Job satisfaction at Company Teija Jousi Viikarit

Mirka Grönlund

Author Mirka Grönlund	Group LiiBBA 06K
The title of your thesis Job satisfaction at Company Teija Jousi Viikarit	Number of pages and appendices 63 + 3
Supervisors Seija Ranta-aho, Pirjo Saaranen	

The objective of this study is to find out the level of job satisfaction in Company Teija Jousi Viikarit. One intention is to find out what the factors affecting employees' job satisfaction are and how to increase the job satisfaction within these fields. Another intention is to provide for the case company a complete job satisfaction survey package, which they can use continuously to keep their employee satisfaction as high as possible. The theoretical framework was based on the factors of job satisfaction, the combination of Maslow's hierarchy of needs and Herzberg's two-factor theories, and various ways to motivate employees.

The study was carried out using a questionnaire which was posted to the 17 permanent employees. The main research areas were Work itself, Opportunities, Compensation and benefits, Attitudes towards supervision, Relations with co-workers, and Company policy and administration. The analytical approach was quantitative as the company wanted to receive a complete model of job satisfaction survey that could be used repeatedly in the future.

The results showed that the job satisfaction is relatively high in the case company and the managers have only a few improvements to make. The results also indicated that the employees were happier with the hygiene factors than the work itself. Now there is a platform to work for motivation factors and to achieve even higher job satisfaction.

In conclusion, it truly seems that the company is pleased with the results of this study and the way the survey was conducted. The questionnaire developed for this thesis will be employed as a tested tool to enhance the job satisfaction even in the future.

Key words job satisfaction, motivation, Herzberg's two-factor theory, Maslow's hierarchy of needs

Table of contents

Appendices (in Finnish)

Appendix 1 – Cover letter

Appendix 2 – Questionnaire

Appendix 3 – Survey result presentation

1 Introduction

Today's working life is very demanding and not so many parents have enough time to spend with their children. However, small children would need an adult to support and look after them at all times. Children need to feel that someone cares for them, that they are special. These facts give a strong support for this job satisfaction survey as it is done for a company who takes care of children after their school day. It is vital that the people who look after the children are happy with their jobs and stable with their personal lives because children are sensitive to feel if everything is not right.

This is a research type of thesis but it will produce a product by creating a complete job satisfaction survey model, which the company could use as a part of their yearly activities. Yet, there is a thorough research behind and beside the "product-development" and testing.

The combination of Herzberg's two-factor theory and Maslow's hierarchy of needs form a strong base for this study. Different ways to motivate will also be introduced. However, first the concepts of job satisfaction and motivation must be opened. After the theoretical part the actual study can begin and answers for the level of job satisfaction in the case company can be revealed. As one intention for the study is to provide a complete model of conducting a job satisfaction survey, this survey and the attachments might become useful for other companies' purposes as well.

1.1 Purpose and objectives of the study

The purpose of this study is to find out the level of job satisfaction in Company Teija Jousi Viikarit (later Viikarit). The intention is to find out what are the factors affecting employees' job satisfaction and to solve how to increase the job satisfaction within these fields. The overall objective of this study is to enhance job satisfaction at Viikarit by creating a complete job satisfaction survey model, which the company could use as a part of their yearly activities.

The company has grown rapidly during the last two years, and in the near future, the company is planning to grow more in the Helsinki metropolitan area. Before taking any further actions while growing, the company wants to listen to their employees and strengthen their current operations. Moreover, this study was assigned by the company to help the company to

understand their employees better and provide vital information on how to strengthen their current human resources. However, the company aims at using the questionnaire based on this study, continuously in order to keep their employee satisfaction as high as possible.

Everything seems to be "just fine" among employees, but the management is afraid that employees do not dare to tell their real needs and thoughts when asking face-to-face. This job satisfaction survey could provide an opportunity to find out what the employees really think of the company and their working conditions. In addition, the company is interested in knowing how to motivate their employees best. The result of the research will be extremely valuable for the company, because it is handed to the management to get honest information from employees. Furthermore, sometimes it is needed to get an outsider to investigate the situation.

1.2 Research questions and sub-questions

With the following questions the above mentioned objectives will be reached:

1 What are the factors affecting employees' job satisfaction?
 – Which of the factors motivate?
 – Which are the factors that cause dissatisfaction among the employees?
2 How to motivate the employees?
 — Would employee empowerment, intrinsic or extrinsic rewards increase job satisfaction?

Theoretical frameworks giving support to each question are shown in the table 1 below. In addition, it shows where the results can be found.

Table 1. Overlay Matrix for Research Problem

Research Problems	Sub-questions	Theoretical Framework	Results
Q1: What are the factors affecting employee's job satisfaction?	Q1a: Which of the factors motivate?	Maslow's hierarchy of needs Herzberg's motivation factors	5.1.1 5.1.2
	Q1b: Which factors cause dissatisfaction?	Maslow's hierarchy of needs Herzberg's hygiene factors	5.1.3 5.1.4 5.1.5 5.1.6
Q2: How to motivate the employees?	Q2a: Would employee empowerment or intrinsic rewards increase job satisfaction?	Employee involvement Job design Motivation by intrinsic rewards	5.1.7 5.1.8

1.3 Company Teija Jousi Viikarit

Viikarit offers statutory afterschool services in a companionship principle with the city of Espoo. The company seeks to ensure the safety of children, prevent exclusion and minimize the risk of exclusive presence. Children's overall well-being is carried out at any price. The company's strength lies in the ability to see what the child needs, and they have succeeded in forwarding this to the worker's activities as well. Company's founder's, Teija Jousi's, empathetic and respectful way of working with children has worked as a good example for the workers and brought in new customers. Workers are provided with clear objectives and a model for how to act, after that, they are trusted and given the freedom to find their own way to conduct their additional ideas. Viikarit's bearing values are: equality, the continued presence of an adult and genuine caring, positive atmosphere and nurturing of childhood. (Jousi 2010.)

