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Job satisfaction and factors affecting motivation at Posti Oyj.

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Job satisfaction and factors affecting motivation at Posti Oyj.

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The business trends and life style of humans are changing rapidly due to globalization and it visibly affects the work environment and employee's attitude towards the work as the needs and desires of human being are changing too. In such circumstance, it is essential to have motivated team to survive in the market is vital agenda for the firms, where Posti Oyj is not an exception. It has become a challenge for HR officials to study about job satisfaction and motivation including factors affecting them. Taking the circumstance into account, the purpose of this thesis was to study and analyze the factors affecting the job satisfaction and motivation of the employees at Posti Oyj. The analysis was made on the basis of theoretical study and research data. Based on the study tools, the relevant suggestion was made to improve the current status of job satisfaction and motivation.

Posti Oyj is one of the biggest employer in Finland with long history of 400 years serving internationally. The company has more than 23,000 employees at the moment with services in different area. Postal services, Parcel and logistics services, Itella Russia, and OpusCapita are four major business groups of the company.

The theoretical background of this thesis highlights the concept of Motivation role of motivation and its effect on job satisfaction. The related theories of motivation are described and used further for the data analysis gathered from survey.

Both qualitative and quantitative method were used during the process. The HR management team and some employees were interviewed and the online questionnaire were circulated to 200 employees working in the delivery department. In the interview with six different area managers, the main challenges faced during the management were discussed and compared with employee's responses. The data response was analyzed with the help of google data analysis.

The outcome of the survey indicates that the employees at Posti Oyj related to delivery department were not satisfied and motivated. Less salary, no incentives, lack of opportunity for growth, lack of feedback, job security, and promotion were some main reasons behind it. The outcome was also linked to the several theories and some realistic suggestions were mentioned by author in order to maintain the employee's motivation at good level. The result of this thesis had crossed the claim made by Posti as a best place to work and the firm should re-think about employee's stability to maintain the firm's market and revenue in the long run. The ideas recommended in section 6.2 has already been discussed with HR officials and new strategies are being designed for implementation.

Keywords: Human resource, Incentives, Motivation, Opportunity, Posti, Promotion, Recognition, and Salary.

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1 Introduction

Contemporarily the business trend and the human's desires are changing rapidly to cope up with modern lifestyle. It has both positive and negative impact on employee's performance at workplace. It is very challenging to find the level of job satisfaction and actual motivational factor to improve the productivity. In this circumstance, the HR managers are facing many obstacles in daily operations which critically affect the actual output of the business. In order to continue the daily operation smoothly, it is very crucial to manage the employees effectively to perform their duty in well manner by using various problem solving tools. Motivating the employees through various techniques is one of the useful tool for leaders to move on in order to generate the expected output and revenue. Considering the mentioned issues, this thesis will provide an insight on, how does the motivation helps to narrow down the gap between the employees and their performance.

1.1 Purpose of thesis

The purpose of this thesis is to study the factors affecting the job satisfaction and motivation of the employees working in the delivery department of Posti Oyj and develop the strategies on the basis of findings in order to improve the job satisfaction and work motivation. This thesis will be helpful to evaluate the current status of job satisfaction and motivation that has an impact on performance and output. The theoretical study and research based data will be used as supporting factor for the analysis of results.

Posti Oyj is well established Finnish company with long history and currently have more than 23,000 employees around the Europe, the research was targeted only in the Helsinki region where the employees belong to Newspapers and mail delivery services.

1.2 Theoretical approach

The issues of employee's motivation are emerging rapidly where a lot research has been done to find suitable tools to deal with. In earlier times the assumption was, the monetary reward seems to be enough to motivate employees to surpass and now there are several other factors that replaced those assumptions and invited new challenges to the HR managers and organization. For example, the employee with friendly work environment, job security, safety, career development, and effective cultural behavior, can perform and enhance better than those who are just working for basic salary to meet their cost of living.

Even at present era of modernization, the classic theories of motivation are very valuable as they still cover the root ideas of the main issue. Maslow's hierarchy of needs, Douglas

McGregor Theory X and Theory Y, McClelland's theory of needs, Herzberg Two Factor theory, the ERG theory, expectancy theory and reinforcement theory are some literatures reviewed including the journals How to motivate people (2006) and Motivating people (2005) for improved performance.

The book "Work Motivation" Latham (2012), International Human Resource Management by Edwards and Rees (2011), Managing Human resources by Cascio (2013) were used as major study materials during the process.

1.3 Research approach

During the thesis process, both quantitative and qualitative approach were utilized. Survey through online questionnaire and interviews were the two major functions. The survey was conducted electronically (Questionnaire's link sent by email through supervisor to the employees) with the help of company's supervisor. Furthermore, the author also had interviews with different supervisors to collect detailed ideas for deep analysis. The questionnaire prepared for the research is based on different theories mentioned above.

1.4 Research questions

There were a lot of areas to be covered throughout the process and the agendas emphasized as highly important in the research are listed below.

- What are the factors affecting job satisfaction and motivation at Posti?
- Which factors motivate the employees?
- What kind of plan should be developed to improve the job satisfaction level and motivation at Posti?

1.5 Framework of thesis

The thesis has five main sections beginning with Introduction and further followed by theoretical background, research methodology, empirical study, conclusion and recommendation.

The very first chapter introduction is filled with the theme of the whole thesis. The purpose which gives a snapshot of the thesis is about, theoretical approach that explains the main theories and literatures used, research approach where the research methods are introduced, research question which concludes the main criteria of research, and lastly the framework explaining how every steps were taken.

Secondly, the theoretical background where the concept of motivation, its' importance, different theories of motivation and its strategies including motivational factors in contemporary era are described by using several textbooks and journals available.

Moving ahead, it comes research methodology pointing out research methods and the methods chosen during the process to gather the required data for further analysis to reach the conclusion.

The fourth point consist of empirical study introducing the case company and the analysis of current status of job satisfaction and motivation of employees. The findings from the project along with the key points needed to be improved to increase the motivation level are mentioned in this part.

Lastly, section five is covered by conclusion and recommendations where the findings are summed up and some possible recommendations are made for further implementations to enhance the current level of job satisfaction and motivation.

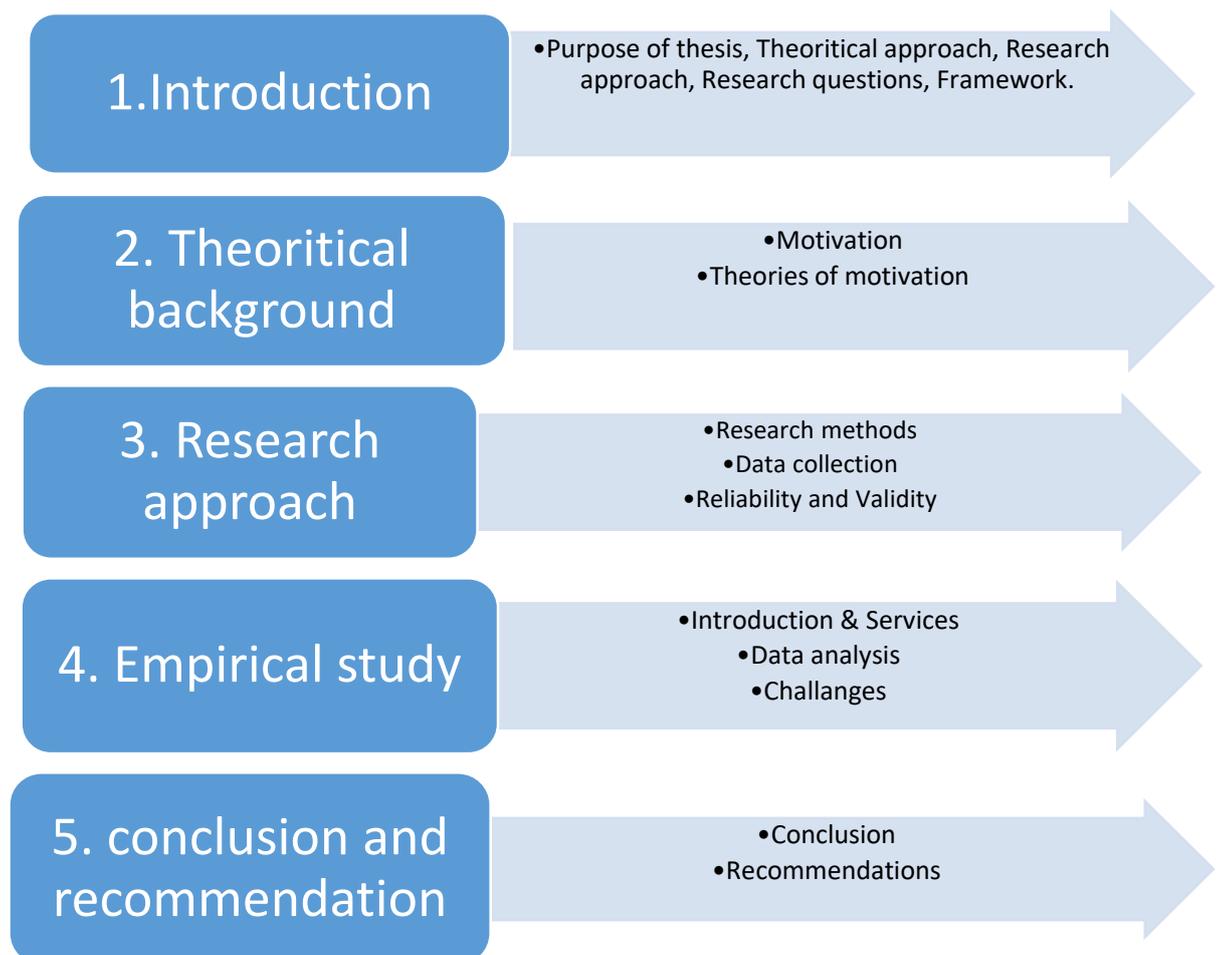


Figure 1: Frame work of thesis

2 Theoretical background

Human Resource Management (HRM) is the organizational function with responsibility of attracting, retaining, and managing the people who make the organizations from chief executive officer to worker on the production line including the factors like recruitment, selection, employment, promotion, and exit of employees (Bogardus 2004, 2). There are several functions in an organization as Information Technology, Sales and Marketing, Finance and Accounting, Production and Manufacturing which are very closely connected with each other and with human resource management process. The connection could be seen as without people no organizations exist, without products there would be no place for people, without sales there would be no finance and accounting for management and production and without Information Systems the communication and reporting would not perform where in the end the human resource is needed to complete those gaps.

According to Bogardus (2004), HRM includes the following activities.

- Searching, interviewing and hiring the best qualified candidate.
- Determining the salaries, wages and benefits.
- Providing safe and secure work place with proper trainings and development opportunities.
- Understanding federal, state and local employment law and ensuring the workplace policies comply with them.
- Developing policies to build effective working relationship.
- Motivating and retaining employees.
- Facilitating the exit process.

Moreover, HRM process helps managers to identify and prevent firm from management mistakes like the employees perform less efficiently, hiring wrong candidate, committing unfair labor practice, facing court due to discriminatory actions and so on.

2.1 Job satisfaction

Job satisfaction is the level of eagerness and excitement towards the work. Some employees like to be at work and are happy with their jobs, can be said as employees with high degree of job satisfaction. On the other side, there are employees who hate their work and continuing it only because they must do it for living and are known as employees with low degree of job satisfaction. Job satisfaction is critically important nowadays for organizations to meet their target with optimum productivity. There are several internal and external factors affecting job satisfaction. It can be concerned with pay, rewards, motivation, nature of work etc.

Job satisfaction and the factors of motivation relates in the way that; the degree of job satisfaction depends upon how well the factors of motivation are considered for the development of employees. Maintaining the motivational factors motivates the employees to perform and complete the task successfully. And the situation of achieving goal by fulfilling the desired needs leads to job satisfaction. Therefore, the motivation and its theories are mainly discussed in this thesis.

2.2 Motivation

In general, motivation is the internal power that makes one eager to act accordingly to achieve the desired goal. The word motivation is clearly connected with the word motive because motivation cannot exist without motive. In here motive refers to the needs, wants, desires, aim and inner stimulations and motivation is the force of energy that pushes towards the action to fulfill those motives. According to Lauby (2005), motivation is known as a psychological force that influence the structure of a person's behavior and his level of effort including the level of resistance power to handle the obstacles in order to attain the goal.

Connecting the motivation with workplace which is also called employee motivation or work motivation is the supplements that accelerates an employee to pursue the given work task in various circumstances at the work place. In other words, work motivation reflects towards performing, staying and committing in any company. Here the most important issue is that the motivation varies for each single employees as there are many different needs that motivates them according to their lifestyle. Some employees crave power, some wants money, some expects regular praise, some loves to do the job independently and so on. Because of the various desires of employees in the same working place it gets complicated for HR managers to identify the motivational factor for each employee. "Years ago, back when sex was safe and the Russians were dangerous, people expected managers to tell them what to do but the days of just telling people what to do are long gone" (Forsyth 2008, 5). In the past most of the research effort was devoted to basic motivated needs states such as hunger, thirst and sexual desire (Brown 2007, 6). At present Staff are more enthusiastic and demanding with a desire to participate in the project more openly.

Some old fashioned managers in developing area may still think "Does work motivation matters?" And the answer at the moment is definitely yes. In fact, motivation is the only factor for doing every single act in our daily lives. We breathe with the motivation to live; we eat healthy food with the motivation to be healthy. If there is motivation even behind the natural process, how one can work for someone or just work to meet the target without motivation. Meeting the target is already a motivational factor and then comes the result as second one.

The exact diet provided or needed to be provided from the beginning phase to end to accelerate the energy level in current competitive world in various form such as praise, bonus, promotion, reward, career development and so on are some contemporary motivational factors which is researched broadly through this thesis process.

It is clearly visible nowadays that HR officials need to motivate the employees in order to maintain the desirable result in any organization. "Motivation increases efficiency, effectiveness and productivity, and makes it more likely that whatever results are targeted will be hit. Conversely the lack of motivation increases time management takes, the endless checking up, hassle and argument with low output which leads taking their eye to some extent off the goal" (Forsyth 2008, 2).

Forsyth (2008) has very clearly pointed out the increased and decreased factor due to lack of balanced motivation.

Increased: -

- Absenteeism
- Waste of time (extra breaks, conversation and private tasks)
- Gossip and disruption of others
- Bucking of the system
- Challenging of policy
- Bureaucracy

Decreased: -

- Care which lowers the quality of work
- Speed of work
- Desire to handle responsibility
- Level of creativity and contributions
- Punctuality
- Attention
- Maintenance of the organization culture

The above mentioned points generates extra pressure and expenses to the company and in worse case it becomes very difficult to move forward with the project and possibly get collapsed in the long run. Oppositely with the well-motivated employees, the above mentioned issues are avoided which leads to many advantages like no absenteeism, speed output, no extra expenses and so on. Those combination of advantages make a huge difference in the long run. The employee's performance depends upon their knowledge, ability and motivation which can be presented as formula.

PERFORMANCE= (ABILITY+KNOWLEDGE) X MOTIVATIONAL FEELING

Moreover, being well motivated develops positive attitude eternally and makes work more fun for both the employees and the employer. The current society is getting more and more materialistic due to globalization, technological advancement, E-commerce development and increasing cultural diversity where the motivational factors are surrounded by them. However, there are still some invisible factors which keeps people motivated. Meaning, Extrinsic motivation and intrinsic motivation are two types of motivation.

2.2.1 Intrinsic motivation and Extrinsic motivation

Intrinsic motivation refers to the personal satisfaction obtained from the job itself after the self-derived performance and completion of the task. The stimuli for the intrinsic motivation comes from within and the personal desires are saturated with the task and its output. According to Ryan & Deci (2000), "Intrinsic motivation is defined as the doing of an activity for its inherent satisfactions rather than for any separable consequence". This definition emphasizes that the internally motivated employees moves ahead with their continuous action for the fun or challenge attached in the job rather than because of any external rewards or pressure. As the humans have different perspective of analyzing and appreciating the circumstances, everyone cannot be intrinsically motivated for any particular task because the intrinsic motivation lies in the nexus between a person and a task (Ryan & Deci 2000, 56). Intrinsic motivation develops the potential of acceptance, honor, curiosity, independence, social status and many more. Creative and innovative nature depends mainly on intrinsic motivation. Playing a game finding it exciting, going for long drive by self-driving intentionally finding it enjoyable are some general example of intrinsic motivation.

There are three main forms of intrinsic motivation, Job satisfaction, compliance with standards for their own sake and the achievement of personal goals (Frey & Osterloh 2002, 8). The three of the main forms are illustrated through the figure 2.

