the abilities of respondent by DM

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not well/good</i>	3	11,1	11,5
<i>Fairly well/good</i>	7	25,9	26,9
<i>Well/good</i>	12	44,4	46,2
<i>Very well/good</i>	4	14,8	15,4
Total	26	96,3	100,0
<i>Missing System</i>	1	3,7	
Total	27	100,0	

Satisfaction concerning style of DM's directions

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	12	44,4
<i>Well/good</i>	11	40,7
<i>Very well/good</i>	3	11,1
Total	27	100,0

Satisfaction concerning support received from DM

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	6	22,2
<i>Well/good</i>	16	59,3
<i>Very well/good</i>	3	11,1
Total	27	100,0

Satisfaction concerning management style of DM

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Fairly well/good</i>	12	44,4
<i>Well/good</i>	11	40,7
<i>Very well/good</i>	4	14,8
Total	27	100,0

Satisfaction concerning the amount of time of DM for listening and supporting

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	7	25,9
<i>Well/good</i>	13	48,1
<i>Very well/good</i>	6	22,2
Total	27	100,0

Satisfaction concerning assistance with training from DM

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not at all</i>	1	3,7	3,8
<i>Not well/good</i>	2	7,4	7,7
<i>Fairly well/good</i>	7	25,9	26,9
<i>Well/good</i>	12	44,4	46,2
<i>Very well/good</i>	4	14,8	15,4
Total	26	96,3	100,0
<i>Missing System</i>	1	3,7	
Total	27	100,0	

Satisfaction concerning the amount of knowledge of DM regarding job aspects

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not at all</i>	1	3,7
<i>Not well/good</i>	8	29,6
<i>Fairly well/good</i>	6	22,2
<i>Well/good</i>	7	25,9
<i>Very well/good</i>	5	18,5
Total	27	100,0

Motivation

Satisfaction concerning pleasure of working everyday and performing at the best

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	6	22,2
<i>Well/good</i>	15	55,6
<i>Very well/good</i>	4	14,8
Total	27	100,0

Satisfaction concerning pleasure of coming to work usually

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	7	25,9
<i>Well/good</i>	5	18,5
<i>Very well/good</i>	14	51,9
Total	27	100,0

Satisfaction concerning possible future success at the company

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7
<i>Fairly well/good</i>	7	25,9
<i>Well/good</i>	8	29,6
<i>Very well/good</i>	11	40,7
Total	27	100,0

Satisfaction concerning fulfillment of respondents basic needs by work

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	12	44,4
<i>Well/good</i>	6	22,2
<i>Very well/good</i>	7	25,9
Total	27	100,0

Satisfaction concerning appreciation at the work place

		Frequency	Valid Percent
	<i>Not well/good</i>	2	7,4
	<i>Fairly well/good</i>	3	11,1
	<i>Well/good</i>	16	59,3
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Satisfaction concerning the feeling of self-fulfillment given by work

		Frequency	Valid Percent
	<i>Not well/good</i>	3	11,1
	<i>Fairly well/good</i>	9	33,3
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Satisfaction concerning the understanding of direction and goals of the company

		Frequency	Valid Percent
	<i>Fairly well/good</i>	4	14,8
	<i>Well/good</i>	14	51,9
	<i>Very well/good</i>	9	33,3
	Total	27	100,0

Satisfaction concerning the positive changes made by leaders

		Frequency	Percent	Valid Percent
	<i>Not at all</i>	1	3,7	4,0
	<i>Not well/good</i>	2	7,4	8,0
	<i>Fairly well/good</i>	9	33,3	36,0
	<i>Well/good</i>	5	18,5	20,0
	<i>Very well/good</i>	8	29,6	32,0
	Total	25	92,6	100,0
<i>Missing System</i>		2	7,4	
Total		27	100,0	

Satisfaction concerning money

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not at all</i>	1	3,7
	<i>Not well/good</i>	10	37,0
	<i>Fairly well/good</i>	8	29,6
	<i>Well/good</i>	6	22,2
	<i>Very well/good</i>	2	7,4
	Total	27	100,0

Satisfaction concerning benefits

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4
	<i>Fairly well/good</i>	3	11,1
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	13	48,1
	Total	27	100,0