As can be seen from the figure 1 below, the company operates in three school premises: Laurinlahti primary school, Soukka primary school and Meritori primary school, of which Soukka is the biggest primary school in the city of Espoo. The company employs 20 persons on average. The company affects the life of 200 children every year. (Jousi 2010.)
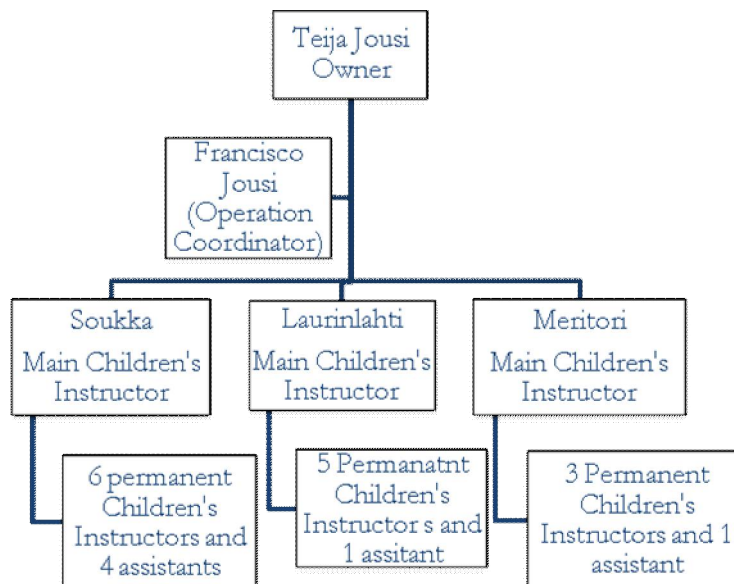

Figure 1: Organization chart of Company Teija Jousi Viikarit (Jousi 2010)

The structure of the company is pyramidal. In the top there is the company Director Teija Jousi, under her is the Operation Coordinator who does office work and other running

administrative work. Under them there are the Main Children's Instructors of each school; their responsibilities are to take care of the everyday running and managing of the activities with the help and standards provided by Teija Jousi or the Coordinator. Under the Main Instructors there are the Children's Instructors who instruct the children with the main instructor. (Jousi 2010.)

This might seem very hierarchical, but it is used to help keep the organization viable even if someone is sick. The Main Instructor has a second-in-command trained Instructor to do the main instructors job in case he/she is sick or otherwise not able to do the job in hand. These second-in-command Instructors are paid extra for the extra responsibility. This hierarchy is used mainly as a backbone, and they encourage the employees to innovate and talk freely when the children are not around. Employees are also encouraged to bring forth their strengths in everyday work, for example, people who like dancing can teach children dance etc. (Jousi 2010.)

According to Jousi (2010), the main reason behind existence of the company is a high quality holistic care for the child's interest in mind. If children are found to have problems, they are discussed and corrected immediately. The company's mission is to help families by supporting the child's balanced growth and development, as well as preventing potential problems. A child can relax after school, and there is no performance pressures set for them: everything is done with joy and pleasure of doing things together. Company's vision is to be the best after school service provider in Espoo in year 2015. What is measured by the yearly satisfaction research of City of Espoo. The aim is to achieve a 4.9 grade, because grade 5 is considered to be impossible. The company intends to achieve the vision by increasing communication between different cooperation communities, training of their personnel, and developing their own activities. (Jousi 2010.)

2 Theoretical framework

2.1 Job satisfaction

Robbins, Judge and Campbell (2010, 66) define job satisfaction as a positive feeling about a job resulting from an evaluation of its characteristics. This is clearly a very broad definition, but so is the concept of job satisfaction. The job does not only include the tasks to be done, but also the working environment, including interpersonal relations, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal etc. This means that an assessment of how satisfied an employee is with his job is a complex summation of a number of discrete job elements.

Vecchio (2000, 269) defines job satisfaction as one's attitude towards work. He continues that person's level of job satisfaction is influenced by experience, especially stressful experiences. In addition, employee's own expectations toward the job can strongly influence his interpretation and evaluation of work-related experiences.

According to Lawrence, Whittaker and Lampi (2008, 9-16) it is important to define the goals of the study beforehand when conducting a research about employee satisfaction; the minimum amount of information to be gathered, whether the survey is focused only on the strengths and weaknesses of the company or if also the bottlenecks are of importance and whether some problems should be prioritised. Furthermore, in order to complete an employee satisfaction survey successfully there should be answers found to following questions:

- Do we have any problems?
- How big are the problems?
- Where are the problems?
- Which shall we address first?

This study aims at answering these questions.

Certain variables are consistently correlated with job satisfaction. The most important of these is job level as job satisfaction tends to be higher among higher-level employees and lowest among holders of jobs that can be characterized as heavy, hot or dangerous. Also length of service and organizational size are identified as a correlate of job satisfaction. Employees with less time on the job are somewhat more dissatisfied than employees who have worked longer and employees in smaller organizations tend to be more satisfied than employees in bigger

organizations. (Vecchio 2000, 270-271.) Length of service is used as an independent variable in this study to find out if the people who have worked longest for the case company are happier with their work or not.

Because organizational performance should be measured in both financial and human terms, management cannot ignore the significance of job satisfaction. In other words, companies have a moral duty to make work rewarding as most people are forced to work and spend most of their adult lives doing so. However, the company also benefits this duty as satisfied workers enjoy better physical and mental health and are more satisfied with their jobs. Furthermore, company with satisfied employees attracts and retains qualified workers. Additionally, low levels of job satisfaction relate to such problems as turnover and absenteeism. (Vecchio 2000, 277.)

Managers can raise employee satisfaction by focusing on the intrinsic parts of the job, such as making the work challenging and interesting. In addition, even though, high salary might attract high-quality employees to organization and keep them there, high salary alone is unlikely to create a satisfying work environment. (Robbins et al 2010, 74.)

2.1.1   Definition of job satisfaction

George & Jones (1999, 78) define job satisfaction as a collection of feelings and beliefs that people have about their current jobs. Job satisfaction has the potential to affect a wide range of behaviours in organizations and to contribute to workers' levels of well-being which makes it one of the most important and well-researched work attitudes in organizational behaviour. Figure 2 illustrates four factors that affect the level of job satisfaction a person experiences. These factors are discussed more detailed next.
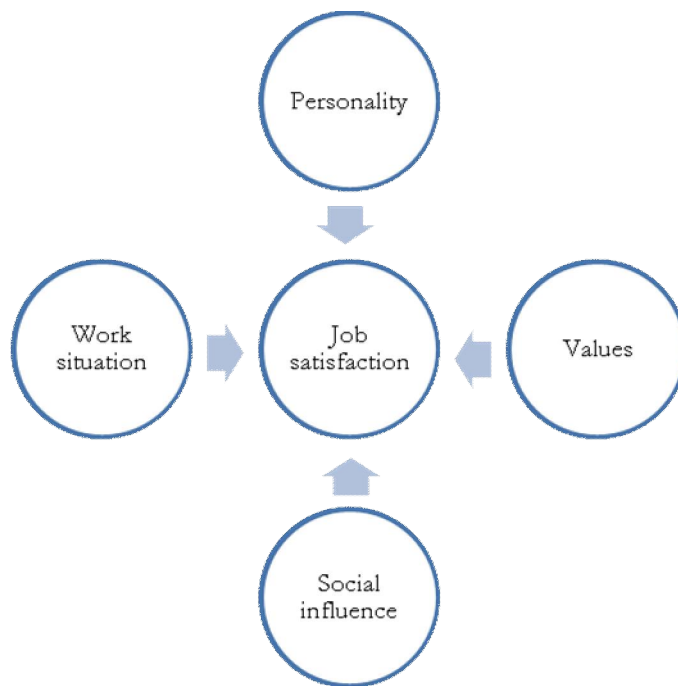
Figure 2. Determinants of Job Satisfaction (George & Jones 1999, 78)