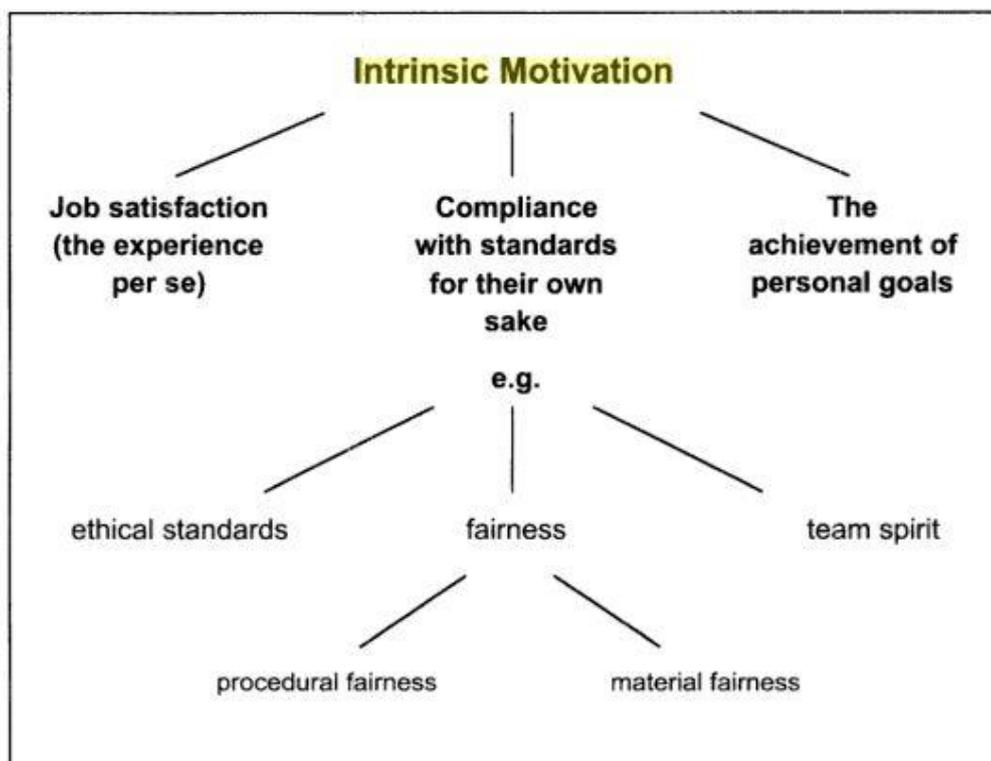


Figure 2: Successful management by motivation (Frey & Osterloh 2002, 9)

In the first form, the activity provides an enjoyable experience that becomes itself a source of satisfaction. Playing music, cooking various dishes, serving peoples in need are some examples where the focus point is the pleasure acquired during the process. The next form highlights the matter of meeting the standards for own sake which includes ethical standards, professional codes of practice, standards of fairness, standards of materials and so on. This issue can cause fluctuations in productivity level due to unmet standards. The third form illustrates the intrinsic motivation gained through point of achievement set by oneself although the process is enjoyable. Climbing the mountain can be taken as suitable example for this case.

Extrinsic motivation covers the rewards linked to the job performance and offered by third party. The drivers for this motivation are like monetary payment, bonus, fame, promotion, paying for vacation, job related devices etc. Mostly the job with extrinsic motivation has a certain goal with a deadline which leads to the pressure for completion. Ryan & Deci (2000, 60) define extrinsic motivation as a construct that pertains whenever a task is accomplished with the aim of some separable outcome. Extrinsic motivation has two branches for evaluation. The first one is external regulation where the actions are proceeded to satisfy an externally attached reward contingency. The second branch is introjected regulation that elaborates the internal type of regulation in which the performance is done to enhance self-esteem

with the feeling of pressure avoiding guilt and anxiety. The picture below points out the difference clearly between intrinsic and extrinsic motivation.

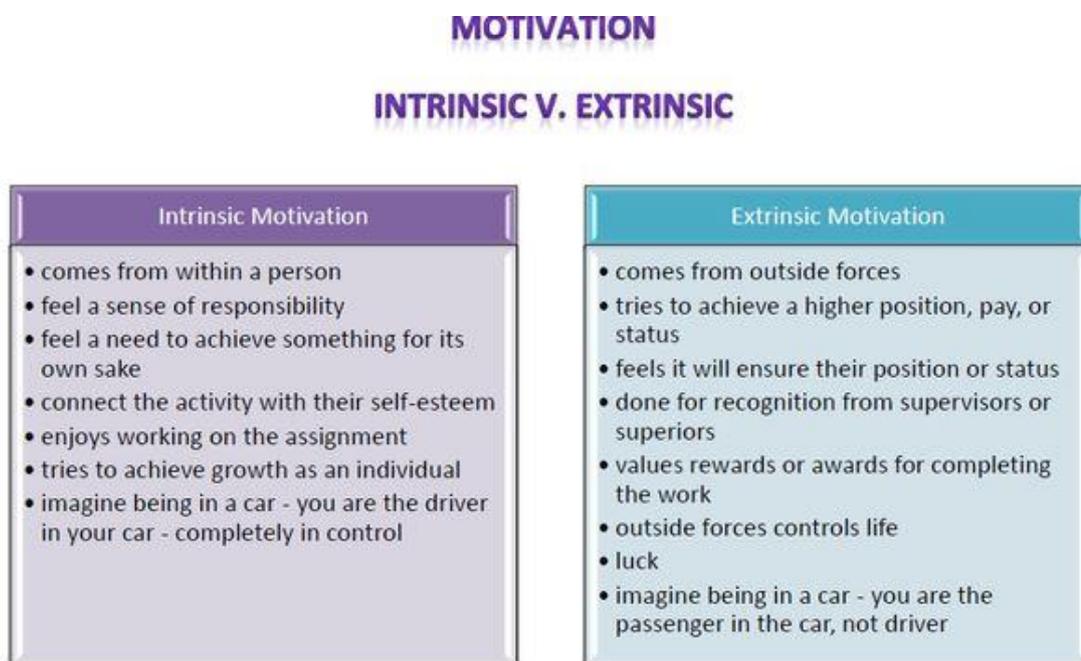


Figure 3: Motivation (Thind 20th Nov 2015, blogs.ubc.ca)

Even intrinsic motivation seems more desirable at work place for efficient outcome, the extrinsic motivation also plays vital role in the development of organization. The managers should observe recognize the employee's motivational factors to motivate them intrinsically and extrinsically in various situation.

2.2.2 Incentives and Rewards

Incentive is an external factor designed to influence the employee's motivation and work behavior by acting or promising something beforehand. Incentive can be defining as root of motivation at work place. Incentive increases the productivity and versatility. If there are good incentive plan for employee, then work commitment will be enhanced in work environment. Incentive can be mixed with reward as well where incentive persuades an individual to act and the reward satisfies the need. They both target the same point that is efficient work environment but a reward is given as a recognition of achievement only after the job is done with excellent output. Incentive can be categories in different parts depending on the need of work environment. But mainly they are two kinds of incentive one is monetary and another non- monetary.

Monetary incentives are different form of money provided to employees to fulfil their social, psychological and material needs with excellent performance at given project of any organization. Cash, bonus schemes, employee benefits, rise in salary are some examples of monetary incentives. After the basic needs are fulfilled, people seeks the ego satisfaction, recognition, enrichment which is covered by non-monetary incentives. Non-monetary incentives include everything in a work environment that develops worker's sense of self-respect and esteem and cannot be measured in terms of money (Cascio 2013, 422).

It is very difficult to decide what kind of incentive plan will work out best for the company. If an employer fails to provide actual incentive plans, then he/she might lead company towards loss. Incentive can be positive and negative as well. Usually positive incentives are provided to engage employees in certain positive behavior to increase performance towards company while negative incentive are planned to stop and avoid mistakes. "Properly designed incentive programs leads to effective output as they are based on two wee-accepted psychological principles; increased motivation improves performance and recognition is the major factor in motivation" (Cascio 2013, 441).

2.3 Role of motivation

Motivation is also known as the catalyst to boost up the employee's performance in day to day operation. The role of motivation clarify the positive effects generated by motivation to make the work place better. There are few notable areas where the role of motivation is vital.

Efficiency

Efficiency is gained when the action of human resources meets the steps to reach the aim beforehand without consuming extra value or without exceeding the deadline. And the scope of action depends on how well the employee is motivated towards the given aim? The appropriate motivation builds willingness in human resource which force them to accelerate their performance leading high productivity with reduction in cost and time. In short, motivation plays the role of catalyst to boost up the employee's current performance that saves extra costs and improve the efficiency of working process (Singla 2009, 43).

Organizational goal and profitability

Well motivated individuals or team have clear sight of their action and goal compared to general employees who visits the work place just to fulfill the legal criteria. Motivation on right

time generates powerful energy in employees to concentrate on the task with positive attitude towards the organization. It persuades them to utilize the resources in best way with interesting work environment (Singla 2009, 43). The continuous practice of such activities makes the organization successful with great profitability.

Relationship

The relationship between employees, the managers and the customers are very sensitive issue for the organization. The consequence of unbalanced relationships is very costly or unbearable in several context of work environment. For example, many companies in Asian countries like Nepal and India, are being buried by frustrated employees or the managers are getting harmed by own employees resulting the end of certain organization. Oppositely, the motivated employees appreciate their responsibility in well manner and create friendly work environment. It also helps to bring stability, reduce the dispute in employees, respect the organizational and personal culture that affect directly on day to day smooth operation (Singla 2009, 43). It seems that motivation stands as a bridge to connect and build the relationships between several organizational parts.

Employee retention

Employee retention is the HR process that acts to maintain the current staffs in the company by applying various retention policies and it has the direct effect on the stability of workplace. The motivated employees think themselves as a part of the organization and remain loyal with their skills and efficiency to the company which creates the reputation and goodwill. Those employees work in the way to win the competitive market rather than seeking new and better options outside the company. It also saves huge cost from recruiting and training process of new employees. Therefore, the employee retention plays very strong role to maintain the stability of any organization and motivation is one of the strongest key win the retention process (vasantham & Swarnalatha 2016, 75).

2.4 Theories of motivation

Motivation works because it reflects about human nature and understanding various theories connecting to it is worthy asset for implementing motivational techniques (Forsyth 2008, 17). The emergence of motivation theories has long history starting from early 19th century and were developed during mid of the 19th century. Different theories highlight the motivating factor through several angle which enables managers to find better way how to motivate the employees in best way. The theories of motivation are separated into two group, classical theories of motivation and modern theories of motivation.

The three Classical theories of motivation, Maslow's hierarchy of needs theory, Herzberg's two factor theory, and Theory X and Theory Y and three Modern theories of motivation the ERG Theory, Reinforcement theory, and Expectancy theory of motivation are reviewed in this thesis.

2.4.1 Maslow's hierarchy of needs theory

Maslow's hierarchy of needs is the theory developed by Abraham Maslow in year 1943, was based on conclusions drawn from his observation of individuals who came to him for assistance in coping with difficulties in their personal lives (Latham 2012, 32-33). This theory is still used as basis of different motivational management or training, and also framework to different sociological and psychological research. The full version of theory was later published in his book "Motivation and Personality" in 1954.

Maslow defined that a person must get his/her lowest-level of needs met before striving for higher level needs and if the basic level of needs in the hierarchy is not met, it becomes the prime motivator of behavior (Lauby 2005, 1).

1. **Physiological needs:** These are very basic needs of human being which include food, clothes, water and other biological needs to survive. All of the other needs become nonexistent until the basic needs are satisfied (Latham 2012, 33). Maslow states, once the very basic need like hunger is met, at once other needs emerge and continue ahead step by step. At work place physiological needs indicate job with basic salary to survive their day-to-day life.
2. **Safety needs:** It is the second most important need of human being. When the physiological needs are met, human beings get motivated to conquer safety needs. Law protection, financial stability, emotional safety, health security and other safety all are needed in order to live life smoothly. Job security, insurance, home etc. factor fulfills the need of safety at workplace.
3. **Social needs:** Social needs are recognized as love and belonging needs that play a huge role as it deals with the emotion of people. When a person fulfills all his/her basic and safety needs they want to share their happiness, loneliness and want to have a relationship. To achieve or to give love motivates them to have friends and family and loved ones. A friendly work environment, team work and good leadership helps and motivates employee to overcome social needs.

4. Esteem needs: Esteem is higher level need of human being. Most people carry the expectation of organizational base higher post depend on their achievement that leads to respect from others (Latham 2012, 35). When they succeed in other three needs of life then they are motivated to gain esteem need. It can be both self-esteem and external esteem that motivate people. Self-esteem motivates self-respect, competencies within human being and confidence which directly helps to grow external esteem needs such as power, status, recognition etc. To achieve recognition at workplace people will work hard which make them confident and advantageous asset to company in return company provide status and rewards to meet the need.
5. Self-actualization need: This is the final and most difficult needs to meet as it is about oneself. People want to do everything in their life but it is not possible. People must work on themselves to recognize themselves. They must realize what are their strengths and weakness and what they're capable to do.

Maslow explains that if one need is fulfilled, its strength diminishes and the human drives towards another need higher in hierarchy which motivate them. So if basic physiological needs of a person are not achieved then he/she will not focus on safety needs and will never be motivated towards it before fulfilling basic needs. This five needs are further organized into two groups one is lower-order needs and another is higher-order needs. Physiological, safety and social needs come under lower-order needs as they can be fulfilled by external factors. But Esteem and self-actualization are higher-order needs as they represent self-growth of a person they can only be achieved internally only.

2.4.2 Herzberg's two factor theory

Frederick Herzberg introduced Herzberg theory in year 1959 that focus on two aspects of needs, hygiene and motivators. This theory can be recognized as motivator-hygiene theory or dual or two factor theory. Likewise, Maslow theory it does not deal with low and high order needs but it defines that high order needs are most important factor that really motivates employee in job environment. It purposed that either there is satisfaction or dissatisfaction that lead to changes in work environment. Dissatisfaction occurs due to poor hygiene factors while satisfaction motivate the employees.

1. Hygiene factors: Hygiene needs is required to motivate the employees and evade the dissatisfaction in work environment but it cannot be regarded as motivators. If hygiene needs are not fulfilled, then it can create unpleasant and stressed working environment therefore to encourage the work environment hygiene factors plays an important role. As they are not long term satisfaction factor they will not keep up the

spirit of motivation to succeed in work place. Some of the hygiene needs are job security, salary, status, work conditions, relation with in workplace etc.

2. Motivational factors: They truly motivates employee to achieve satisfaction and motivate to provide high quality performance. Motivational factor results in interesting outcome such as it helps employee to grow and develop and bring out their core competencies. As employee performs for its own self that is why it motivates them more. Some of the motivational factors are achievement, the work itself, responsibility, advancement, personal growth, recognition etc.

Herzberg states that to enrich a job the attention should be given highly to motivational factor than contextual hygiene factor because the hygiene factor supports for minimizing job dissatisfaction (Latham 2012, 40-41).

2.4.3 Theory X and Theory Y

This theory belongs to classical theory of motivation. In 1957, Douglas McGregor realize that the time had come to apply the social sciences to make effective human organization and formulated the Theory X and Theory Y in 1960. Theory X indicates the inappropriateness of the conventional view of employees and the Theory Y reflects the self-control and self-direction (Latham 2012, 35).

Theory X

The theory X is derived on the basis of some assumptions related to nature of individuals and highlights the circumstances like, the employee is not interested in work and tries to escape, employees deny to take responsibilities, employees always need formal direction, employees having no ambition, employees work to get rid of punishment etc.

Theory X assumes that the monetary form is the main source of motivation and the management move towards motivation from hard to soft where hard approach indicates the threats, tight controls, coercion and soft approach leads to seek harmony with the hope of co-operation (Lauby 2005, 3). It is very difficult to be sure that the hard or soft approach will really work as the hard approach leads to hostile environment and soft approach leads to increment of desire to get greater reward. In this modern society, those kind of controlling act does not exist anymore because the lower level of needs are mostly satisfied and people are approaching towards something else.

Theory Y

Theory Y represent the employees' nature and behavior in optimistic way that motivates employees to perform as desired. According to this theory, employees will be creative and self-directed towards the objective, employees have commitment to their company, employees are ready to handle responsibility, employees utilize their efficiency etc.

According to the criteria of theory Y, individuals get a chance to merge their personal goal with organizational goal and use the need for fulfillment as motivator. In this situation the employee can be very productive and contribute beyond the limit which becomes the point of motivation to others too.

2.4.4 ERG Theory

The ERG Theory is one of the most important modern theory of motivation developed by Yale psychologist Clayton Alderfer and it is also popularly known as refined theory of Maslow's hierarchy of needs based on new empirical research. In this theory E refers to existence needs which includes an individual's basic psychological and physical safety needs, R means relatedness needs that covers the need of social relationships along with recognition and fame, and G stands for growth needs capturing the issues of self-actualization and personal growth with advancement.

Compared to Maslow's theory, the ERG theory suggests that the managers should not concentrate just on one need at a time as human's has several desires at a time and focusing on just one particular factor could generate regression or frustration to the employees. The more important difference from Maslow's approach is that ERG theory carry the idea of a satisfaction-progression component suggesting a person progresses to next level after satisfying on category of needs and a frustration-regression component revealing the idea that if a person get frustrated on the way to achieve the higher level needs, he/she will regress to the preceding level (Griffin & Moorhead 2010, 95).

2.4.5 Reinforcement theory

Reinforcement theory is another modern theory of motivation that focuses highly on the consequences of the actions taken by an individual or team. This theory was proposed by BF Skinner and his associates stating that the given behavior is a function of the result of past actions (Cole 2005, 133). The consequences however cannot be guaranteed as it can be both negative or positive consequences of any certain action where the actions with positive out-

comes are repeated accordingly. Therefore, it is separated as positive reinforcement and negative reinforcement. Both of them are used to maintain the desired behavior as it is mainly concerned with control of behavior.

Positive reinforcement refers to the response when the employee acts positively during the work process. If an employee gets praised for his idea and performance, then he/she is encouraged to develop and share new ideas which is very worthy asset to the company. Praising instantly for good work, thanks giving, small rewards are some examples of positive reinforcement that motivates employees to take better action ahead.