Satisfaction concerning compensation

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	5	18,5
	<i>Fairly well/good</i>	7	25,9
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Satisfaction concerning common goals of the company

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	7	25,9
	<i>Well/good</i>	13	48,1
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Satisfaction concerning communication

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	3	11,1
<i>Fairly well/good</i>	9	33,3
<i>Well/good</i>	14	51,9
<i>Very well/good</i>	1	3,7
Total	27	100,0

Satisfaction concerning job security

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	3	11,1
<i>Well/good</i>	9	33,3
<i>Very well/good</i>	13	48,1
Total	27	100,0

Satisfaction concerning appreciation of manager

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4
<i>Fairly well/good</i>	6	22,2
<i>Well/good</i>	15	55,6
<i>Very well/good</i>	4	14,8
Total	27	100,0

Satisfaction concerning appreciation of co-workers

	<i>Frequency</i>	<i>Valid Percent</i>
<i>Fairly well/good</i>	8	29,6
<i>Well/good</i>	13	48,1
<i>Very well/good</i>	6	22,2
Total	27	100,0

Satisfaction concerning recognition

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4	7,7
	<i>Fairly well/good</i>	12	44,4	46,2
	<i>Well/good</i>	8	29,6	30,8
	<i>Very well/good</i>	4	14,8	15,4
	Total	26	96,3	100,0
<i>Missing System</i>		1	3,7	
Total		27	100,0	

Satisfaction concerning administrative practices

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	8	29,6
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	9	33,3
	Total	27	100,0

Satisfaction concerning responsibility/initiative

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	6	22,2
	<i>Well/good</i>	13	48,1
	<i>Very well/good</i>	7	25,9
	Total	27	100,0

Satisfaction concerning work itself

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	3	11,1
	<i>Fairly well/good</i>	7	25,9
	<i>Well/good</i>	12	44,4
	<i>Very well/good</i>	5	18,5
	Total	27	100,0

Satisfaction concerning training and development

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	3	11,1
	<i>Fairly well/good</i>	8	29,6
	<i>Well/good</i>	11	40,7
	<i>Very well/good</i>	5	18,5
	Total	27	100,0

Satisfaction concerning promotion

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	7	25,9	26,9
	<i>Fairly well/good</i>	9	33,3	34,6
	<i>Well/good</i>	6	22,2	23,1
	<i>Very well/good</i>	4	14,8	15,4
	Total	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
	Total	27	100,0	

Satisfaction concerning interesting tasks

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	5	18,5
	<i>Fairly well/good</i>	5	18,5
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	8	29,6
	Total	27	100,0

Benefits

Wages

Satisfaction concerning current salary

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not at all</i>	4	14,8
	<i>Not well/good</i>	8	29,6
	<i>Fairly well/good</i>	10	37,0
	<i>Well/good</i>	4	14,8
	<i>Very well/good</i>	1	3,7
	Total	27	100,0

Satisfaction concerning fairness of wages system of the tasks respondent do

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	9	33,3
	<i>Fairly well/good</i>	9	33,3
	<i>Well/good</i>	7	25,9
	<i>Very well/good</i>	2	7,4
	Total	27	100,0

Satisfaction concerning wages system compared to co-workers wages

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	4	14,8	16,0
	<i>Fairly well/good</i>	8	29,6	32,0
	<i>Well/good</i>	8	29,6	32,0
	<i>Very well/good</i>	5	18,5	20,0
	Total	25	92,6	100,0
<i>Missing System</i>		2	7,4	
Total		27	100,0	

Satisfaction concerning fairness of wages system compared to people working in the same field

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	5	18,5
	<i>Fairly well/good</i>	10	37,0
	<i>Well/good</i>	9	33,3
	<i>Very well/good</i>	3	11,1
	Total	27	100,0

Benefits

Satisfaction concerning health benefits

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	1	3,7
	<i>Well/good</i>	16	59,3
	<i>Very well/good</i>	9	33,3
	Total	27	100,0

Satisfaction concerning types of benefits the company provides

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	4	14,8	15,4
	<i>Well/good</i>	11	40,7	42,3
	<i>Very well/good</i>	10	37,0	38,5
	Total	26	96,3	100,0
<i>Missing System</i>		1	3,7	
Total		27	100,0	