Personality

Personality determinates how a person thinks and feels about his/her job or job satisfaction. In other words, the enduring ways a person has of thinking, feeling and behaving, influences the extent to which feelings and thoughts about the job are negative or positive. People seek out jobs that are suited to their genetic makeup, which means that people's personalities predispose them to choose certain kind of jobs. (George & Jones 1999, 78-79.) Furthermore, this emphasizes the importance of the recruitment process by showing how important it is to choose the right kind of personality for the open post.

Values

Values are reflecting employees' convictions about the outcomes that job should lead to and how one should behave at workplace and this is why they have an impact on overall job satisfaction as well. Values can be divided to intrinsic and extrinsic work values. Intrinsic work values relate to the nature of the job itself and extrinsic work values to the consequences of the job. In other words, if a person has extrinsic work values he/she likely appreciates the money more than the content of the job. (George & Jones 1999, 79.)

Work situation

Work situation means the work itself, working conditions, and all other aspects of the job and the employing organization. This is perhaps the most important one of the four job satisfaction determinants as it represents the tasks a person performs, the surroundings in which a person works, the people a jobholder interacts with, and the way the organization treats the employee. (George & Jones 1999, 79.) Furthermore, this is the part of job satisfaction that the employer company can affect the most. It will be discussed more deeply in this study when introducing Herzberg's two-factor theory.

Social influence

The last determinant of job satisfaction is social influence, influence that groups or individuals have on a person's attitudes and behaviour. An unfortunate fact is that people are sensitive to adapt the attitudes around them and this way other people can have a strong impact on individual's level of job satisfaction. According to George & Jones (1999, 80), social influence can come from co-workers, groups that a person belongs to, or from a culture. The social influence from co-workers is often the determinant affecting job satisfaction as an employee is quite often surrounded with co-workers with similar type of job and background. However, also groups that a person belongs to, such as a family that person grows up in can affect the way a person sees the world. In addition, for example the working culture of the company may have a strong influence for a person's job satisfaction. (George & Jones 1999, 80.)

2.1.2   Definition of motivation

Robbins et al (2010, 140) define motivation as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal. In other words, motivation is the result of the interaction between an individual and a situation.

Motivation can create, maintain and improve the performance of employees. Furthermore, if employees are not motivated, the results will include increased absenteeism, breaks, conversation and private tasks, gossiping and active rumour-mongering; bucking on the system; challenging of policies; and bureaucracy. In addition, the results will include reduced: caring, pace of work, willingness to take responsibility, level of creative contributions, punctuality, attention, and maintenance of the organization culture. On the contrary, well

motivated employees are prepared to put themselves out that much more than others and can make a big difference to results. Furthermore, as putting many motivated people together, the good results will be multiplied. (Forsyth 2006, 1-3.)

In order to motivate employees, managers should offer valued rewards, create perceptions that effort will lead to rewards, design jobs so that effort leads to high performance, hire qualified employees, train employees to do their tasks correctly, design tasks so that performance is measurable, design reward systems that tie rewards to performance, and ensure that rewards are seen as fair and equitable. (Vecchio 2000, 88.)

Motivation is not all about ensuring what should happen does happen, but also pushing for excellence. Everything contributes, from the original calibre of the staff recruited to the training given to them, but motivation may be the final spur creating exceptional performance where there would otherwise be only satisfactory performance. This in an effect worth seeking and it is one multiplied by the number of employee involved. (Forsyth 2006, 28-29.)

Theories of Herzberg and Maslow are introduced next in order to understand the needs of employees and to provide the tools to study employee satisfaction in the case company.

2.1.3   Herzberg's two-factor model

Herzberg's book Motivation to Work (1959) began by asking "What do people want?" and provided a structure to explain parsimoniously "People want everything". A list of everything that people want is not useful for long-term planning. Motivation-hygiene theory furnishes a map for "What do people want?" that connects the strategic with the tactical, with the DNA of human motivation. (Herzberg, Mausner and Snyderman 2010, xviii.)

Frederick Herzberg's two factor theory (1959), also known as the motivation-hygiene theory, is one of the most widely known and influential views of work motivation. As a part of a study of job satisfaction, Herzberg and his colleagues conducted in-depth interviews with 203 engineers and accountants. Respondents were asked to recall two separate job-related events in which their work satisfaction had improved or declined. After the interviews, the researchers noticed that the work-related factors that led to feelings of satisfaction were different from the factors that led to dissatisfaction (see figure 3 below). (Vecchio 2000, 77-78.)

Herzberg's motivators and hygiene factors
(Achievement to advancement are motivators; the others are hygiene factors. Based on percentages of total factors causing high and low attitude effects; Herzberg - The Motivation To Work, 1959.)
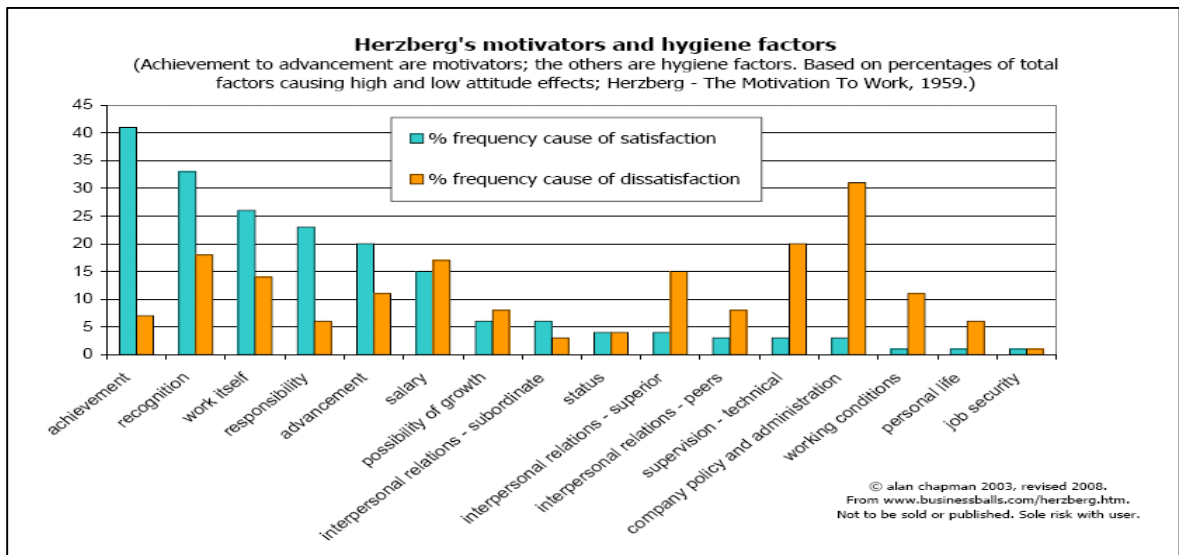
Figure 3. Herzberg's motivators and hygiene factors (www.businessballs.com/herzberg.htm)