Negative reinforcement is also part of behavior psychology as describe by B.F. skinner. Negative reinforcement cannot be mistaken as punishment as they both are different issues. It is a behavior that is done to prevent or remove negative or unpleasant action. It is opposite to positive reinforcement where rewards are given to stimulate motivation and good action while in negative reinforcement punishment can apply in some cases to prevent negative action. But in negative reinforcement rewards are as well provided in order to remove unpleasant stimulus. We can find different reinforcement theory happening in our daily lives. Some examples are, preventing from speeding fine people do follow rules and drive car within speed limit. So Fines serve are negative reinforcement in form of punishment, which helps to obey the law.

2.4.6 Expectancy theory of motivation

This theory belongs to the group of modern theory of motivation which was proposed by professor Victor Vroom. According to Lauby (2005, 4), the expectancy theory implies that “motivation is high when the employee believe that high level of effort leads to high performance, and high performance leads to the attainment of desired outcomes”. This theory is one of the highly popular theory too as it focuses on all three aspects of motivation: inputs, performance, and output. In general, this theory explains the reason for choosing an act as a specific behavior for any task. There are three main forces that determines the application of expectancy theory. Expectancy, Instrumentality and Valence.



Figure 4: An introduction to organizational behavior (Bauer & Erdogan 2012, 219)

According to the figure above, the first factor, Expectancy elaborates that the expectation of having an output with better effort should be built in order to motivate the employees. In other words, it shows that the effort pushed by an employee is the determinant for the performance and it is directly affected by personality, past experiences, self-confidence and emotional background.

Next one is Instrumentality that states the faith of valid outcome in response to better performance. It relates the Performance and reward where the employee hopes for the rewards for the appropriate performance.

Lastly, it is Valence which means the value that the employees are concerned with as a result of their productivity. It also reflects about personal satisfaction after the completion of any specific task. Pay rises, promotions and recognitions are some positive valence that varies person to person.

2.5 Summary

In the theoretical part, the job satisfaction and motivation is defined covering several motivation theories. It helps the author to understand and distinguish between intrinsic and extrinsic motivation and its role in work place. The study of classic theories of motivation and modern theories of motivation provides an insight to draw some criteria for the data analysis. On the basis of the theoretical study, the author will be also able to make a clear and relevant conclusion for particular factors affecting the job satisfaction and motivation which supports while making new development plan to improve the current status of employees.

According to the theories mentioned above, it can be said that the human's nature is volatile and the desire for next better option arise when the current demand is fulfilled. In context of job, basically people work to fulfill their basic needs to live. The demands and needs start to emerge once the basic needs are met. Those needs in working life acts as factors of motivation which has an impact on job satisfaction. The theories suggest that there are several other factors to be considered beside monetary salary to improve the work environment and employee's performance. Better work environment, rewards, recognitions, career growth are some examples. The theories also suggest that some employees are also getting satisfied and motivated internally depending on the nature of job. If the factors of motivation are considered well by the firm, the employees at certain company will be motivated and perform to reach the desired output. Achieving goal promotes organizational success in one hand and job satisfaction in other.

3 Research approach

Research is the process of searching unknown set of knowledge through scientific and systematic way for any specific topic with various purpose. Literally, it can be said as voyage of discovery from the known to unknown. In business context, “it is a process of planning, acquiring, analyzing and disseminating relevant data, information, and insights to decision makers in ways that mobilize the organization to take appropriate actions that, in turn, maximize business performance” (J.K. 2008, 9). From another angle, research is not just the process of data gathering and transporting the facts from one resource to another (J.K. 2008, 14). Research is conducted for several purposes like business competition, making complex decisions, business expansion, employee’s and customer satisfaction and so on. In business environment, mostly the market research, operation research, and motivational research are quite common. Particularly for this thesis, the research is based on motivational research category.

3.1 Research methods

Research method is the set various techniques for gathering evidence in order to proceed ahead for further analysis overlapping the theoretical information. There are various stages like observing, recording, making notes, interviewing and more where it is seen without prejudice. After the researcher complete those stages, there are two ways to construct the analysis and make conclusions. The first one is induction method where the data is summarized on the base of empirical evidence and the next one is deduction, where the findings are concluded on the basis of logic (Ghuri & Gronhaug 2010, 14). Research methods are divided as Descriptive and Analytical, Applied and Fundamental, Quantitative and Qualitative, Conceptual and Empirical. Among those the Quantitative and Qualitative research method is applied for findings for this thesis purpose.

3.2 Qualitative and quantitative research

Qualitative research is used to analyze and understand the underlying reasons, desires and motivations that supports to generate ideas or prediction for any specific purpose which cannot be expressed by numbers. The collection of several empirical materials, case study, personal experience, introspective, interview, observation, visual texts, the problematic moments are involved in qualitative research (N.K. 2008, 45-46). It seems that, the application of qualitative research is more complicated as it is related to the various factor of human behavior and motivation. Group discussion, one to one interviews and observations are some examples to qualitative research.

Quantitative research is used to tackle the issue of several complications in statically or numerical way where the collected data are transformed into numerical data for analysis and can be expressed in terms of quantity. During research process, sometimes the number of respondents or data can exceed thousands and the human brain is not capable to deal with that large information and conclude be simply looking the huge data in raw state. The statically report helps to summarize the data accurately and makes it interpretable fewer numbers (J.K. 2008, 201-202). Therefore, the research which is analyzed by transferring the huge raw data into small number using the statically tools is known as quantitative research. Online pools, phone interviews, mobile surveys, paper surveys, online surveys etc. are some examples where quantitative research is used to formulate the uncover facts (Wyse, 16.09.2011).

The picture below highlights the main differences between quantitative and qualitative research method.

COMPARING QUALITATIVE & QUANTITATIVE RESEARCH

Qualitative Research	RESEARCH ASPECT	Quantitative Research
Discover Ideas, with General Research Objects	COMMON PURPOSE	Test Hypotheses or Specific Research Questions
Observe and Interpret	APPROACH	Measure and Test
Unstructured. Free Form	DATA COLLECTION APPROACH	Structured Response Categories Provided
Research is intimately involved. Results are subjective	RESEARCHER INDEPENDENCE	Researcher uninvolved Observer. Results are Objective
Small samples –Often in Natural setting	SAMPLES	Large samples to Produce Generalizable Results [Results that Apply to Other Situations]

SHAYA'A OTHMAN

Figure 5: Qualitative and Quantitative research, Othman, 09.04.2011 (Shayaaresearch.blog-spot.fi)

3.3 Data collection

Data collection is the process of gathering information from various sources to study and analyze any specific project. According to J.K. (2008, 116), data is the collection of natural phenomena including the outcome of experience and observation which may contain images, numbers, words or a set of variables. There are mainly two sources for data collection, primary source and secondary source.

Primary data is the first hand data collected by researcher himself/herself through original research in order to fulfill the requirement of their purpose. Surveys, observations, interviews are some primary source of gathering data. Data from primary source is more reliable because the collector know its origin, process and analysis and it requires the researcher to extract the information by interacting (J.K. 2008, 116).

Secondary data is also known as second hand data which can be easily obtained from journals or publications. It can be also said as edited version of primary data by someone else which save a lot of time and money to explore the information on same kinds of issues (J.K. 2008, 117). In this case the researchers have no idea from where the data is collected form and about its accuracy too. Sales report published, annual reports, printed books, newspapers and internet are some main sources of secondary data.

3.4 Methodology

In this thesis, both the quantitative and qualitative methods are applied. The area Supervisors were interviewed individually and the key points of discussion were, if the employees working under them are happy and motivated or not and if they are utilizing any tools to motivate the employees. The response were on the basis of their personal experience and analyzed without any numerical figures. The list of questions is enclosed in the thesis. The employees selected for the survey are working under their supervision and they were requested to fill up the online questionnaire survey which was prepared with the help of google survey tools. The supervisors forwarded the questionnaire to the employees. Total 200 employees were selected and 105 of them had responded to the survey.

Concerning about data, both the primary source and secondary source are utilized. As primary source, the author has collected the responses by himself through online survey and face to face meeting. The author has used several books, journals, articles and thesis done before by other authors related to the same topic and for empirical study the company's webpage was utilized to understand the background beforehand.

3.5 Reliability/Validity

Reliability and validity are very vital issue for any research because it affects directly to the findings, recommendations and conclusions. Reliability highlights the consistency of outcome from any research which means the result should match each time in repetition under same condition.

The research outcome is worthless if it is processed without any scientific research method. The reader must be satisfied that the results are valid. Validity refers how well the data gathering supports the intention. Appropriate time scale, methodology and suitable samples are some main branches to be considered to measure the validity.

In this thesis, the aim was clearly defined and the questionnaires were based on the research objective and selected theories. The selected respondents are active employees of the company where the questionnaires were approved by the manager beforehand. The result gives an interesting sight to the company for future and the recommendations are being implemented at present time too.

The outcome of the study is reliable as most of the results collected from survey matches with the management's response. The result validates as it was conducted with specific purpose in particular group of work force in certain time. The intention of the survey was clear and the samples were exactly what was needed for the survey.

4 Empirical study

4.1 Introduction

Vision of Posti:

The vision of Posti is to stand as customer's first choice in postal, logistics and e-Commerce services (Posti annual report 2015,24).

Mission of Posti:

The mission of Posti is to maintain the flow of commerce and everyday life (Posti annual report 2015, 24).

Customer Promise of Posti:

The customer promise made by Posti is to be easy, fast, reliable, and responsible at every step of business (Posti annual report 2015, 24).

Posti Group Oyj, formerly known as Itella, is one of the biggest company in Finland owned by Finnish government. The name was officially changed on 1st of January 2015 with new visions and strategies. Posti has renewed its appearance with complete orange color as fresh and innovative design. The company has more than 200,000 customers and providing the service since 1638, a long history of 400 years with Postal services, Parcels and Logistics. The company was established by Governor-General Per Brahe with the name 'National Postal Company'. The delivery of letters and newspapers was started in 1858 followed by air mail abroad in 1923 with the first route of Helsinki and Tallinn. Currently the Head office is located in Helsinki with many branches in other 10 European countries, and Russia. Currently the company has arrived to new point and has succeed to provide its services internationally.

It is publicly Liability Company 100% owned by Finnish State and known as a leading growth company in Europe for postal services and logistic. The company has 21,598 (31st Dec 2015) employees at the moment and the number of employees are declining year by year. The number of total employees was 23,289 by the end of 2014. The net sales for the year 2015 was 1,650 million euros and 1,858 million for year 2014. The amount of sales has also decreased compared to past few years.

Strong partner for online retailers, the first provider of carbon-neutral postal services, renewal measures to ensure competitiveness, and significant structural transformation are some major changes happened during 2015. Launch of several new services, announcement of new strategy, launch of Postinen, a robotic delivery helicopter experiment, opening of new Lieto terminal and new warehouse in Vantaa and the divestment of the international freight business are also some main highlights of the year 2015 (Posti annual report 2015). The strategy 2015-2017 is mentioned in figure 6.

Strategy 2015–2017

We are customers' first choice postal & logistics service provider in Finland, Baltics and Russia

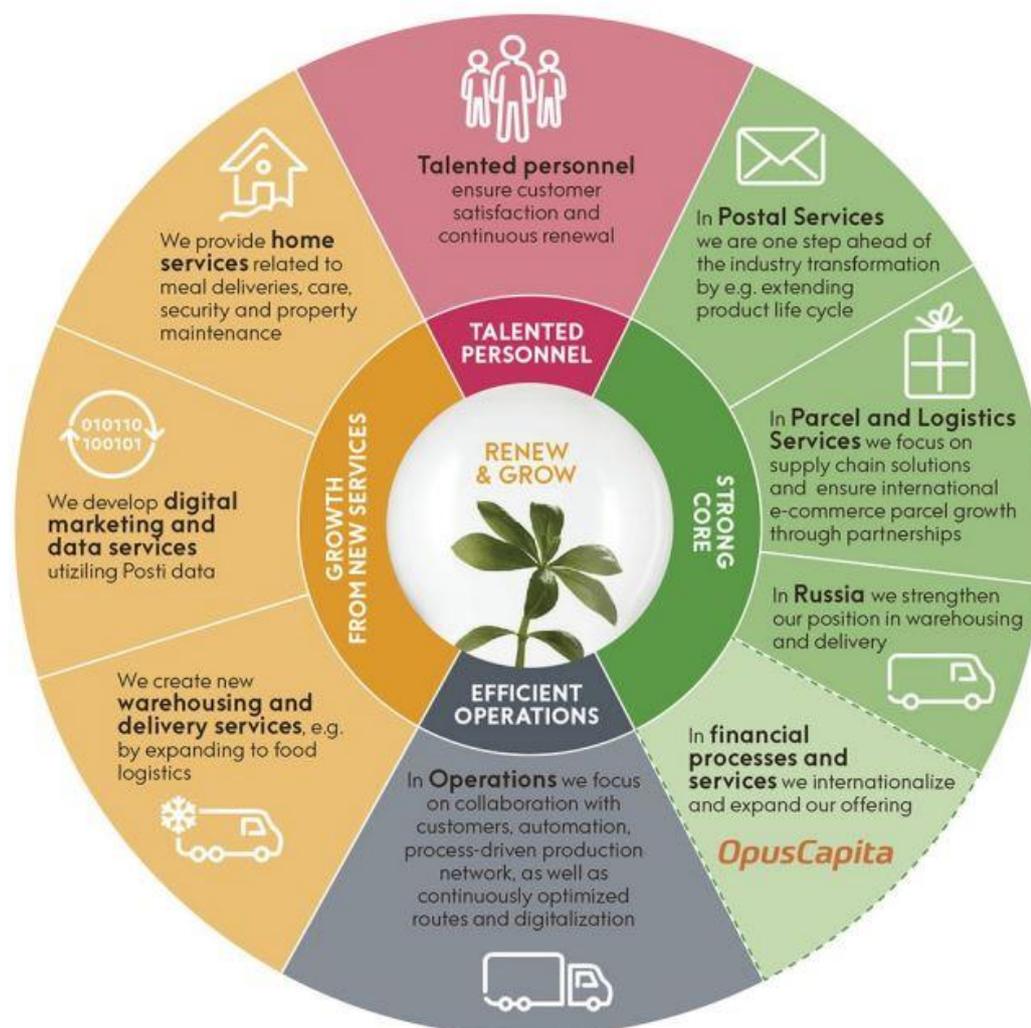


Figure 6: strategy 2015-2017, Posti annual report (2015, 23)

Posti group has four business groups known as Postal services, Parcel and Logistics Services, Itella Russia, and OpusCapita.

Postal Services

Postal service that includes Posti's mail, press, and marketing services has very strong role to generate revenue for the company. Mail services is responsible for letter services offered to companies and consumers, stamps, mail redirection services, Netposti, and international postal cooperation. Producing and developing newspaper, magazine, and free distribution paper delivery services for business customers is covered by press service. General marketing,

addressed and unaddressed direct marketing, digital marketing, register services, and the contact services are covered by Marketing services (Posti annual report 2015, 32).

Parcel and Logistics Services

Posti group is leading the market in Finland for B2C and B2B parcel services. This is another vital function that coordinates the comprehensive supply chain solutions, parcel and e-Commerce services, transport services, retail network as well as warehousing and supplementary services in domestic and Baltic countries (Posti annual report 2015, 38). The figure below shows the number of service points for several services.



Figure 7: Number of service points (Posti annual report 2015, 38)

In spite of tough competitive situation and recession, the goods and products were constantly transported and stored aiming to be the largest retail network in Baltic countries in 2016 by renewing and developing and improving the products and services including logistics solutions.

Itella Russia

Posti also serves comprehensive logistics solutions including warehousing, freight and marketing in Russia under the name Itella Russia which was established in 1996 and it covers the economic regions from St. Petersburg to Vladivostok, where it is market leader in warehousing and 3rd party logistics. The operations are handled with over 2800 employees and are certified under the ISO 9001 and 14001 standards (Posti annual report 2015).

OpusCapita

OpusCapita is designed to fulfill the changes in business trends currently which provides the solutions setting the new standard for companies. It handles the use of robotics, e-invoicing, and payment period management. Posti creates a history of being the first Finnish company to roll out software robotics in production operation and which is very suitable for upcoming management methods. The number of corporate customer is more than 11000 and approximately in 50 countries the software is being used. There are offices in eight different countries employing 2300 professionals (Posti annual report 2015).

4.2 Services

The slogan of Posti is, 'Smoother everyday life 'and to maintain the slogan the company offers everyday solutions to its customers in various field. More than 320,000 businesses and 5.3 million people around Finland, Russia and Baltic countries are covered by its network in everyday operations where in Finland, more than 90% of businesses can be reached overnight. Some major services are Transportation and freight, warehousing, mail and advertisement delivery, e-commerce, and finance services. Posti transports large and small deliveries to all addresses that leads them to be a provider of logistics solutions for private and business consumers at the same time.

Transport and freight service is one of the most main service of Posti in Finland, Russia and Baltic countries. The main areas belong to this service are Road freight, Air and sea freight, Rail freight, Customs and forwarding, Itella smartship, and Parcel services. The service is offered domestically and internationally in Fast, reliable and 100% eco-friendly way. The figure below shows the carbon neutralizing strategies without any external cost or additional cost to the customers.