Satisfaction concerning understanding the company benefits options

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Fairly well/good</i>	3	11,1
	<i>Well/good</i>	12	44,4
	<i>Very well/good</i>	12	44,4
	Total	27	100,0

Satisfaction concerning favorability of company's benefits compared to other companies

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7
	<i>Fairly well/good</i>	3	11,1
	<i>Well/good</i>	10	37,0
	<i>Very well/good</i>	13	48,1
	Total	27	100,0

Satisfaction concerning benefits like gym, swimming, movies, theater, opera

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	6	22,2	23,1
	<i>Well/good</i>	7	25,9	26,9
	<i>Very well/good</i>	12	44,4	46,2
	Total	26	96,3	100,0
<i>Missing System</i>		1	3,7	
Total		27	100,0	

Satisfaction concerning benefits like flexible working hours, long lunch time...

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	4	14,8
	<i>Fairly well/good</i>	7	25,9
	<i>Well/good</i>	10	37,0
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Satisfaction concerning benefits like interesting tasks, support and appreciation

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not at all</i>	1	3,7	3,8
	<i>Not well/good</i>	6	22,2	23,1
	<i>Fairly well/good</i>	9	33,3	34,6
	<i>Well/good</i>	9	33,3	34,6
	<i>Very well/good</i>	1	3,7	3,8
	Total	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
	Total	27	100,0	

Satisfaction concerning benefits like insurance, healthcare, child care

		<i>Frequency</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	4	14,8
	<i>Fairly well/good</i>	10	37,0
	<i>Well/good</i>	7	25,9
	<i>Very well/good</i>	6	22,2
	Total	27	100,0

Expectations

Satisfaction concerning that work place is secured

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4	7,7
	<i>Fairly well/good</i>	4	14,8	15,4
	<i>Well/good</i>	13	48,1	50,0
	<i>Very well/good</i>	7	25,9	26,9
	Total	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
	Total	27	100,0	

Satisfaction concerning changing of work place within one year

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not at all</i>	3	11,1	11,5
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	4	14,8	15,4
	<i>Well/good</i>	8	29,6	30,8
	<i>Very well/good</i>	10	37,0	38,5
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning feeling of success and security given by work

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	5	18,5	19,2
	<i>Fairly well/good</i>	8	29,6	30,8
	<i>Well/good</i>	9	33,3	34,6
	<i>Very well/good</i>	4	14,8	15,4
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning possibility to take initiative

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	7	25,9	26,9
	<i>Well/good</i>	11	40,7	42,3
	<i>Very well/good</i>	7	25,9	26,9
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning possibilities to be promoted

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	6	22,2	24,0
	<i>Fairly well/good</i>	8	29,6	32,0
	<i>Well/good</i>	10	37,0	40,0
	<i>Very well/good</i>	1	3,7	4,0
	<i>Total</i>	25	92,6	100,0
<i>Missing</i>	<i>System</i>	2	7,4	
<i>Total</i>		27	100,0	

Satisfaction concerning the amount appropriate appreciation for respondent contribution

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	3	11,1	11,5
	<i>Fairly well/good</i>	11	40,7	42,3
	<i>Well/good</i>	10	37,0	38,5
	<i>Very well/good</i>	2	7,4	7,7
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning the amount of compensation compared to respondents work responsibility

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not at all</i>	3	11,1	11,5
	<i>Not well/good</i>	4	14,8	15,4
	<i>Fairly well/good</i>	12	44,4	46,2
	<i>Well/good</i>	5	18,5	19,2
	<i>Very well/good</i>	2	7,4	7,7
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Job Organization

Satisfaction concerning company as a place to work

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	3	11,1	11,5
	<i>Well/good</i>	12	44,4	46,2
	<i>Very well/good</i>	10	37,0	38,5
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning possibilities to ne promoted

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	6	22,2	24,0
	<i>Fairly well/good</i>	8	29,6	32,0
	<i>Well/good</i>	10	37,0	40,0
	<i>Very well/good</i>	1	3,7	4,0
	<i>Total</i>	25	92,6	100,0
<i>Missing</i>	<i>System</i>	2	7,4	
<i>Total</i>		27	100,0	