Herzberg's theory relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction (Robbins et al 2010, 143). Intrinsic factors, such as achievement, recognition, work itself, responsibility and advancement seem to be related to job satisfaction as seen in the figure 3. Respondents feeling good about their job tended to attribute these factors to themselves. Additionally, dissatisfied respondents tended to cite extrinsic factors, such as salary, interpersonal relations with superior and peers, technical supervision, company policy and administration, working conditions and personal life.

It is interesting to see the position of salary, as it is categorised as a hygiene factor but working almost as strongly as a motivation factor. However, according to Vecchio (2000, 271), some sources of satisfaction, such as high salary, are serving a dual purpose in that they can be extrinsic, or tangible, in nature while having intrinsic, or psychological value because of what they symbolize. Furthermore, according to Chapman (www.businessballs.com/herzberg.html), Herzberg acknowledged the complexity of the salary issue and concluded that money is not a motivator in the way that the primary motivators are. Moreover, money is not a motivator for most people, no matter what they might think or say. In other words, there are bigger and more sustaining motivators than money for all people as repeatedly shown by surveys and research studies. Money is certainly important, and works as a personal driver, but if the meaning of life is getting more and more money, becomes life eventually empty and meaningless. In other words, money and spending is not enough to sustain the human spirit – we exist for more.

11

However, Herzberg was right when categorising 'salary' as a hygiene factor even though Vecchio (2000, 78) criticises Herzberg's theory by saying that salary can be a source or personal pride and therefore it also serves a source of a motivator factor. It could be said that this kind of personal pride is not derived from true needs of human beings; therefore it should not work as a major motivator. In addition, there is also an intrinsic factor of 'possibility of growth' in the figure 3, which doesn't seem to satisfy people as it should. Chapman (www.businessballs.com/herzberg.htm) explains this by claiming that Herzberg identified this specific category within the study responses which arose in relatively few cases within the study and was not considered a major factor by Herzberg.

Furthermore, in the figure 3 there are extrinsic factors of interpersonal relations with subordinate, status and job security, which do not seem to cause dissatisfaction as they should be. This is very interesting indeed. Status and Job security seem to have quite equal frequency in causing of dissatisfaction and satisfaction even though they both are categorized as hygiene factors by Herzberg. However, possibility of growth and interpersonal relations with subordinates, gives the opposite result as they should give and this is something that could not be explained. Is it a mistake of the person who made the figure, or is it only exception that proves the rule?
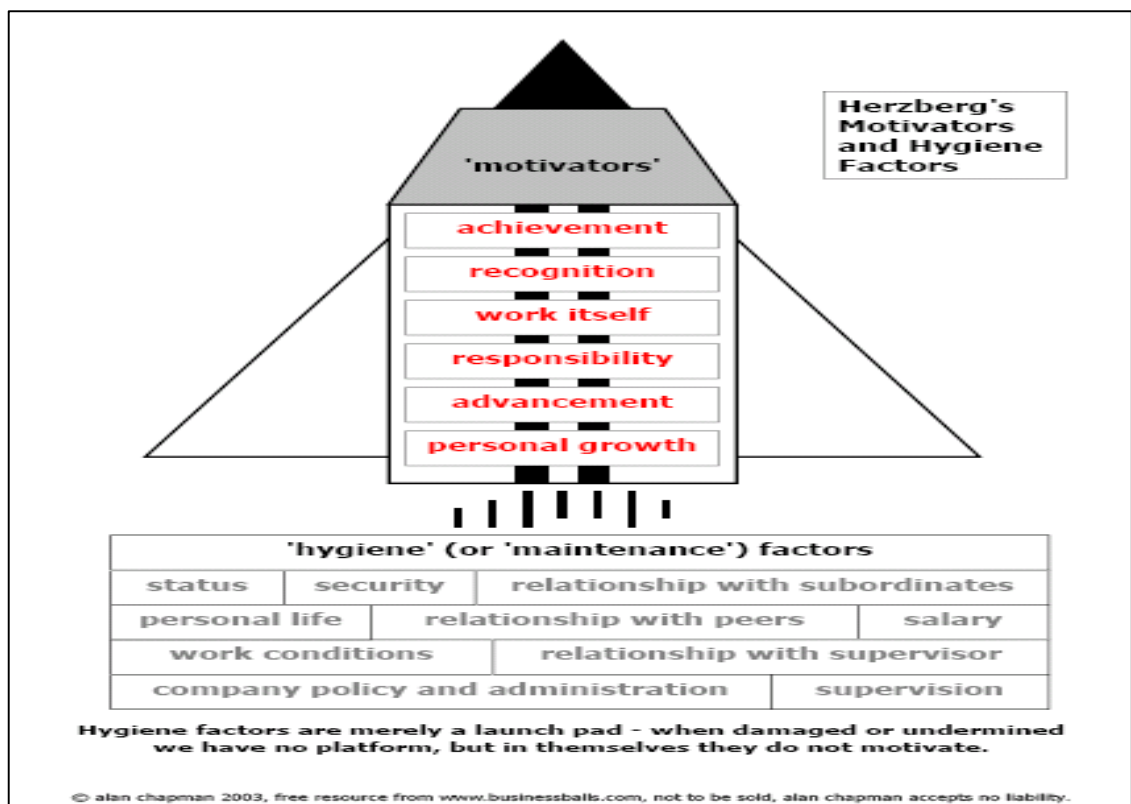

Figure 4. Herzberg diagram rocket and launch pad analogy diagram (www.businessballs.com/herzberg.htm)

Chapman (www.businessballs.com/herzberg.htm) describes hygiene factors as a launch pad (illustrated in figure 4 above) and motivation factors as the rocket. He explains this set-up by saying that the hygiene factors are merely a launch pad as they do not create motivation, but when damaged or undermined there is no platform for motivation. Hautala & Lämsä (2005, 84) support the idea by articulating that in order to achieve high job satisfaction and eliminate dissatisfaction, both factors have to be balanced simultaneously.