Posti Green service model

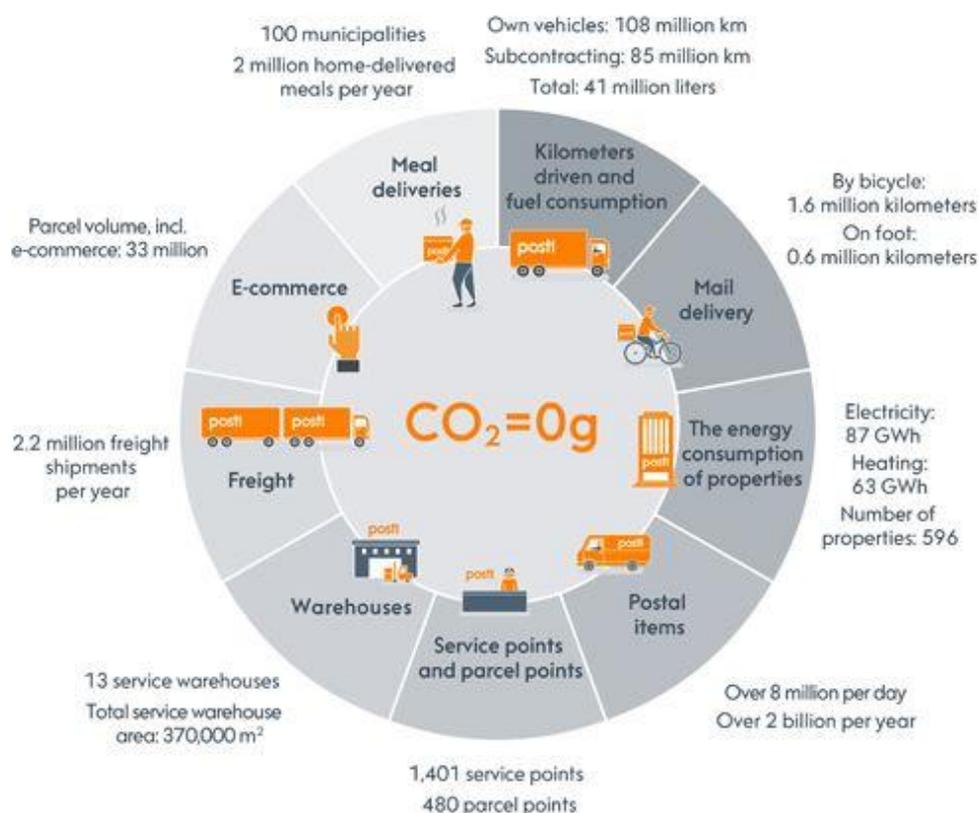


Figure 8: Carbon neutralizing strategies (Posti annual report 2015, 80)

Posti has designed their warehouse in such a way that improve efficiency in supply chain. The 25 Warehouses in Denmark, Sweden and Norway fulfill the logistics needs in Nordic countries including supply chain outsourcing and Russian expertise.

Mail and marketing is another strong area of service provided by Posti where direct marketing services, letter services, publications and customer service belongs to it. Under this management, the company provides delivery services for letters, direct mail, newspapers and magazines domestically and non-domestically. Catalogs, mailers, fliers, letters, publications and parcels are some examples covered by mail and marketing sector.

E-commerce service and financial accounting service which is related to automatic software for purchase to pay process, order to cash process, finance & accounting outsourcing, document processing are some latest services which is growing very rapidly according to changing market trends. The company has also developed updated system of sending and locating parcels via online service.

4.3 Posti as the best work place

Posti, the largest private employer in Finland and claim itself as an equal, international, and tolerant workplace with the aim to be the best workplace in the industry by 2020. It is also the first company in Finland to sign the diversity charter in 2012. There are employees from 80 different nationalities only in Finland (Posti annual report 2015, 74).

Posti has very strong code of conduct on well-being at work. The first priority is always the healthy and safe working environment. It also provides wide range of services to the employees as occupational health care, support for sports program, support for workplace meals, access to medical services in whole career stages and so on. There are several programs every year in order to maintain the level of safety and keep the employees aware of the safety issue. Occupational safety seminar, occupational safety week and accident awareness day are some important programs where the management makes sure that all the employees have attended.

Moreover, Posti generates a personnel survey annually to identify the employee's dedication and the company's approach for better performance. The main areas covered by survey are employee commitment, well-being, strategy, facilitating performance, teamwork and cooperation, future and leadership, performance management, and cultural change. According to the latest survey result, 62% were respondents and among them 47% have positive attitude towards the company.

In addition, Posti has also launched the Uusi polku (New Path) support program for the employees those who get effected by undergoing major transformation. It helps to those who are interested in a new career, retraining or starting a business. The company also offers a monetary lump sum in compensation. 423 employees were laid off during 2015 where 42 employees leave the company through voluntary resignation.

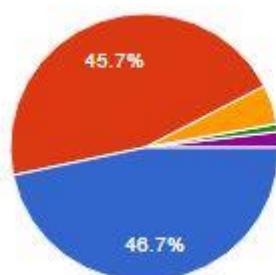
Overall, the facility provided by company to the employees are the factors which leads the company to be the best work place in future with fully motivated work force.

4.4 Analysis of the survey results

During the thesis process, online survey was conducted for employees and the supervisors. The supervisors were also interviewed in order to discuss some issues related to the topic of this thesis.

In context of employees, the questionnaire was sent to 200 employees and 105 of them had responded. There are three main themes of the questionnaire, employee's introduction, self-evaluation, and the factors of motivations (salary, incentives, job security). In introductory part, the questions are related to age group, gender, nationality, working shift, marital status, educational background, education completed area, and years of employment in the company.

Age group

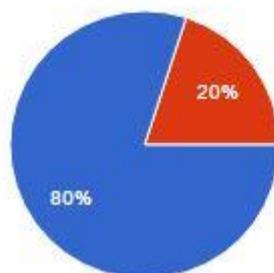


18-25	49	46.7%
26-35	48	45.7%
36-45	5	4.8%
46-55	1	1%
56-65	2	1.9%

Figure 9: Age groups of employees

Among the 105 respondents, the highest 46.7% (49) were in the age group of 18-25 and 45.7% (48) belongs to age group 26-35. The result shows that there are many young employees in the delivery field of Posti Oyj.

Gender

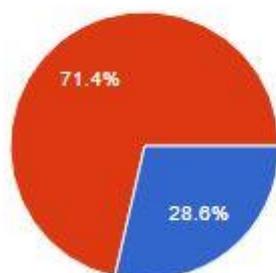


Male	84	80%
Female	21	20%

Figure 10: Gender of employees

Moving ahead towards gender, 80% (84) of the respondents were male and only 20% (21) were female. The result shows that male employees are dominant than female employees for the delivery job.

Nationality

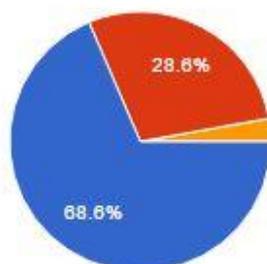


Finnish	30	28.6%
Other	75	71.4%

Figure 11: Nationalities of employees

In case of nationality, the claim of Posti as multicultural work environment came true as 71.4% (75) of the employees were from foreign background and only 28.6% of total were Finnish employees.

Working Shift

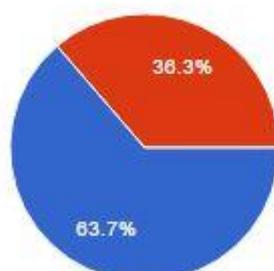


Early morning	72	68.6%
Day	30	28.6%
Evening	3	2.9%

Figure 12: Work shift of employees

The working shifts are mainly divided into three shift, early morning shift, day shift, and evening shift. The response shows that, 68.6% (72) of total participants works as early morning delivery followed by 28.6% (30) in the day. Only 3 out of 105 were working in the evening shift. The huge portion of response from morning shift indicated the demand of changes in their work place.

Marital Status

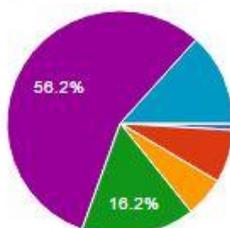


Single	65	63.7%
Married	37	36.3%

Figure 13: Marital status of employees

The marital status was very predictable as most of the employees were from young generation. 63.7% (65) employees has mentioned themselves as single and the remaining were married.

Educational background

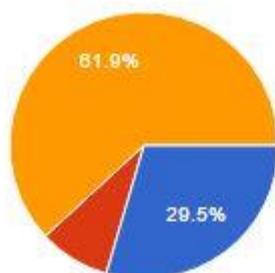


No education	1	1%
Vocational training school	8	7.6%
High school	6	5.7%
Graduate from college	17	16.2%
Bachelor's Degree	59	56.2%
Master's Degree	14	13.3%
Phd	0	0%

Figure 14: Educational background of employees

The educational background refers to the level of the study completed by an individual. In the result, 56.2% (59) of total was bachelor's degree holders followed by 16.2% (17) graduate from college and 13.3% (14) master degree. Rest of them had completed at least high school and Vocational training school with an exception of 1% without education.

Education completed

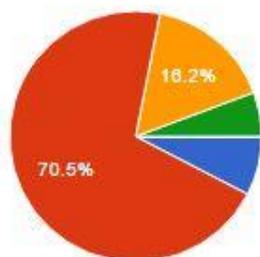


Domestic	31	29.5%
Abroad	9	8.6%
Both	65	61.9%

Figure 15: Area of Education completed

In the process of getting educated, 61.9% (65) of the respondents were experienced of both domestic and abroad studies and 29.5% (31) were educated only domestically. As the firm has huge international employees, it can be easily predicted that the volume of employees with multi educational background will be high.

How long you have been working for Posti Oy?



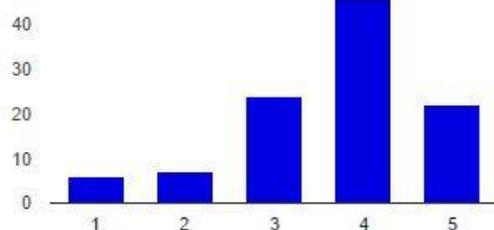
Less than 1 year	8	7.6%
1-5 years	74	70.5%
6-10 years	17	16.2%
11-20 years	6	5.7%
21-30 years	0	0%
31+ years	0	0%

Figure 16: Years of employment

According to the figure 16, 70.5% (74) of total belongs to 1-5 years of working group and 16.2% (17) to 6-10 years. Only six employees had longest employment period of 11-20 years indicating they must be satisfied from the job.

The second stage of the questionnaire determines the self-evaluation related to the ongoing job. The questions were created to find either the company is good to work at or not, can the employee do their job well, the work environment is friendly or not, the training is enough or not, one can use their skills or not, and one is encouraged to suggest to improvements or not. The level was determined with the scale of 1-5 where 1 represent strongly disagree and 5 represent strongly agree. The response of respondents is explained below with related figures.

Posti is a good company to work at.



Strongly Disagree: 1	6	5.7%
2	7	6.7%
3	24	22.9%
4	46	43.8%
Strongly Agree: 5	22	21%

Figure 17: Posti a good company to work at

According to the results, 43.3% (46) employees appreciate and 21% (22) employees highly agreed that the company is good place to work. In the same scenario 22.9% (24) had neutral response followed by 6.7% & 5.7% disagree and strongly disagree. The outcome reflects that there are still some unhappy workers who are just working and trying to escape for better option. 5 out of 6 HR officers also responded, Posti as an interesting and better company to work with.

I can do my job well.



Figure 18: Evaluation of doing the job well

The figure is Concerned with the ability of accomplishing the job in well manner where 83.8% (88) responders agreed. It indicates that most of the employees are confident to complete their task as they are trained to do. This entity is an asset for the company for successful future. The managers also believe that their employees are performing well with the positive response of 83.3% (5 out of 6).

The working environment is friendly.

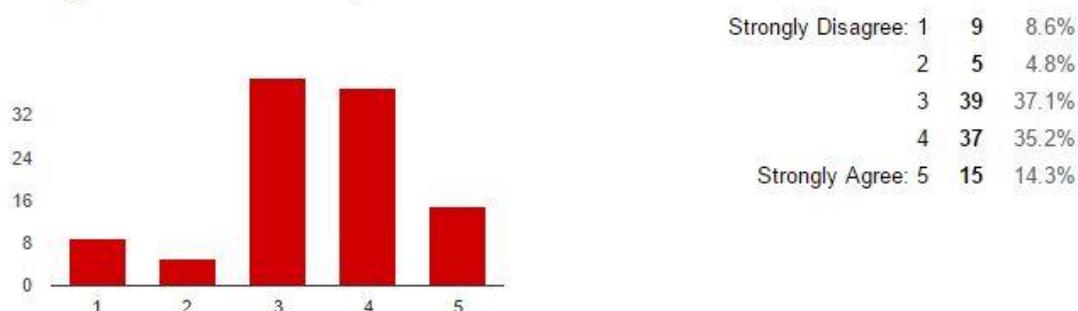


Figure 19: The work environment in Posti Oyj

The figure 19 shows the reaction about work environment in Posti Oyj. Among 105 participants, only 49.5% (52) agreed to support that the working environment is friendly. The rest 50.5% (53) belongs to neutral and disagree group. The response is quite unexpected compared to HR manager's claim about Posti has a friendly work environment. There were 83.3% (5/6) supportive response which highlights the gap between the reality of management side and employee's needs. Friendly work environment has huge role on motivation of employees. Unfriendly work environment makes one feel unsafe and inferior effecting on their day to day performance and it also encourage the employees to seek other options which could cause a great loss to a company. Racism, multi ethnic background, language etc. could be some reason behind it. The company should try to find the exact reasons and combat it on time in order to suffer from any sudden loss.

The training for the job is good.

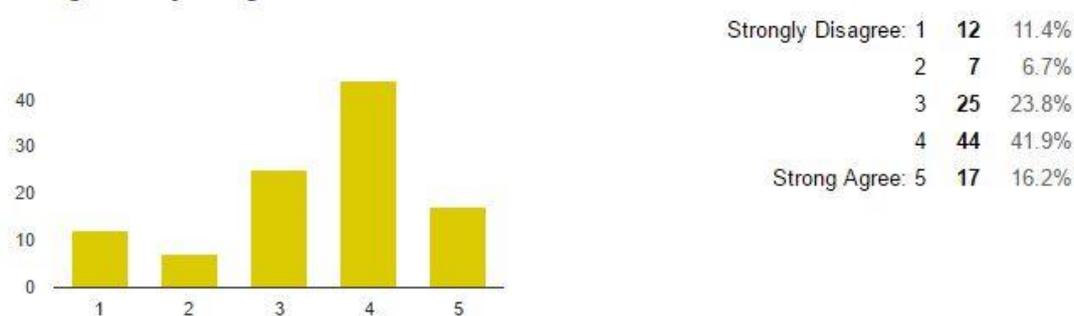


Figure 20: The training for the job

In the scenario of training, the result shows that the majority of the respondents agree that the training that is provided by Posti oy is very good. Such feedback contributes good working environment in the company and also encourage the employer to maintain and improve the working environment. 58.1% (61) of respondent agree and are happy with trainings. This result also **matches with the management's view as 5 out of 6 managers agrees that the Posti provides good training for the job.** But still 23.8% of respondent feel neutral about the training. Only 18.1%(19) employees are not happy with the training process which cannot be overlooked because if employees are not happy even though they are minority of employee, it will still affect the company. Bad training results in difficult situations, complaints and not friendly working environment, which leads to company loss. So, company should pay more attention towards its training sessions and improve it. They should conduct training feedback process in order to introduce improvement, which will lead to better training environment.

I am encouraged to suggest improvements how to do the work better.

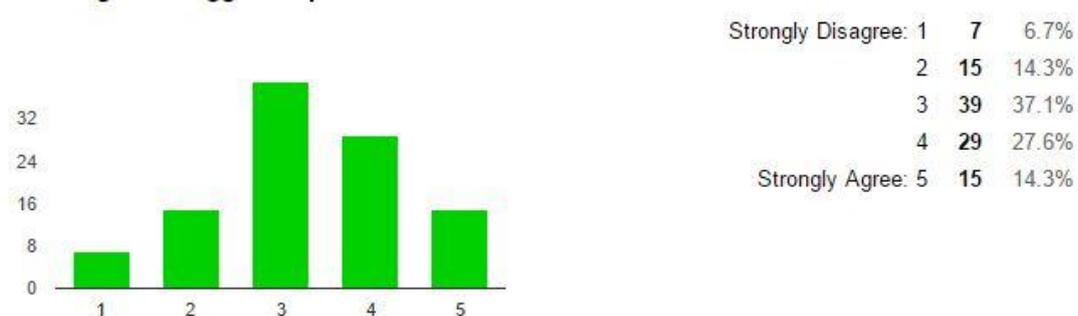


Figure 21: Encouragement for suggestion

In the figure above, 37.1% (39) of people have neutral feeling about giving suggestion for improvement while second majority that is 27.6%(29) agrees to encourage for giving suggestion how to do work better. Of course for a company it is not good that its own employees are not enthusiastic to suggest and encourage improving the work. It indicates that the HR managers **are not caring the suggestions leading to same response why must only I care if they don't.** But the HR managers claims that they encourage the employees for suggestion to improve the work

place with the positive response of about 67% and 0% disagreement. It seems the company must work on to encourage its employees so in return employees are more willing to do improvements for the company. Being neutral towards the improvement is more like the people are not willingly doing their job and they are forced to do so they do not care about the company. Therefore, company must pay more attention to its employee so they are more devoted and willing to do their work.