Satisfaction concerning the amount appropriate appreciation for respondent contribution

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	3	11,1	11,5
	<i>Fairly well/good</i>	11	40,7	42,3
	<i>Well/good</i>	10	37,0	38,5
	<i>Very well/good</i>	2	7,4	7,7
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning the amount of compensation compared to respondents work responsibility

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not at all</i>	3	11,1	11,5
	<i>Not well/good</i>	4	14,8	15,4
	<i>Fairly well/good</i>	12	44,4	46,2
	<i>Well/good</i>	5	18,5	19,2
	<i>Very well/good</i>	2	7,4	7,7
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning company as a place to work

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	3	11,1	11,5
	<i>Well/good</i>	12	44,4	46,2
	<i>Very well/good</i>	10	37,0	38,5
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning the length of shift

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not at all</i>	1	3,7	3,8
	<i>Fairly well/good</i>	8	29,6	30,8
	<i>Well/good</i>	10	37,0	38,5
	<i>Very well/good</i>	7	25,9	26,9
	<i>Total</i>	26	96,3	100,0
<i>Missing</i>	<i>System</i>	1	3,7	
<i>Total</i>		27	100,0	

Satisfaction concerning flexibility of working hours

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Fairly well/good</i>	8	29,6	30,8
	<i>Well/good</i>	10	37,0	38,5
	<i>Very well/good</i>	8	29,6	30,8
	<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7		
<i>Total</i>		27	100,0	

Satisfaction concerning organization channel/hierarchy of the company

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	1	3,7	3,8
	<i>Fairly well/good</i>	11	40,7	42,3
	<i>Well/good</i>	8	29,6	30,8
	<i>Very well/good</i>	6	22,2	23,1
	<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7		
<i>Total</i>		27	100,0	

Satisfaction concerning communication channel used at work place

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4	7,7
	<i>Fairly well/good</i>	6	22,2	23,1
	<i>Well/good</i>	13	48,1	50,0
	<i>Very well/good</i>	5	18,5	19,2
	<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7		
<i>Total</i>		27	100,0	

Satisfaction concerning reasonableness of expected amount of work

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
	<i>Not well/good</i>	2	7,4	7,7
	<i>Fairly well/good</i>	9	33,3	34,6
	<i>Well/good</i>	12	44,4	46,2
	<i>Very well/good</i>	3	11,1	11,5
	<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7		
<i>Total</i>		27	100,0	

Work Environment

Satisfaction concerning safety of work place

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not well/good</i>	1	3,7	3,8
<i>Fairly well/good</i>	4	14,8	15,4
<i>Well/good</i>	14	51,9	53,8
<i>Very well/good</i>	7	25,9	26,9
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	

Satisfaction concerning support equipment used to help respondents work

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4	7,7
<i>Fairly well/good</i>	10	37,0	38,5
<i>Well/good</i>	11	40,7	42,3
<i>Very well/good</i>	3	11,1	11,5
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	

Satisfaction concerning lightning and cleanliness of working place

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Fairly well/good</i>	6	22,2	23,1
<i>Well/good</i>	15	55,6	57,7
<i>Very well/good</i>	5	18,5	19,2
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	

Satisfaction concerning occupational health care

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not at all</i>	1	3,7	3,8
<i>Not well/good</i>	3	11,1	11,5
<i>Fairly well/good</i>	6	22,2	23,1
<i>Well/good</i>	10	37,0	38,5
<i>Very well/good</i>	6	22,2	23,1
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	

Satisfaction concerning training and re-training at work place

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not well/good</i>	4	14,8	15,4
<i>Fairly well/good</i>	9	33,3	34,6
<i>Well/good</i>	11	40,7	42,3
<i>Very well/good</i>	2	7,4	7,7
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	

Satisfaction concerning discussions with supervisor on ways to improve work place environment

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>
<i>Not well/good</i>	2	7,4	7,7
<i>Fairly well/good</i>	7	25,9	26,9
<i>Well/good</i>	12	44,4	46,2
<i>Very well/good</i>	5	18,5	19,2
<i>Total</i>	26	96,3	100,0
<i>Missing System</i>	1	3,7	
<i>Total</i>	27	100,0	