Herzberg's two-factor theory suggests that a two stage process is needed to be adopted. Firstly, dissatisfactions experienced by employees are needed to be eliminated before trying to motivate people. Secondly, motivating factors has to be associated with individuals work. In other words, every job should be examined to determine how it could be made better and more satisfying to the person doing the work. (Illuminations 2008, 54.) In spite of all the criticism, Herzberg's two-factor theory has kept its popularity as it is so easy to understand and seems to be based on 'real-life' rather than academic abstraction. In addition, it fits in well with the highly respected ideas of Maslow in its emphasis on the positive value of the intrinsic motivating factors (Armstrong 2003, 225).

Motivation factors

Herzberg articulated that motivation factors have the potential to motivate employees to higher levels of performance as they provide opportunities for personal satisfaction. However, the absence of these factors would not make employee unhappy, only leave them feeling neutral toward their work. (Vecchio 2000, 78.)

Motivation factors are related to the work itself and contribute to job satisfaction (Hautala & Lämsä 2005, 84). Motivation factors, also known as intrinsic factors and factors causing satisfaction, consists of achievement, recognition, work itself, responsibility, advancement and possibility to growth (www.businessballs.com/herberg.htm).

Herzberg and his associates suggest that motivators are factors that satisfy higher-order needs, motivate an individual to exert more effort, and encourage the individual to perform better. According to Herzberg, it is primarily the motivators that serve to bring about the kind of job satisfaction and the kind of improvement in performance that is needed. (Gordon 1987, 101.)

In this study, the motivation factors are organized under two groups:

– Work itself including Responsibility and Work itself
– Opportunities for promotions including Recognition, Achievement, Possibility of growth and Advancement

Hygiene factors

Hygiene factors are related to the physical and psychosocial work environment and increase job dissatisfaction (Hautala & Lämsä 2005, 84). Hygiene factors, also known as extrinsic factors and factors causing dissatisfaction, consists of three different kind of interpersonal relations (subordinate, superior and peers), status, salary, technical supervision, company policy and administration, working conditions, personal life, and job security (www.businessballs.com/herberg.htm).

Hygiene factors satisfy lower-order needs and prevent dissatisfaction. Furthermore, they do not motivate because they are not encouraging employees to exert more effort. However, hygiene factors must be satisfied before bringing the employee to a point of neutrality so that the motivators will have an effect (see rocket and launch pad figure 4). (Gordon 1987, 101.)

Herzberg et al (2010, 113) conclude that hygiene operates to remove the unhealthy psychological factors from employees work environment. In other words, hygiene is not a curative but a preventive. For example modern garbage disposal do not cure diseases, but without it we would have many more diseases. Improvement in hygiene factors will serve to remove the impediments to positive job attitudes. Furthermore, the fewer the opportunities for the 'motivators' to appear, the grater must be the hygiene offered in order to make the work tolerable. Additionally, employee finding his job challenging, exciting, and satisfying will possibly tolerate a difficult supervisor. (Herzberg et al 2010, 115.)

However, work in the contemporary world is quite different from the time when Herzberg's study was conducted (in 1959) and this is why hygiene factors could be said to have more impact on employee motivation today. For example status, salary and overall working conditions have become more and more important in recent years, especially when searching for new place to work. Yet, already at Herzberg's time, the frequency cause of dissatisfaction

and satisfaction were quite even with these two factors and the categorising decision just had to be made.

Hezberg et al (2010, 131-132) claim that our society has accepted a negative approach to morale and their findings support the notion that good hygiene will prevent the negative results of low morale. However, they continue that good hygiene cannot be an end in itself; it is merely a beginning and this is why the emphasis should be on the strengthening of motivators. The slogan could be: "Hygiene is not enough." Herzberg et al (2010, 134) continue that the jobs themselves have to be set up in such a way that the individual who carries them out can find that their operations lead to increased motivation.

In this study, the hygiene factors are organized under following headings:

– Compensations and benefits consisting of salary
– Attitudes towards supervision consisting of interpersonal relation – superior
– Relations with co-workers consisting of interpersonal relations – peers
– Company policy and administration including company policy and administration, working conditions, and personal life

Motivation versus hygiene

The net effect of all the influences of negative and positive factors together and the balance between them is extremely important to keep person well motivated. The way motivation works is progressive and cumulative as every small factor adds a weight to one side of the negative/positive balance and ends up making the overall motivational climate. (Forsyth 2006, 56-58.)

Quite often managers do make mistake by looking at the hygiene factors as a way to motivate when beyond the very short term, they do very little to motive. Reason could be that managers still think that the best way to motivate people is by raising their salary. It most certainly is an easier way, to seek satisfaction than re-evaluating company policies or redesigning jobs. According to the two-factor theory, in order to motivate people, negative effects of hygiene factors have to be minimized and only after that, the motivating of people may start. Employees need managers help in order to grow within their jobs, they need to be given opportunities for achievement, and praised as often as possible. (Illuminations 2008, 54.)