I can make good use of my skills and abilities in my work.

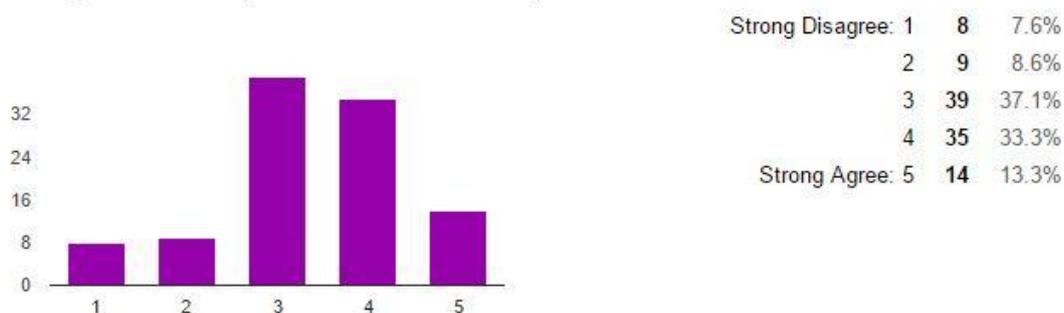


Figure 22: Use of skills and abilities

Utilizing own skills and abilities refers to the personal capacity to deal with the given task in efficient way with new developments that fits to the new changing trends. About using own skills and abilities in Posti Oyj delivery task, the neutralism occupies the highest volume i.e. 37.1% (39/105). This indicates that one should complete the task as trained to do so without interfering with personal skills or techniques even if it is more effective. It also reflects the situation mentioned above as the employees are not motivated to suggest the innovative ideas. Here again the response of management side supports that employees can use their skills and abilities in the work. However, overall more than 44% (49) employees had positive response that is still worthy to the company. To improve this stage, the company must offer a chance to share the idea of improving the route and evaluate it if it is really effective or not.

After the self-evaluation and manager's evaluation, the third and most important part which is related to factor of motivation and incentives are analyzed. The response by employees are contrasted by the response of the managers in order to find the distance and to fill it with some solutions. The main area covered in this section are feedback, recognition, salary, job security, career development and so on.

I receive regular feedback from my supervisor.

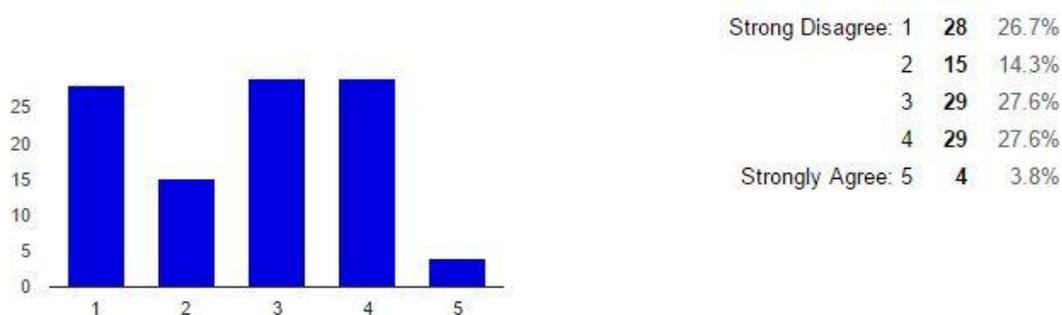


Figure 23: Receiving regular feedbacks

Regular feedback is one of the most important tool to maintain the desired productivity level with motivated employees. Positive feedback boosts up the energy to step ahead and negative feedback helps to rectify the errors. But only negative feedback can cause bad impact on motivation level. Therefore, it is important to keep the balance between positive and negative feedback.

Evaluating the outcome, more than 67% belongs to neutral and disagree section with 41% (43) disagreement about receiving feedbacks. Only 31.4% (33/105) agree that they receive feedbacks about their job. Huge negative response means that they are not receiving the feedback at all or they receive only negative feedbacks. In the section of open question, there were some responses that “system of only negative feedback should be removed”. On the management side, the response was divided in to 50-50 where half of the respondent agrees about sending feedbacks and the remaining were neutral which means no feedbacks to the employees. Those who sends feedbacks, mostly could be negative one according to the employee’s response.

Posti’s HR managers should take into account that feedback and thanks giving for the job done in well manner is very important and it is also free with zero cost to the company. It just takes some time but can be done weekly or monthly basis which keeps the employee’s work attitude in healthy condition and contribute efficiently to the related task.

I get support from my supervisor when needed.

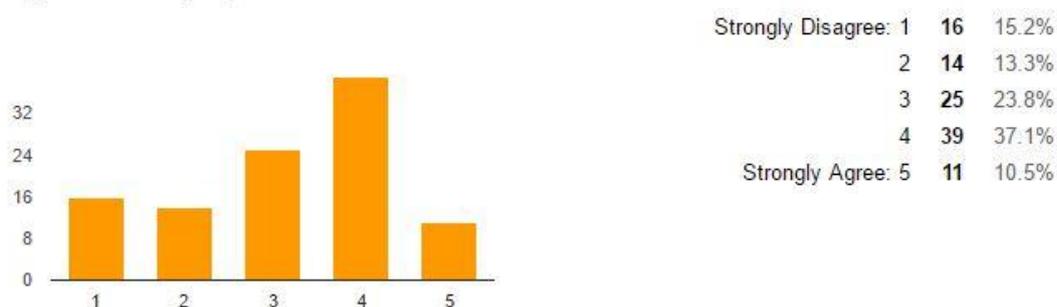


Figure 24: Getting support from supervisors

Support from supervisors is another important factor to maintain the output with least possible mistakes. If the employees won't get the required supports on time can invite suffering moments and make a loss to the firm. Support with equipment, mental support, career development support are some examples.

Analyzing the data in the figure above, more than 47% (50) employees get support from supervisors in need where 23.8% are neutral and 28.5% didn't agree with the statement. It indicates that there are still many employees needs to be considered by managers and they must be more supportive. Not answering the phone call or email, not sending the required stuff could be examples for this situation. Contrasting the worker's responses with supervisor's, the gap is quite difficult to understand as 100% meaning all of them claims that they support the employees whenever they need. To rectify this situation, it is recommended to ask the employees at least once a year to confirm if the employees have everything they need or is there anything more needed. Appropriate checking on right time protects from several cautions.

I'm recognized by my manager for work well done

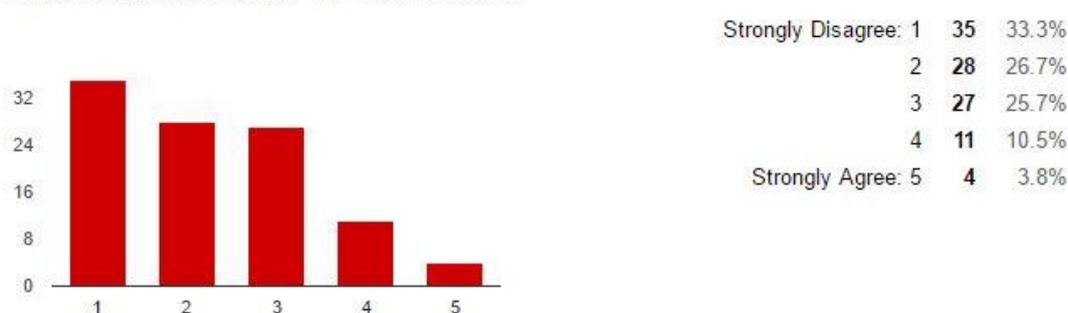


Figure 25: Getting recognized by manager

Recognition as best employee or employee of the month/year is very powerful tool to motivate the employees and keep their performance on peak level. According to the Maslow's hi-

erarchy of needs, it fulfills the self-esteem needs and generates the feeling of accomplishment. Oppositely, if no one cares how well you performed leads to the decision, let's just do it somehow without caring the firm's values and environmental issues.

Having a glance on the figure above, it clearly suggests that there is no recognition process for the top performers as 85.7% of the total belongs to neutral and disagree sets. Only about 14% have positive response on this matter. This situation indicates the robotic style which works without feelings. Everyday start work on time and finish on time without any responses through the process at all during whole month or year generates the feeling of working like machine without any excitement. The continuity of same process leads the employees to decrease the efficiency or look for other options as we humans have desire to grow further according to time and experience. Comparing the result with leader's response, more than 80% agree that they recognize and reward the employee which seems unfair as me also as an employee of Posti Oyj in the same field have never heard or known any such news of rewarding or recognition. The company really should take an action on this matter to make their employee motivated to compete the other competitors as many new entrants are emerging with really fascinating ideas to satisfy the customers.

My work gives me a feeling of personal accomplishment.

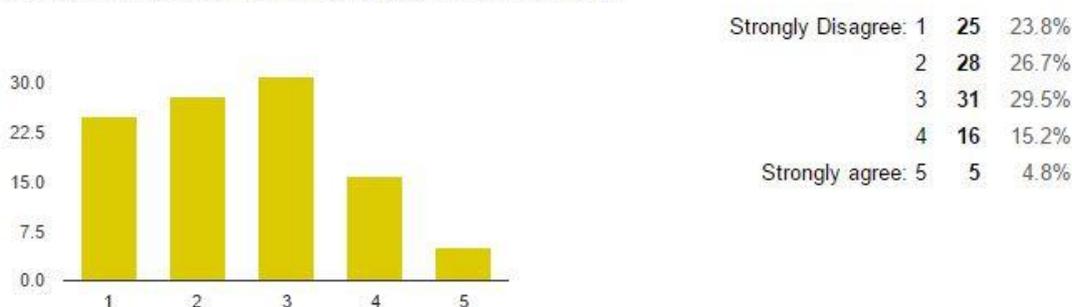


Figure 26: Feeling of accomplishment

Personal accomplishment is the level gained after the psychological, safety and social needs are fulfilled. Prestige, promotion, and self-satisfaction are some examples that related to personal accomplishment. In response to the question, if the work gives the employees a feeling of personal accomplishment, the situation is similar to the recognition issue.

80% (84/105) of the workers working in the delivery field supports to disagree group in case of personal accomplishment. Upgrading their educational background and being non-Finnish citizen could be the reason behind it. If the employee completed their higher level of study and stays in same level at work, and being foreigner with no command or less command of Finnish language could cause the feeling of non-accomplishment in the job. The response from management team also matches in here as almost 67% of responders are neutral meaning they

don't know about this matter. However, the company should offer the possibilities of promotion with higher degree holder and also to non-Finnish citizen with better command of Finnish language.

I will recommend this work to my friends

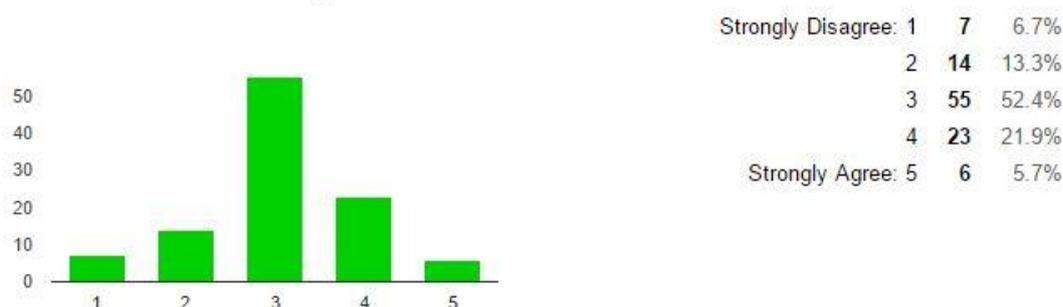


Figure 27: Recommendation to friends

Recommendation refers to the situation when someone is satisfied with a particular thing, he/she prefers to share the ideas and experience with friends and relatives so that they could also take the advantage. Relating to the job, if any employee is happy with his position and work place then he/she would happily consider his friends and relatives to join if they are eligible.

Noting the figure 27 which shows the portion of employees who wish to recommend the same job to their friends. The response with more than 50% volume indicated the neutral situation which means not probably until and unless the friend is an option less. But the employer believes that the employee is often recommending the job to their friends because in response to the question if the employees recommend the job to their friends has 83.3% positive response. This outcome can be selected on the basis of their experience during the hiring period.

Job security is important for motivation.

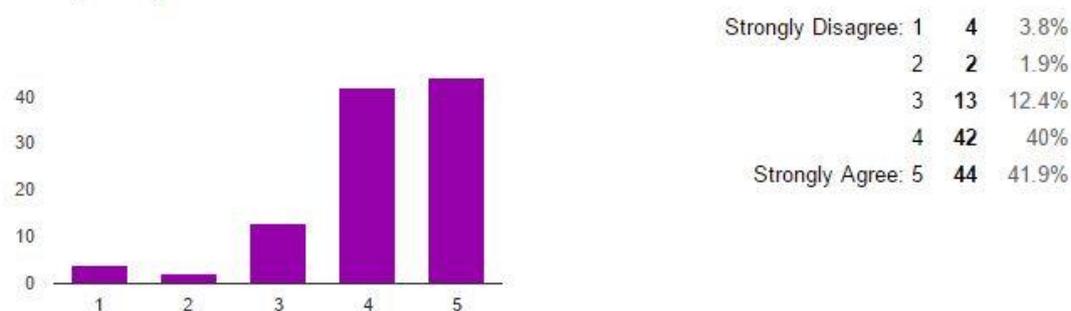


Figure 28: Job security and motivation

Job security increases the performance.

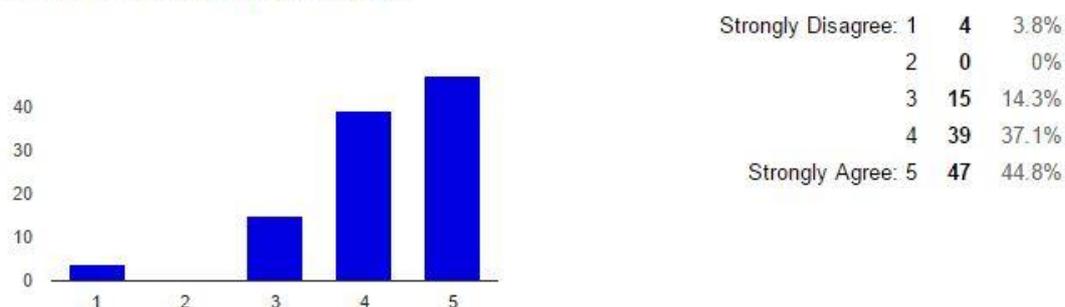


Figure 29: Job security and performance

Job security is one of the vital factor that determines the employee's motivation level. The staff member with secure job invests his/her idea and full potential to develop the firm's value due to the confirmation of continuity and vice-versa. There were two agendas for job holders and providers related to job security. Firstly, if the job security is important for motivation or not and next was followed by either job security increases the performance or not?

In both cases the share of positive response is very high with 82% for motivation and 78% for performance. It also supports the criteria that highly motivated employees have better performance. Connecting those, job security increases the motivation and motivated employees increases the efficiency. The response from management team also matches here as there were only positive responses to this topic. There is also a clear and positive correlation between job security, motivation, and performance. When the certainty of job is increased, it motivates the employees and the motivated employees perform efficiently and vice versa.

At present job security has become a hot agenda in Posti Oyj as the company is cutting huge amount of job year by year. There were approx. 27,000 employees by the end of 2013 and at the end of 2015, there were only about 23,000. During 2016, many position were laid off and more than 1000 employees are cut off. This situation indicates the instability of job security that diverse the attention of employees to another directions and the productivity is effected in the long run. To combat the issue, the firm should launch some techniques to stabilize the employees job to increase the revenue.

Opportunity of career development is an important motivational factor.

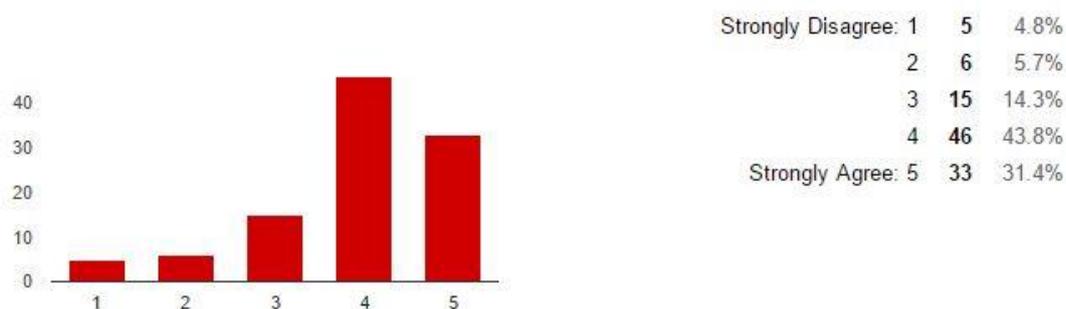


Figure 30: Opportunity of growth as a motivational factor

Development to higher level from lower one is very basic characteristics of any job in the company. It depends on the level of education, years of experience and rate of performance. Transfer to the education related group, promotion are some examples for this category. Without the option of career development, the staff will seldom put full effort to complete the task. Regarding the career development as a motivational factor, more than 74% respondents agreed which makes clear that it is very important to open the path of career development to get the full output in motivated way. Surprisingly, only 50% of HR leaders support this point. This could be their analysis on the basis of the job they are handling since long years.

There are career opportunities for career development from my present position.

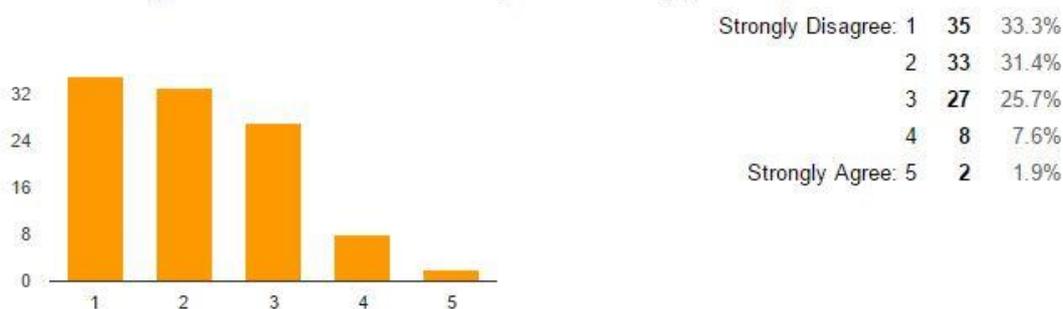


Figure 31: Career opportunity at present

According to current data, Posti is cutting off many job every year to maintain the financial level. In any organization, it is important to have career opportunity for the growth of the employees. Analyzing the response from the employees of Posti Oyj, the situation seems to be beyond the expectation. Only 9.5% members agreed that there is opportunity for career growth and 90.5% of total denied to support it. The outcome implies that there is lack of opportunity in the company and the staff's future seems like blank or work with same stage year by year no matter how much you contribute. More than 66% of response from supervisor's also belongs to neutral and negative sets reflecting very less opportunity for growth in future.

16. I would happily consider other job options at Posti.

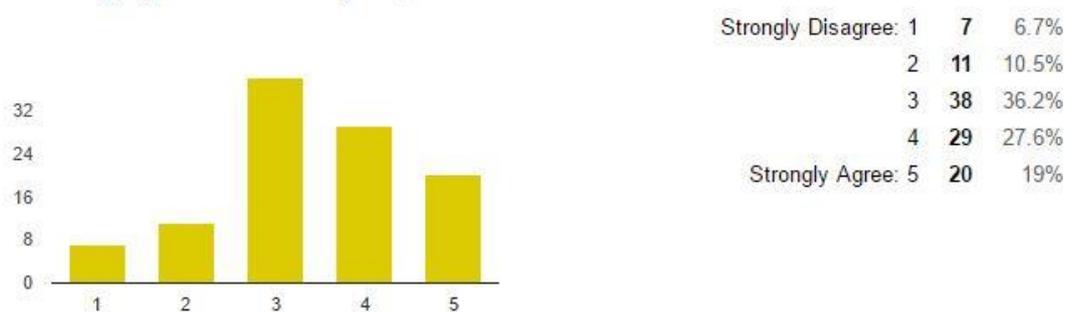


Figure 32: Considering other job options

If the employee is happy and satisfied with their job and place, he/she loves to contribute more in the long term for the firm but if the opposite happens, he/she starts to look at other suitable jobs or options around to make themselves comfortable. To evaluate this state, the question was approached that whether the members were willing to consider job options or happy to continue the same.

In the figure, huge portion of respondent are willing to move on other options covering 46.6% of total followed by 36.3% neutral. This result seems against the company as it shows that most of the workers either do not care about their job or they are ready to change their current position if offered. It indicates the state of less motivated staffs in current post and needed to boost up their motivation towards work with several techniques. The HR organizers also supports with more than 83% positive response that the employees will easily accept other job opportunities. In this circumstances, the executives must think and act to stabilize the work-force to maintain their productivity for healthy future.

Good motivation Reduces absence from work.

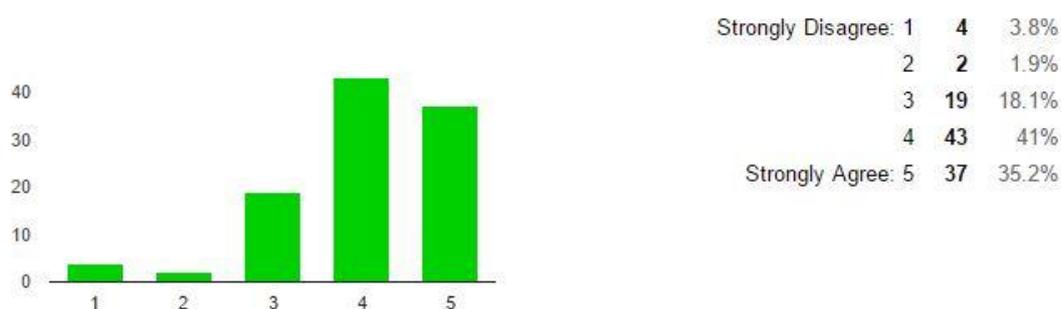


Figure 33: Good motivation and absence rate

Motivation is important factor in every sector of working life. Especially in working environment, lack of motivation reduces the feeling of satisfaction and it leaves negative impact on worker and company both. Positive motivation works as an accelerator that keeps staffs per-

form with excitement. Interpreting the survey for the context if the employees with good motivation had less absence rate, the majority with 76.2% agrees to the point that motivated workers have better attendance. The demotivated members seek several reasons to skip the task. Sudden sick leave on minor case, unspecified absence, application for several off days are some examples which can be easily noted in real work environment. The managers had also supported the statement with more than 83% positive response which indicates that the HR staffs are aware of this issue.

Salary is the most Important motivator.

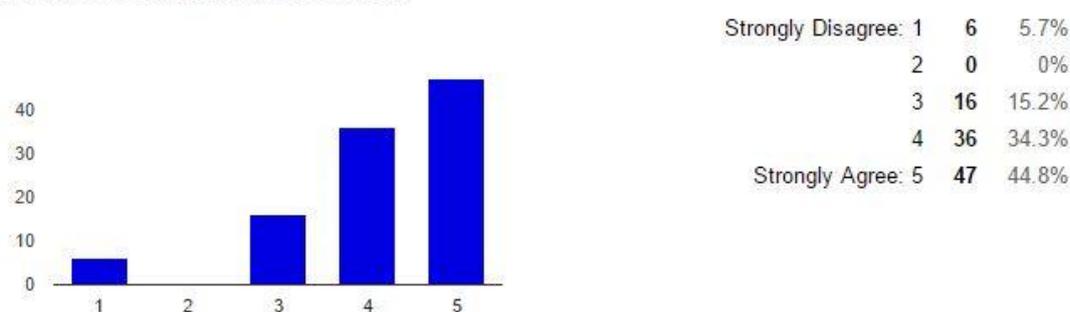


Figure 34: Salary as the important motivator

My present salary level is satisfactory.

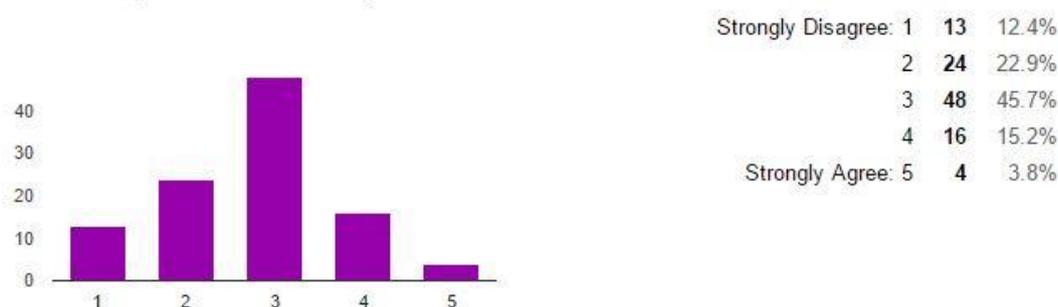


Figure 35: The current salary level

we humans never want to give anything until there is possibility to get something in return and salary is the only and very first reason for any job done by an individual. Salary helps to fulfill the basic needs which are important for survival. In other words, salary is the gain or income with the exchange of time and capacity. The performance of an individual very much depend on the gains comes in return. There were two questions related to salary, one concerned with motivation and other with their satisfaction with the current salary.

The figure 34 reflects the result of salary as an important motivator where more than 78% has accepted the statement. It makes clear that the salary level should be fair enough that could meet the demands of one's daily needs in order to concentrate on the job. If the demand is

not met with the current salary level, one start to search other ways to generate more income which diverse the potential from the job leading less output than desired. For this point, the HR executives has unexpected response. Only 33.3% of total believes that salary is the most important motivator and the rest belongs to neutral and disagree group. The HR officers should think that the salary must grow fairly in order to cop up in this expensive era otherwise the firm would lose monetary savings in other way such as sick leave payments, study compensations.

Moreover, concerning the satisfaction with current salary, only 19% of total staff members agree and about 34% belongs to disagree followed by more than 45% neutral. This outcome indicates that most of the employees are not happy with their current salary level. There were several strikes during 2015 on salary issues. The life in capital region is very expensive and the salary level is getting low year by year that leads towards frustration. The management officials also support the statement with 50% and other 50% are neutral. The average of salary is the most important factor is 4.12 and the average of my current salary level is only 2.75. The correlation between My present salary level is satisfactory and Salary is the most Important motivator is only 0.297. It indicates that the firm must really think about and find some way to maintain the salary level of employees for fruitful tomorrow.

Incentives for good work are important.

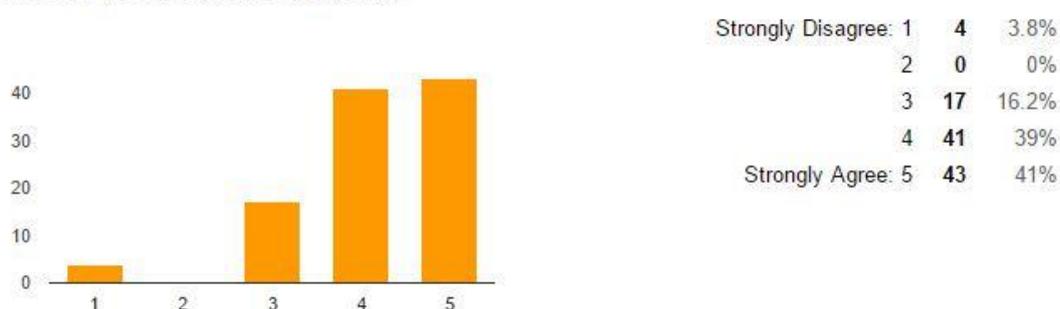


Figure 36: Importance of incentive

Incentive is an unmentioned fund for employees provided in special cases also known as synonym of encouragement and motivation. It can be said that incentive stimulate or give impulse to achieve something that people want either on the job or in their life. As an example in workplace, reward act as an incentive for employees to work harder and better in order to achieve organizational goal.

Going through the survey, it strongly shows that company needs good incentives schemes to motivate their employees as the majority that strongly agrees to the statement. 80% (84) of the total respondent believe that incentive for good work are important. It shows that if there will be different positive incentive for better performance, employees will definitely

give their best to achieve the mission which in long term contribute to company to be profitable and strong. The HR officials also promotes the idea with the support of more than 66%. The average of total response in 4.13, a huge number of positive response.

After the evaluation questionnaires were done, there was a free question to share the ideas and suggestions to improve the motivation level. There were few suggestions made by employees answering the free question which is copied directly in order to examine their opinions.

- Well, in fact there is no any recognition or incentive options no matter how well you have worked. It would be better if Posti could provide some incentives like movies tickets, lunch vouchers or recognition and promotion for motivation of employees.
- Well, in fact there are no recognition or incentives for good work which should be implemented for employee's motivation.
- Distribute a portion of profit as bonus every year.
- Maybe prizes for workers
- No reclamations or delays (job well done) in some period reward as bonus in salary. Increase in salary. Coffee tickets for R-kioski. Free culture tickets. Free tickets to sponsors happenings, such as Finnish national football team home matches. Taking more advantage of workers' abilities and offer them also other jobs inside the organization that they are able to handle. NO BONUSES for the HIGH CHIEFS!! NO GOLF SHARES / MEMBERSHIPS for the high chiefs.
- Positive feedback is a good motivator. Positive feedback for the job done well gives satisfaction to the worker but in most cases, what happens is, employee receives feedback only when there is a problem (negative feedback).
- promotion in the job for both foreigner and local

Having a close glance on the points mentioned above, recognition, incentives, bonus from profit, rise in salary, lunch or movie tickets, sport discounts, positive feedbacks are some most highlighted areas. According to the response, there is no recognition process at all and no incentives too. The company should really think about this issues as many other big employers have different incentives schemes to attract the employees.

In the case of feedback, it seems the employees get call or message only if there is something wrong or mistake. Only negative feedback makes the staffs frustrated and the HR officials should change the trends by responding with positive feedback too. The company must also include the policy of promotion of both local and foreigner candidates if they are eligible for the post.

Summary of analysis

Making analysis of job satisfaction as agenda where motivation and motivational factors is central point, the whole survey's result shows that the employees have positive attitude towards the company even though they are not satisfied with the job. There are several factors needs to be improved for better performance and improvement in job satisfaction in the long term. Currently, the salary, promotion, recognition, opportunity of growth, positive feedbacks, and incentives are the main factors that causes the motivation level down and low degree of job satisfaction in employees. In several situations, there were huge difference between the managers claims and the worker's response. Considering those areas, the firm should act upon it on time to maintain its prestige and to compete in the current market in stable way. Some relevant actions are suggested in the section of recommendation.

4.5 Results of questionnaires and the interview with supervisors

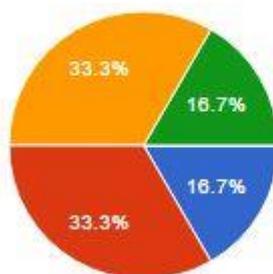
During the process, six of the supervisors were interviewed to discuss the challenges in managing workforce. The question was to mention the main challenges they are facing in managing the employees. The challenges discussed are listed as communication time table, language due to multicultural work place, cultural challenges, and dealing with night supervisor and weather.

Firstly, begins with communication challenges due to different working hours. The supervisors shift starts at 10 am in the morning where the delivery workers start their work at 01 am at night till 06 am in the morning. Next comes the challenge of language and pronunciation, as most of the delivery staffs are from foreign background with less command of Finnish. This increases the possibility of misunderstanding each other in several contexts.

The next challenges faced is cultural challenges as in Posti the employees are from more than 80 nationalities with different ethnic group. The supervisors get confused to sum up the whole group at a time to get rid of the situation by treating in equal way. Next comes the Finnish weather to the individuals who belongs from very hot weather region like Africa. Working outside in very cold weather and snow is not acceptable to all employees leading them to misuse of sick leave benefits. However, the HR administrators are trying their best to manage the work team with least possible stress on both side to reach the organizational goal.

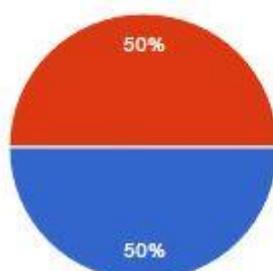
Six of the supervisors had responded the questionnaire and their responses were compared with the employees' responses in the analysis above from figure 17 to figure 36. All the responses are mentioned below from figure 37 to figure 60.

Age group



20-30	1	16.7%
31-40	2	33.3%
41-50	2	33.3%
51-60	1	16.7%
60+	0	0%

Gender

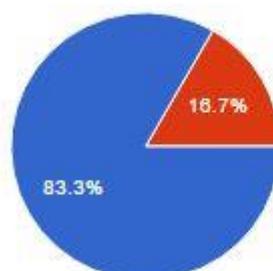


Male	3	50%
Female	3	50%

Figure 37: Age group and gender of Supervisors

In the figure above, it shows that the more than 60% of managers who responded belongs to the age group of 31-50. The gender was divided as 50-50, means there were three male and three female supervisors.

Nationality

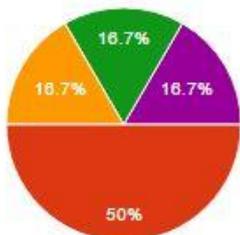


Finnish	5	83.3%
Other	1	16.7%

Figure 38: Nationalities of Supervisors

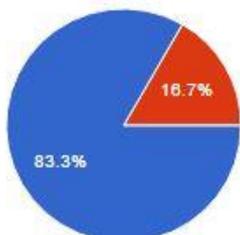
The survey shows that 5 out of 6 HR managers were Finnish and only one from the foreign background. It reflect the lack of opportunity for foreigners which should be considered by the company.

Educational background



Vocational training school	0	0%
High school	3	50%
Graduate from college	1	16.7%
Bachelor's Degree	1	16.7%
Master's Degree	1	16.7%
Phd	0	0%

Education completed

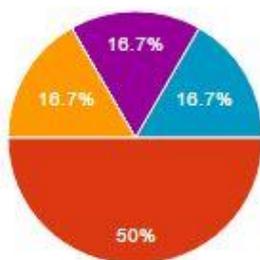


Domestic	5	83.3%
Abroad	1	16.7%
Both	0	0%

Figure 39: Education level of supervisors

About educational status of the managers, 5 out of 6 had completed their education domestically and 50% of them had degree of high school only followed by one with college graduation, one with bachelor degree and one with masters. Considering the response of employees, there were several employees with higher education degree who could be promoted to the higher level of job than current one.