2.1.4 Maslow's hierarchy of needs

Abraham Maslow was a clinical psychologist who devised a model for explaining the essential needs for healthy psychological development. Maslow classified needs into a hierarchy, where needs placed lower in the hierarchy, were more essential to survival. Maslow's hierarchy of needs consists of Deficiency Needs and Growth Needs which are arranged into a five-step hierarchy as illustrated in Figure 5 below. (Vecchio 2000, 75.)
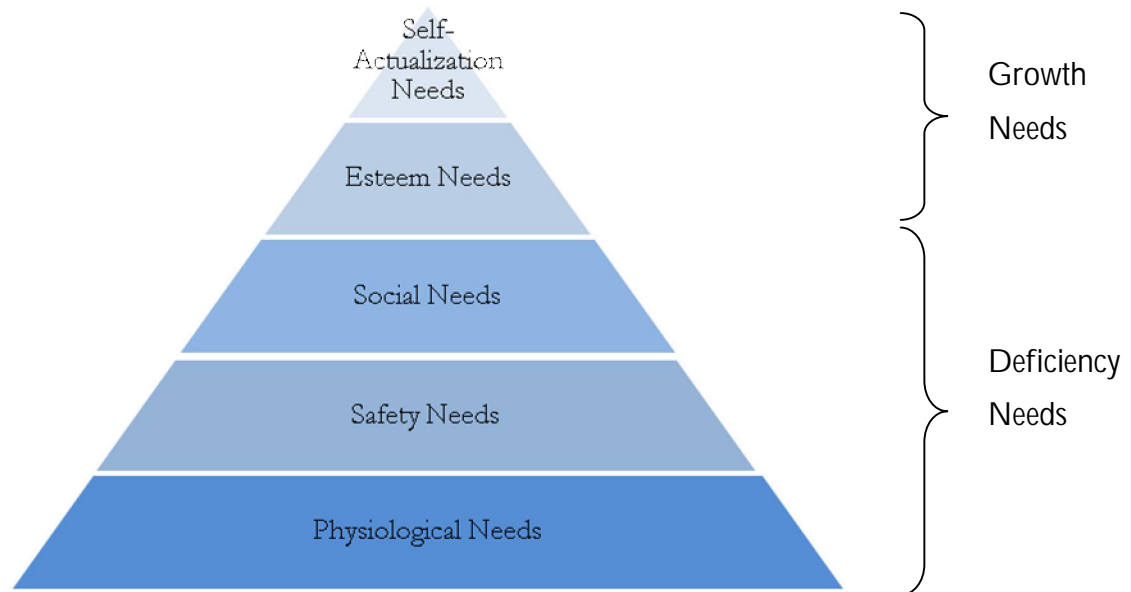
Figure 5. Maslow's Hierarchy of Needs (Vecchio 2000, 75)

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

1. Physiological needs meaning hunger, thirst, sleep, warmth, clothing, shelter, sexual and other needs of the body. Health care, meals, and rest breaks satisfy the physiological needs at workplace. The second set of needs will emerge when these needs are sufficiently met.

2. Safety needs are related to obtaining a secure environment in which an individual is free from threats. Secure employment, good safety and ergonomics as well as the wage generate safety at workplace. The third set of needs can emerge when a person is reasonably safe and secure.

16

3   Social needs include acceptance, friendship, love, caring, the feeling of togetherness and the need to act within a group. Groups, teams, spirit of togetherness and a good superior-subordinate relationship are the factors influencing the social needs of the working community. The absence of friends or loved ones can lead to serious psychological maladjustment. (Hautala & Lämsä 2005, 82; Vecchio 2000, 75.)

Higher-order needs, called growth needs, are concerned with personal development and realization of one's potential. Maslow's growth needs consists of following:

4   Esteem needs include self-esteem, independence, recognition, status, achievements, and prestige and respect from others. Feedback practices and rewarding are examples of ways to meet the needs of esteem at work. Esteem needs may rise only after the deficiency needs are reasonably satisfied.

5   Self-actualization needs are all about the desire for self-fulfilment. Own achievements, spiritual growth and development, creativity, and increase in the personal knowledge are examples of sel-actualization needs. Career opportunities, joy of work, feeling of managing own job, and commitment are factors of self-actualization at workplace. However, some individuals may never experience the desire to develop their own potential. Person who attains self-actualization will occasionally have peak experiences, which can be described as a sense of euphoria that are not chemically induced. In other words, the peak experience can be felt as a sense of completeness with the universe. (Hautala & Lämsä 2005, 82: Vecchio 2000, 76.) The ultimate goal of man is to fulfil himself as a creative, unique individual according to his own innate potentialities and within the limits of reality (Herzberg et al 2010, 114).

One of Maslow's basic premises is that the five categories of needs follow a hierarchical ordering in terms of potency. In other words, if a deficiency arises, a lower-order need can supersede a higher-order need to demand its fulfilment. For example, person having a conversation with a colleague, satisfying his social needs, suddenly notices that oxygen is cut off. Obviously it starts to be more and more difficult to think of anything else but getting the oxygen, which is fulfilling a lower-level need.

According to Robbins et al (2010, 142), Maslow's theory of needs have received wide recognition, particularly among practising managers. Reason to this could be the intuitive logic of the theory and ease of understanding. However, research does not validate the theory. They continue that Maslow provided no empirical substantiation, and several studies that sought to validate the theory found no support for it.

According to Hautala & Lämsä (2005, 83), Maslow's hierarchy of needs -theory has been applied and criticised a lot. Criticism has been given for example over the hierarchical order of needs and the idea that individual is guided by his needs. Although Maslow did not originally intend to apply the model to work, it has nevertheless had a significant impact on the perception of motivation and its contents. However, the theory has contributed to the view that the work has to be organized to respond to the needs of the employees. People are motivated to do their job well if the job helps them to meet one or more of their personal needs.

2.1.5 The connection between the theories of Herzberg and Maslow

This hierarchical ordering of five need categories creates strong support for Herzberg's two-factor theory as hygiene factors create the surrounding for this kind of lower-order need fulfilment. In other words, hygiene factors satisfy employees' lower-order needs either directly; by opportunities to feel warm, safe, and part of a work group, or indirectly; by wages that can be used to purchase goods that will satisfy various needs. However, organizations are not that successful at providing opportunities to satisfy the higher-order need for esteem and self-actualization. In addition, Maslow believed that managers should strive to create the climate necessary to develop employees' potentials to their fullest. By this he meant opportunities for independence, recognition and responsibility. Furthermore, Maslow contended that poor work climates lead to high levels of employee frustration and low job satisfaction. (Vecchio 2000, 76.)

Table 2. Comparison of needs in two theories (modified from Gordon 1987, 92)

Maslow	Herzberg
Physiological	Hygiene
Safety and Security	factors
Belongingness and Love	
Self-esteem	Motivation
Self-actualization	factors

The table 2 demonstrates the different needs associated with Maslow's hierarchy of needs and Herzberg's two-factor theory. Herzberg's and his colleagues' view of motivation complements that of the other need theorists, such as Maslow. Herzberg suggests that motivators parallel the higher-order needs, and hygiene factors correspond to the lower-order needs. (Gordon 1987, 101.)

According to Herzberg et al (2010, 114), man tends to actualize himself in every area of his life, and his job is one of the most important areas. However, the conditions surrounding the doing of the job cannot give him this basic satisfaction; they do not have this potentiality. In other words, the rewards reinforcing individual's aspirations can only come from the performance of the job that is motivation factors and growth needs. Additionally, improved work would need to be heavily rewarded, both with direct recognition and with material rewards (Herzberg et al 2010, 138).