How long you have been working for Posti Oy?



Less than 1 year	0	0%
1-5 years	3	50%
6-10 years	1	16.7%
11-20 years	0	0%
21-30 years	1	16.7%
31-40 years	1	16.7%
41-50 years	0	0%
50+ years	0	0%

Figure 40: Supervisor's years of experience

The work experience, which is known as very important factor in Finland, 2 out of 6 supervisors had huge period of experience as they belong to the group of 21-40 years of experience. 3 of them had experience between 1-5 years and one of them had 6-10 years of experience.

Posti is a good company to work at.

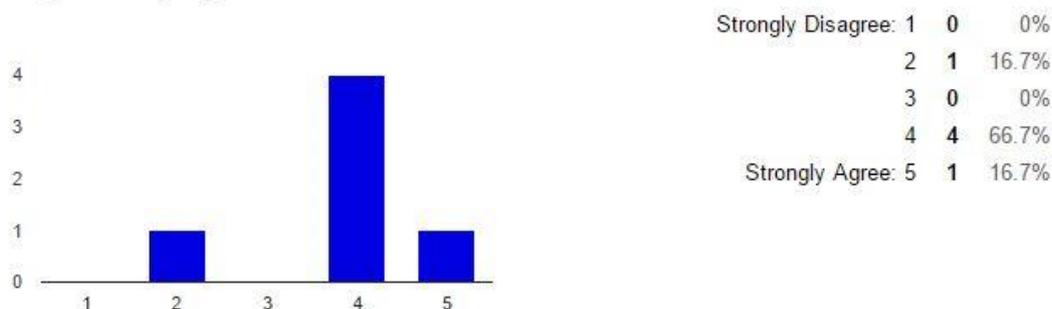


Figure 41: Evaluation about Posti

Evaluating the company as better work place, majority had agreed that Posti is good place to work at. It indicates that the employees on managerial level are satisfied with their job and will continue working in future as well.

The employees are doing their job well.

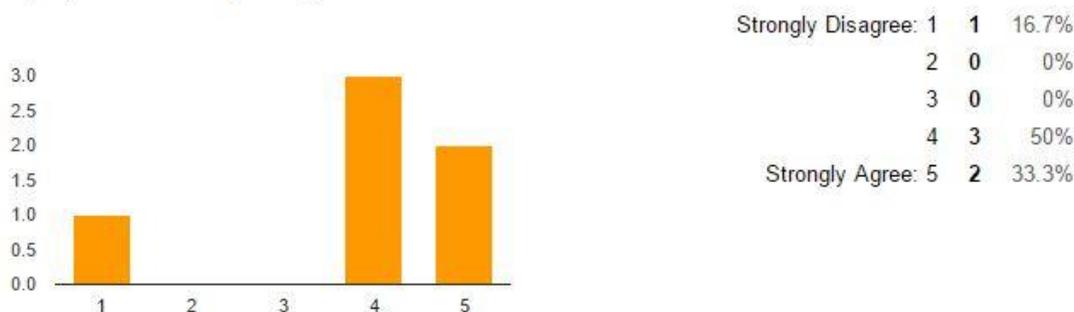


Figure 42: Evaluation of employees

Evaluating the employees if they are performing well or not, 5 out of 6 had agreed. They believe that the workers are completing their job successfully. The response from employees also matches with each other as they were also confident about completing their job. One of the supervisors had strongly denied that the employees are doing well. Communication gap, demotivated workers, misuse of sick leave benefit by employees could be the reasons behind.

The working environment is friendly in our department.

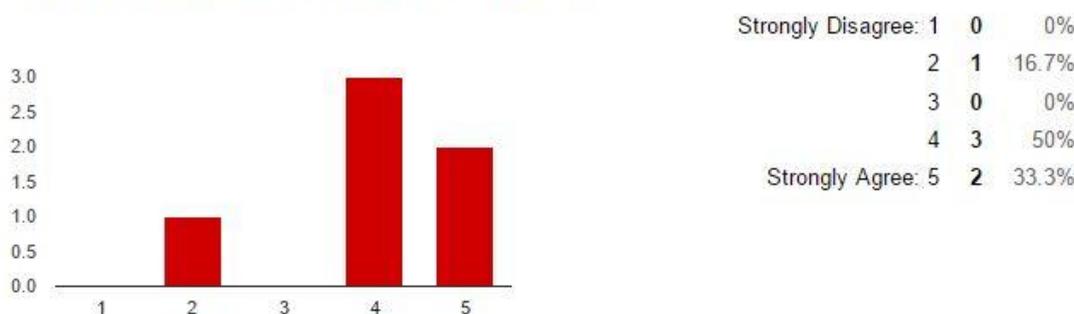


Figure 43: Evaluation of work environment

About the work environment, the majority believed that the working environment is friendly at Posti Oyj. It implies that relation between employees are well maintained and the major issues like safety, proper training had been taken care in well manner. One respondent had disagreed that the working environment is friendly. Multicultural work place, any negative experience during management, disobeying employees could lead towards this response.

Posti provides good training for the job.

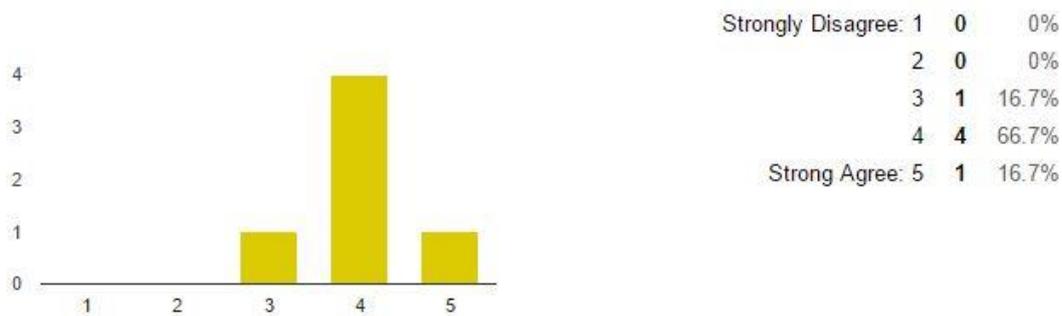


Figure 44: Evaluation of training

Good training is like a pillar that helps new employees to grow and it only effects positively in long term for both company and worker. Therefore, if we analyze the survey responses we can clearly find out that company strongly agree that they provide very good training which is helpful for employees to complete their job.

I encourage employees to suggest improvements how to do the work better.

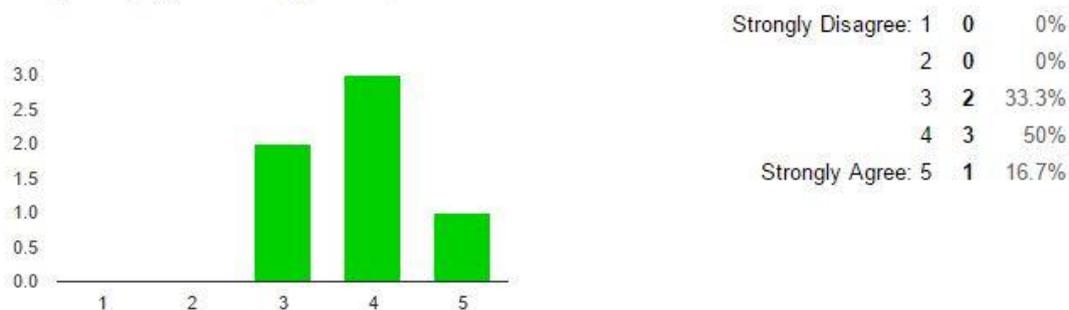


Figure 45: Self evaluation

Company should always encourage their worker no matter what happens. So they can always grow personally and as well make company to grow with them. Encouraging your staff means supporting the company to grow for better. Hence staff of company might have splendid suggestion for company. As being employer, company must encourage staff to forward their best opinion so they can grow together and make working environment better. Results clearly shows that a lot of employees want to suggest and company give them chance but at the same time quite many did not have any opinion as they react very neutral.

Employees can use of their skills and abilities in the work.

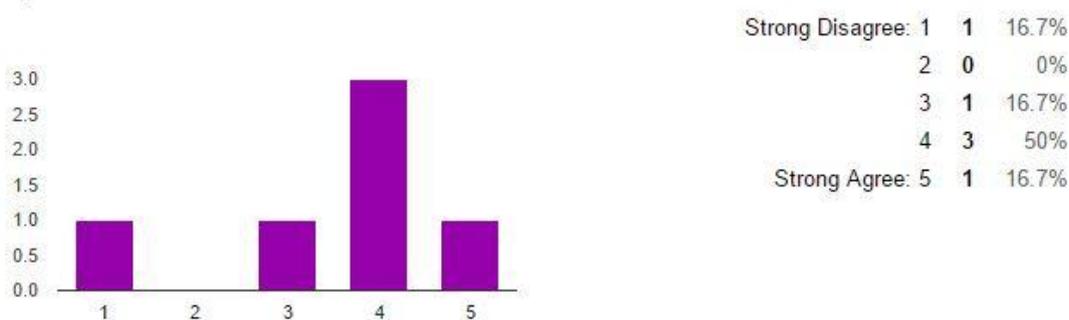


Figure 46: Evaluatin of employees' skills

Figure 46 tells us that there are a lot of respondent who strongly believe that employees can use their ability during their working performance but there is dilemma with the result as 16.7% of repliers think that they did not use their ability at all, the same percentage of people at the same time are very neutral about the question and coincidently same very percent-age of people strongly agrees the question of survey.

I send regular feedback to the employees.

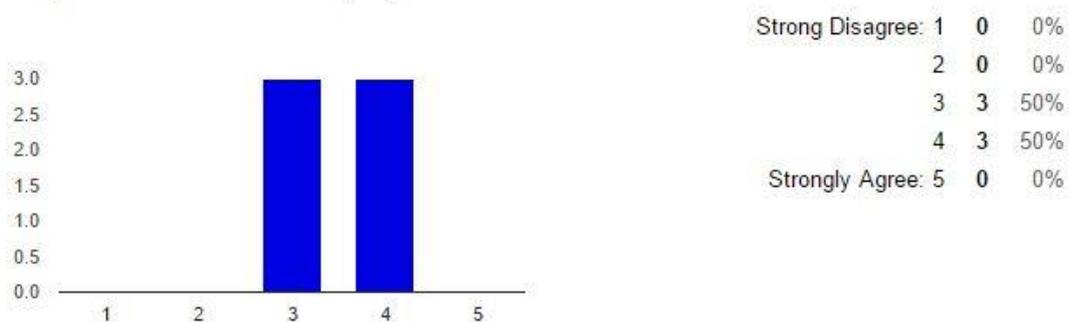


Figure 47: Self evaluation about feedback

Feedback is opinion of people towards certain thing that they are asked for. Receiving or giving regular feedback in a company is very good system. It creates the bond between employ-ees and company. It always helps each party to improve and know what are their strength and weakness. Figure 47 represent that posti supervisors are very active when it comes to give feedback to their workers in order to encourage them for their good work or to suggest for improvement.

I always support the employees when needed.

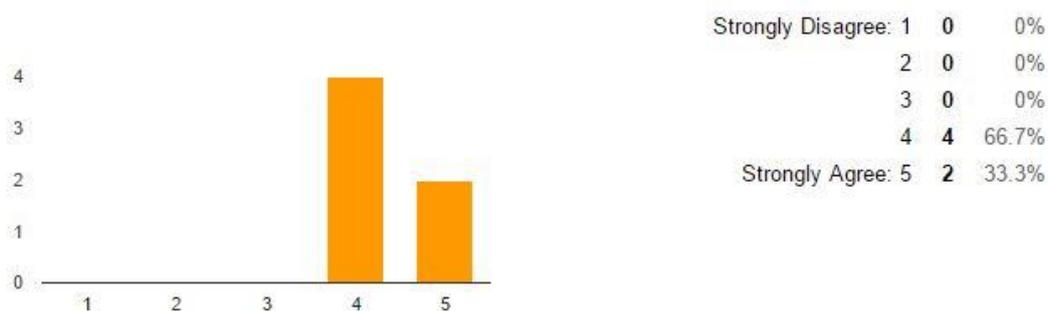


Figure 48: Self-evaluation about supporting employees

Employer must support their worker in order to make company more profitable. If company did not support their staff, they might not be encouraged any more to support back company that might lead to misunderstanding and problems in working environment. In case of postij they believe or can be said that strongly agrees that they do provide needed support for their employees. Almost 100% they are supportive.

I recognize the employees for work well done notice and reward the top performers.

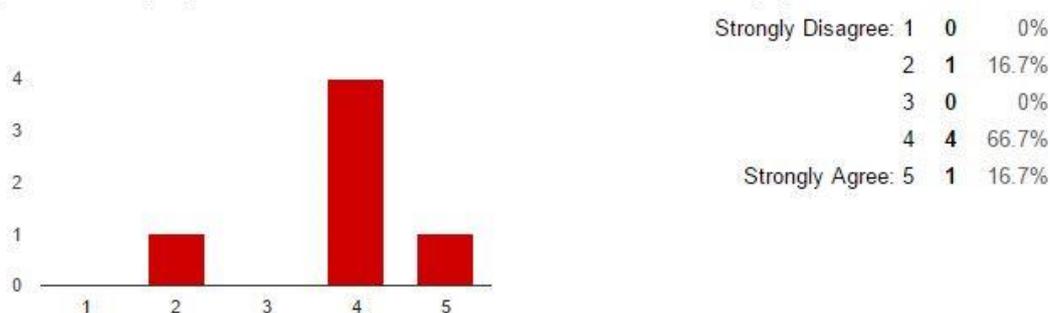


Figure 49: Recognizing for better performance

Reward, recognitions are very important in working life and environment. Beside the only monetary salary rewards and recognition improves the performance by motivating worker to give their best in order to achieve those things. Postij strongly support the factor that they do provide this all needed rewards and recognition when work is done with excellency. We can see figure 49 where 66.7% employer responded positively while there is as well another story here that 16.7% of the employer did not agree with the idea of recognition for better performance.

I believe the work gives employees a feeling of personal accomplishment.

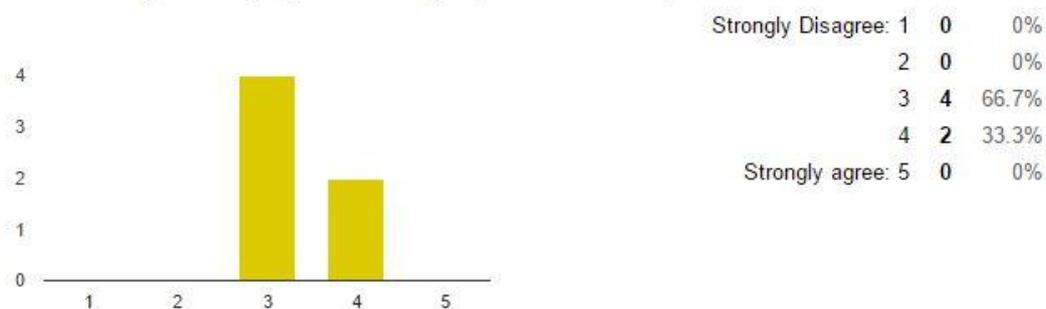


Figure 50: Evaluation about accomplishment

To evaluate somebody else is very difficult situation. It is always not true that everyone who work feels the same way. Above figure picturize very clearly that it is difficult to judge anyone's personal feeling towards anything that is why majority of supervisor chooses to stay neutral the percentage is 66.7%.

The employees recommend their work to their friends.

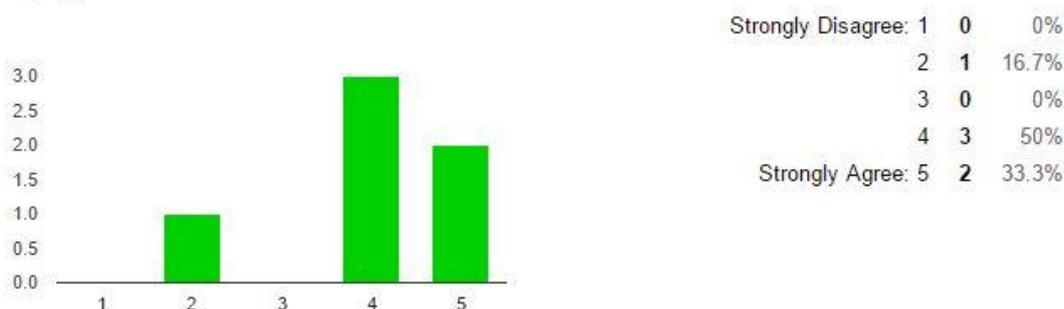
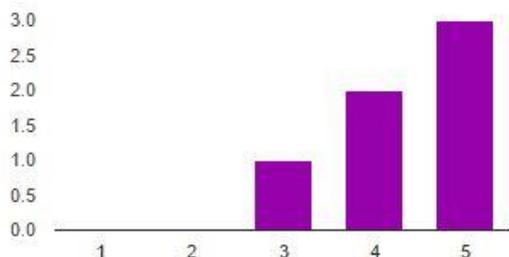


Figure 51: View on job recommended to friends

Posti job is very convenient for different people. We can see that most of the employees are student. This work fulfills their monetary need without hampering their studies as it is mostly night job. So staff do recommend their friends this job because of the timing and money. Result which is almost 83.3%, as well signifies that employees do recommend this job to their friend.

Job security is important for the employee's motivation.

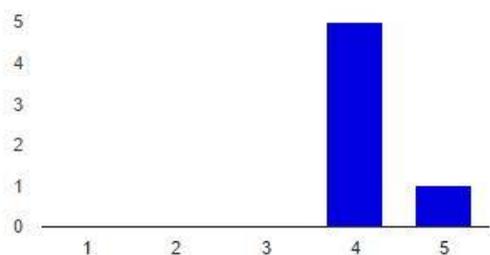


Strongly Disagree: 1	0	0%
2	0	0%
3	1	16.7%
4	2	33.3%
Strongly Agree: 5	3	50%

Figure 52: Job security as motivation

Job security plays vital role when it comes for motivation. If job is not secure either human being will be too motivated and do his/her best to secure their job or they will be demotivated and loose or leave their job. That is why secure job brings motivation for employees. Posti as well know that job security and motivation are inter related. 83.3% of employer agree with this question and try to do their best to motivate employees.

Job security increases the employee's performance.



Strongly Disagree: 1	0	0%
2	0	0%
3	0	0%
4	5	83.3%
Strongly Agree: 5	1	16.7%

Figure 53: Job security & performance

As above explained job security and motivation are co related which directly refers that when people are motivated they perform their best. Company must ensure their employees that that job is secure in order to bring best out of them. This in long term is beneficial to company profitability. Therefore, without any second though everyone agrees that job security bring best performance out of worker.

Employees have opportunity for career development from their present position.

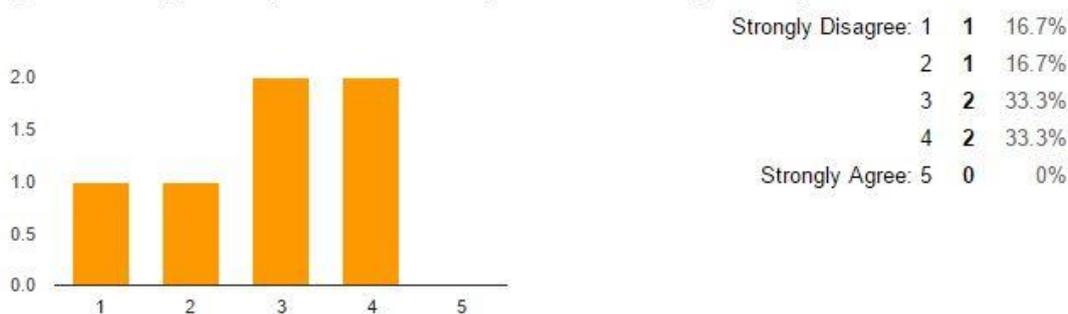


Figure 54: Career Opportunity for employees

Different company has different system and level of opportunities. Survey asks that is there any other career possibility or promotion in the same company. Here in the figure 54 we can see very diverse answers. 33.3% is the highest majority that agrees as well are neutral towards this. While rest 33.4% did not believe that there is any opportunity then the current level for employees.

Opportunity for career development is an important motivational factor for the employees.

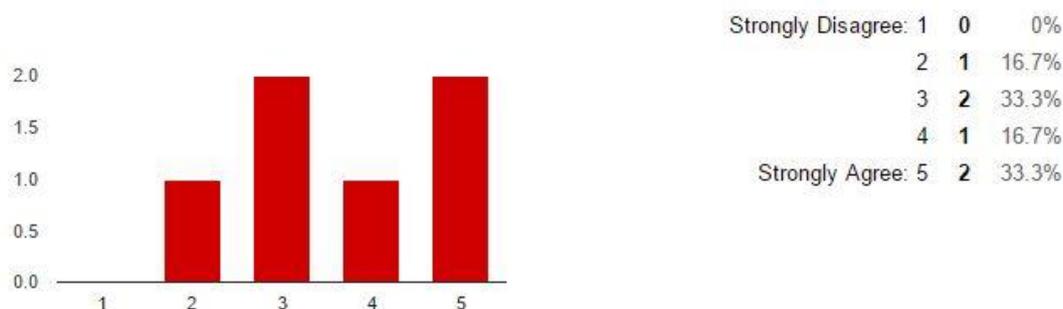


Figure 55: Career development as motivational factor

Opportunity did not come very often and to grab those opportunity one must be very motivated and alert. Opportunity do encourage people to improve and do their best so they are eligible to have those opportunities. 33.7% strongly agrees while same number of people did not know and responded very neutral. 16.7% did not agree that career development as motivational factor.

The employees would happily consider other job options at Posti

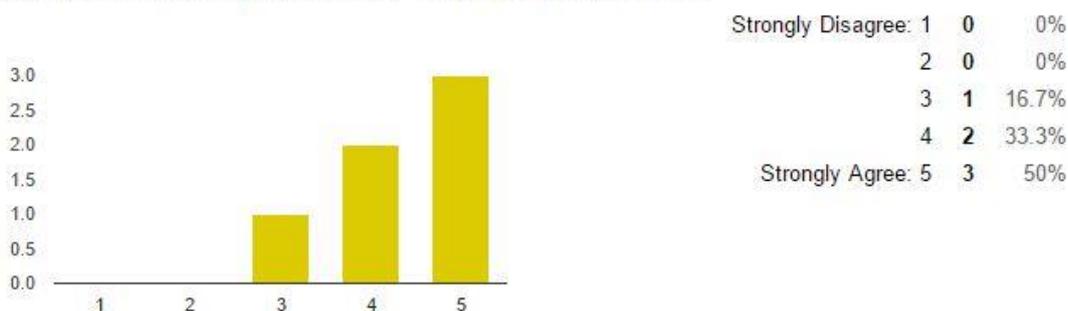


Figure 56: Employees considering other options

If opportunity comes to someone surely they will grab it. In the same manner in company like Posti which is very large national company one gets chance to grab other career option then obviously he/she will grab it. More than 80% of employees agree with it while 16.7% stay very neutral.

Good motivation reduces employee absence

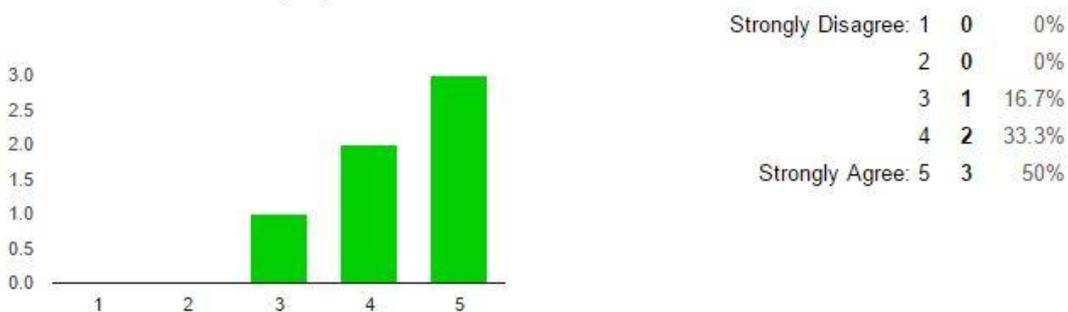
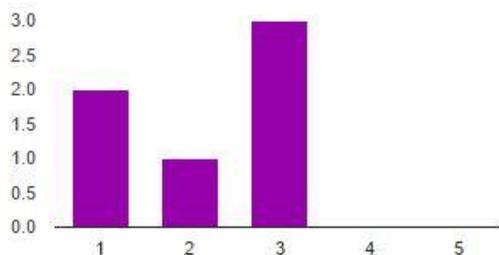


Figure 57: Motivation and rate of absence

A worker without motivation is just like a car without motor oil. As a car will surely move but did not give its best performance if motor oil or any part is missing. Hence, if there is a lack of motivation then a worker did not want to go to job. Job will feel like a burden which they want to be far from and want to get rid of it. They will be more often absent from work as they do not want to face the job. On the other hand, if they are highly motivated then they will enjoy the work and feel more like a passion than a burden. It will automatically increase their productivity and presence at work. Everyone except 16.7% of total respondents agrees while this 16.7% are just neutral.

The employees are happy with their salary level

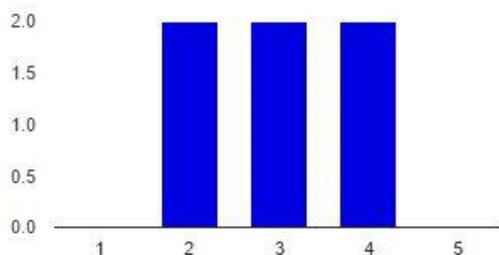


Strongly Disagree: 1	2	33.3%
2	1	16.7%
3	3	50%
4	0	0%
Strongly Agree: 5	0	0%

Figure 58: Employees & salary

According to the responses of employees, the level of satisfaction was low. The figure 58 also implies that the employees are not happy with their current salary. None of the respondent agreed to the statement. It gives an insight to the company that they need to think about the employee's salary issue to keep them motivated.

Salary is the most important motivator for the employees.



Strongly Disagree: 1	0	0%
2	2	33.3%
3	2	33.3%
4	2	33.3%
Strongly Agree: 5	0	0%

Figure 59: Salary as motivator

Considering the salary as an important motivator, the responses are quite complicated as 2 out of 6 agreed, 2 of them are neutral and 2 of them disagreed. It means some believe salary can strongly motivate the employees and some thinks that other factors like incentives, promotion motivates more than salary because the salary is the basic income which every employee gets.

Incentives to employees for good work would be important.



Figure 60: Incentive as important factor

Incentive is an important factor which is used to maintain the performance. The HR managers also agreed that it would be fruitful if the company could provide some incentives to the employees with better performance. It would motivate others too to perform well which helps to increase the productivity efficiently.

There were two free writing questions to the supervisors and their point of views are copied accordingly to match with the employee's point of view.

What kind of incentives for employees would you consider to be good?

- Recognition, movies tickets.
- Reilu kohtelu
- Some money and other small gifts. Sometimes thank you is enough.
- The opportunity to advance his or her career,
- Movie Tickets or any other similar rewards for good performance.
- Employee supposed to do a good job and follow all working instructions.

What action would you otherwise consider to be important to increase motivation?

- Recognizing the best employees and option for promotion.
- Saman arvoisuus
- people should have more options to ingress their skills.
- The opportunity to advance his or her career,
- Managers have to thank the employees of good work performance.
- Bonus pay for good performance.

5 Conclusion and recommendation

5.1 Conclusion

Based on the theoretical study for this thesis, the findings are not in favor of Posti as the level of employee's job satisfaction and motivation seems very low. As mentioned in the theories, the employees are upgrading their desires and needs when the lower needs are fulfilled. The study also proves that the money is not the only motivator, but the point that money is an important motivator cannot be denied. In past, money was frequently used to make the employee more hard working and increase the productivity but at present the trends has changed and people are seeking several ways to live their life happily. As mentioned in the Maslow's theory and ERG theory, the staffs are moving toward the higher level of needs as the basic needs are already fulfilled. There were huge respondents who were not happy with the present salary but still the volume of other needs like recognition, promotion and career opportunity were higher.

The main criteria highly emphasized by employees were level of salary, incentives, recognition, promotion, career opportunity and positive feedbacks. The employees were also ready to leave the job if other options were provided, which makes crystal clear about the employee's current feeling on the job. The responses from HR officials are also supportive for those issues and are needed to be improved by implementing various methods recommended in the next section.

Summing up, it can be concluded that the motivation level of the staffs in Posti Oyj particularly in delivery department are not in appropriate level and moving downwards which is a red signal for the firm in coming future. The company must take an action immediately to stabilize the misbalanced level of motivation by conducting an instant seminar or official survey. The company could also propose some incoming plans that is beneficial for employees and it would help at least for certain period to maintain the situation and the firm gets more time for further analysis. Right action on time leads to desired direction and the management should not delay more on this issue. There are also some useful suggestions mentioned in next section.

5.2 Recommendations

After the long and deep analysis of the survey's result where the motivation was central point, the author noted that the level of motivation is very low. On the basis of analysis, the suggestions made and needs to be taken into consideration as soon as possible in order to motivate the employees and maintain healthy work environment in Posti Oyj. The recommended points are listed below accordingly.

- Posti should consider Increasing the current salary by merging the routes of delivery. It leads to the reduction of employees but no extra financial burden to the company and happy work force moving ahead.
- It is recommendable for Posti to organize the Interaction programs or seminars to understand each other's culture.
- The employer should give an opportunity for promotion and career development for eligible candidates.
- The employees must get Recognized for their performance.
- Posti should monitor the positive feedbacks during better performance.
- Posti should enable Safety observation and safety tools for emergency situation.
- Listen and act to employee's problems.

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Appendixes

Appendix 1: Questionnaires to the employees 70

Dear respondent

This survey is conducted for my bachelor's thesis that will be submitted to Laurea University of Applied Sciences, Espoo. The purpose of the study explores factors that relate to job satisfaction and motivation of employees at delivery department of Posti Oy. The response from the questionnaire will be treated confidentially. Completing the questionnaire will take no longer than 5-10 minutes.

Thank you for your contribution!
Kapil Shah

Personal Information

Please mark the right answer with X to the given answer(s)

1. Age group
 - a) 18-25
 - b) 26-35
 - c) 26-45
 - d) 46-55
 - e) 56-65

2. Gender a) Male b) Female

3. Nationality a) Finnish b) Other

4. Working shift a) Early morning b) Day c) Evening

5. Marital status a) Single b) Married

6. Educational background
 - a) Vocational training school
 - b) High school
 - c) Graduate from college
 - d) Bachelor's degree
 - e) Master's degree
 - f) PhD
 - g) No education

7. Education completed a) Domestic b) Abroad c) Both

8. How long you have been working for Posti Oy?
 - a) Less than 1 year
 - b) 1-5 years

- c) 6-10 years
- d) 11-20 years
- e) 21-30 years
- f) 30+ years

9. Please indicate the level either agree or disagree with the following statements on a scale from 5 to 1 where 5 is strongly agree, 4 is agree, 3 is neutral, 2 is disagree and 1 is strongly disagree

	5	4	3	2	1
1. Posti is a good company to work at.					
2. I can do my job well.					
3. The working environment is friendly.					
4. The training for the job is good.					
5. I am encouraged to suggest improvements how to do the work better.					
6. I can make good use of my skills and abilities in my work.					
7. I receive regular feedback from my supervisor.					
8. I get support from my supervisor when needed.					
9. I'm recognized by my manager for work well done.					
10. My work gives me a feeling of personal accomplishment.					
11. I will recommend this work to my friends.					
12. Job security is important for motivation.					
13. Job security increases performance.					
14. There are opportunities for career development from my present position.					
15. Opportunities for career development is an important motivational factor.					
16. I would happily consider other job options at Posti.					
17. Good motivation reduces absence from work.					
18. My present salary level is satisfactory.					

19. Salary is the most important motivator.					
20. Incentives for good work are important.					

10. Do you have suggestions about what kind of incentives or rewards Posti could have for motivation purposes?

.....

.....

.....

Thank you for your time!

Appendix 2: Questionnaire to the HR managers.

Dear respondents,

This survey is conducted for the bachelor’s thesis that will be submitted to Laurea University of Applied Sciences, Espoo. The purpose of the study explores factors that relate to job satisfaction and motivation of employees at Posti Oy. The response from the questionnaire will be treated confidentially. Completing the questionnaire will take no longer than 5-10 minutes.

Thank you for your contribution!
Kapil Shah

Personal Information

Please indicate with (X) to your answers.

11. Age group

- a) 20-30
- b) 31-40
- c) 41-50
- d) 51-60
- e) 61+

12. Gender a) Male b) Female

13. Nationality a) Finnish a) Other

14. Educational background

- a) Vocational training
- b) High school
- c) Graduate from college
- d) Bachelor’s degree
- e) Master’s degree

15. Education completed from

- a) Domestic
- b) Abroad
- c) Both

16. How long you have been working for Posti Oy?

- a) Less than 1 year
- b) 1-5 years
- c) 6-10 years
- d) 11-15 years
- e) 16-20 years
- f) 21-25 years
- g) 26-35 years
- h) 36-45 years
- i) 46+ years

17. Please indicate the level either agree or disagree with the following statements where the scale will be valued as 5=strongly agree, 4=agree, 3=neutral, 2=disagree and 1=strongly disagree.

	5	4	3	2	1
1. Posti is a good company to work at for employees.					
2. My employees are doing well.					
3. The working environment is friendly for employees.					
4. I provide good training for the job.					
5. I encourage employees to suggest improvements how to do the work better.					
6. I think the employees are using their skills and abilities in the work.					
7. I send regular feedback to my employees.					
8. I always support my employees when needed.					
9. I notice and reward the top performers.					
10. I believe the employees have a feeling of personal accomplishment.					
11. I think my employees recommends this work to their friends.					
12. Job security is important for employee's motivation.					
13. Job security increases the employee's performance.					
14. Employees have opportunity for career development in their present position.					
15. Opportunity for career development is an important motivational factor for employees.					

16. I believe my employees won't consider job option easily.					
17. Good motivation reduces employee's absence rate.					
18. I think the employees are satisfied with their current salary level.					
19. Salary is the most important motivator for employees.					
20. Incentives to employees for good work are important.					
21. Employee's motivation is my responsibility.					

18. Does Posti has any plan about incentives for employees?

.....
.....
.....

19. What are your strategies to boost up your employee's motivation?

.....
.....
.....

Thank you!!!