As Maslow's hierarchy of needs has been broaden to the problems of job motivation, the basic biological motivations are generally found to be at an adequate level of satisfaction so that the hierarchy lies within the various psychological and social needs of the individual. Moreover, the concept has led many people to feel that the employee can never be satisfied with his job. However, forgetting the individual need hierarchies for a moment, it can be claimed that within various groups of employees there is adequate homogeneity to make for a relative similarity of need hierarchies within each group. Furthermore, the changes in pre-potency for the group will occur, and personnel programmes must be geared to be sensitive to the changes that frequently take place in the needs of the employees. As personnel programmes are ran by the managers, they have to be trained in order to be able to understand human motivation, the factors underlying motivation, and the therapeutic or manipulative skills with which to cope with it. (Herzberg et al 2010, 110.)

Although Herzberg is mostly noted for his famous motivators and hygiene factors –theory, he was really worried about employees' well-being at work and he was trying to bring more humanity and caring into the work place. Herzberg did not develop his theory to be used only as 'motivational tool' to improve organizational performance; he also tried to explain how to manage people properly so that each and every employee would feel good at work. (www.businessballs.com/herzberd.htm.)

However, motivation theories such as Herzberg's two-factor model and Maslow's hierarchy of needs can be helpful in finding the factors that increase overall happiness among human beings and this way motivate people to do their best in order to gain fulfilment in their lives. These two theories complete each other as Maslow sees employee as a complete human being with needs that must be fulfilled in order to be satisfied with their own lives and Herzberg concentrates on the work-related factors behind feelings of satisfaction and dissatisfaction. In other words, by combining these two motivation theories, more complete understanding over employees' motivations can be created.

According to Herzberg, man has two kinds of needs; one as an animal to avoid pain and other as a human being to grow psychologically. Herzberg and Maslow understood and attempted to teach the principles that many leaders today still struggle to grasp. At this level, human are still the same and these concepts are still as relevant as what they were when discovered. Furthermore, the implications of responsibility, justice, fairness and compassion in business are now global. (www.businessballs.com/herzberd.htm.)

2.2 Ways to motivate

As previous chapter introduced two important motivation theories, this chapter focuses on applying the two theories to practices with concepts of *employee involvement, motivating by job design, and motivating by intrinsic rewards.* The first two are part of a broader concept of employee empowerment, which refers to a set of motivational techniques designed to improve employee performance through increased levels of employee self-determination and participation. A major feature of employee empowerment is deliberate merging of organizational and individual goals. (Vecchio 2000, 104.)

2.2.1 Employee involvement

The underlying logic of employee involvement is that by involving workers in the decisions affecting them and increasing their autonomy and control over their work lives, employees will become more motivated, more productive, more committed to the organization, and more satisfied with their jobs. (Robbins et al 2010, 180.)

Employee involvement draws on a number of the motivation theories. In terms of Herzberg's Two-Factor theory, employee involvement programmes could provide employees with

intrinsic motivation by increasing opportunities to growth, involvement and responsibility in the work itself. In addition, the opportunity to make and implement decisions can help satisfy an employee's needs for responsibility, achievement, recognition, growth and enhanced self-esteem, the elements of Maslow's Hierarchy of Needs. (Robbins et al 2010, 182.)

According to Robbins et al (2010, 180), there are three major forms of employee involvement; *participative management*, *representative participation* and *quality circles*.

Participative management

Defined as a process in which subordinates are sharing a significant degree of decision-making power with their immediate superiors. However, the issues in which employees are getting involved must be relevant to their interests in order to really motivate them. In addition, employees must have the competence and knowledge to make a useful contribution, and there must be trust and confidence between the parties involved. A careful review of the conducted surveys shows that participation usually has only a modest influence on variables such as motivation, employee productivity, and job satisfaction. As a conclusion, participative management can be beneficial under the right conditions but it is not a sure means for improving employee performance. (Robbins et al 2010, 181.)

Representative participation

Defined as a system in which workers are participating in organizational decision making through a small group of representative employees. In other words, workers are represented by a small group of employees who actually participate. Almost all countries in Western Europe have some type of legislation requiring companies to practice representative participation. The goal of representative participation is to redistribute power within an organization, arranging labour on a more equal footing with the interests of stockholders and management. Works councils and board representatives are the two most common forms of representative participation. However, overall influence of representative participation on working employees seems to be minimal and the evidence suggests that for example work groups are dominated by management and actually have only little impact on employees or the organization. As a conclusion, representative participation is a poor choice if interested in

improving organizational performance or changing employee attitudes. (Robbins et al 2010, 181-182.)

Quality circles

Defined as a work group of employees and supervisors who are meeting regularly to discuss their quality problems, investigate causes, recommend solutions and take corrective actions (Robbins et al 2010, 182). Membership of a quality circle program is voluntary and circle members are trained in problem-solving techniques. The members develop solution to problems that they submit to management through formal presentations, and monitor the outcome of their solutions. In order for quality circles to be effective, there must be support from top-level management and group facilitator, guarantees of job stability, and recognition for quality circle contributions. (Vecchio 2000, 111.)

Quality circles became popular during the 1980s. However, a review of the evidence indicates that quality circles tend to show only little or no effect on employee satisfaction and many of them have been cancelled. One reason behind this failure is that managers are dealing with employees only a limited way, for example for one hour per week, with the remaining 39 hour unchanged. Furthermore, the motives of people volunteering for quality circles are not completely understood, as some individuals may do so in order to get away from the assembly line and then complaining about their jobs rather than offering constructive suggestions (Vecchio 2000, 112). As a conclusion, quality circles can be an easy way for management to get on the merit of employee involvement without really involving employees. (Robbins et al 2010, 182.)

2.2.2 Motivating by job design

The research on motivation is increasingly focused on approaches linking motivational concepts to changes in the way work is structured. Job design is defined as the way the elements in a job are organized. Research in job design shows that the way the elements in a job are organized can act to increase or decrease effort. The elements of job design will be discussed next under the following categories; *job characteristics model, methods of job redesign, and alternative work arrangements* (Robbins et al 2010, 173).

Job characteristics model

The job characteristics model (JCM) is developed by Hackman and Oldham and it is basically a comprehensive theory of job enrichment attempting to explain how various job dimensions affect worker behaviour. In addition, JCM accounts for the possible influence of individual differences on the desire for enriched work. (Vecchio 2000, 107.)

 JCM proposes that any job can be described in terms of the five core job dimensions of skill variety, task identity, task significance, autonomy and feedback, as follows:

Skill variety is the degree to which a job requires a variety of different activities so the worker can use a number of different skills and talent.

Task identity is the degree to which a job requires completion of a whole and identifiable piece of work.

Task significance is the degree to which a job has a substantial impact on the lives or work of other people.

Autonomy is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback is the degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his performance. (Robbins et al 2010, 175-176.)
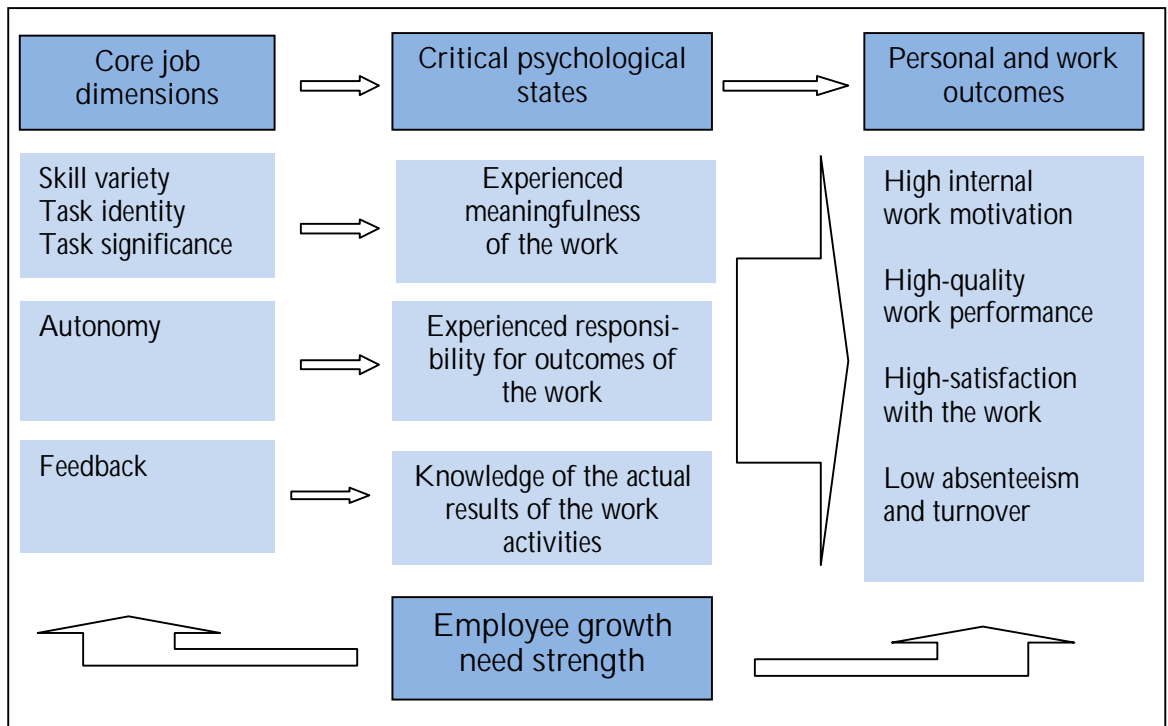
Figure 6. The job characteristics model (Hackman & Oldham 1980, 78 - 80 in Robbins et al 2010, 174)

As can be seen from the Figure 6 above, under 'core job dimensions' there is a combination of skill variety, task identity and task significance which together create 'experience of meaningfulness of the work'. Furthermore, the jobs with high 'autonomy' give experience of personal responsibility and if a job provides 'feedback' employees will know how effectively they are performing. In other words, employees obtaining internal rewards when they learn that they personally have performed well on a task that they care about. (Robbins et al 2010, 174.)

As a result, the more these three 'critical psychological states' are present, the greater employee's 'personal and work outcomes' will be. In other words, personal and work outcomes such as motivation, performance, and satisfaction will become greater and employee's absenteeism and likelyhood of leaving the organization will become lower. In addition, individuals with a high growth need are more likely to experience the 'critical psychological states' when their jobs are enriched than their counterparts with low growth need. (Robbins et al 2010, 174.)

According to Robbins et al (2000, 175), there are three main ways that jobs can be redesigned; *job rotation, job enlargement and job enrichment*. These three ways of putting JCM into practice making jobs more motivating are discussed next.

Job rotation

When employees suffer from excessive routines, job rotation (also known as cross-training) is one alternative to be used. Job rotation means the periodic shifting of an employee from one task to another. In other words, when employee does not find his job challenging any more, he will be rotated to another job, usually at the same level with similar skill requirements. Many companies have adopted job rotation as a means of increasing flexibility and avoiding layoffs. In addition, job rotation reduces boredom, increases motivation, and helps employees better understand how their work contributes to the organization. Furthermore, management has more flexibility in scheduling work, adapting to changes, and filling vacancies as employees have a wider range of skills. However, there are also some disadvantages with job rotation, such as increased training costs, reduced productivity, and disruptions that occur when members of a work group have to adjust to the new employee. Most of these disadvantages, however, become smaller and smaller after time. (Robbins et al 2010, 175-176.)

Herzberg suggests that autonomy and self-regulation are important causes of positive changes in employee behaviour. He also claimed that efforts of job-redesign should focus on giving more decision-making responsibility to employees, rather than just expanding the number of tasks performed. (Vecchio 2000, 105-106.)

Job enlargement

The idea of expanding jobs horizontally, that is job enlargement, grew in popularity more than 35 years ago. Job enlargement results in jobs with more diversity by increasing the number and variety of tasks that an employee performs. The difference between above mentioned *job rotation* and *job enlargement* is that in the first mentioned, the employee moves from one job to another, as in the last mentioned, the whole job is redesigned. Even though there have been some successful applications of job enlargement, it have not succeeded well in motivating employees. (Robbins et al 2010, 176.) However, according to Vecchio (2000, 105), job enlargement tends to improve employees satisfaction and the quality of production.

Job enrichment

The vertical expansion of jobs, that is job enrichment, increases the degree to which the employee controls the planning, execution and evaluation of the work. In other words, job enrichment increases the employee's freedom, independence, and responsibility, as well as

provides feedback that enables employees to assess and correct their own performance. (Robbins et al 2010, 177.) Also Herzberg has influenced the job enrichment, as explaining how to design jobs in a way that will maximize the opportunities to obtain intrinsic satisfaction from work and thus improve the quality of working life (Armstrong 2003, 225).
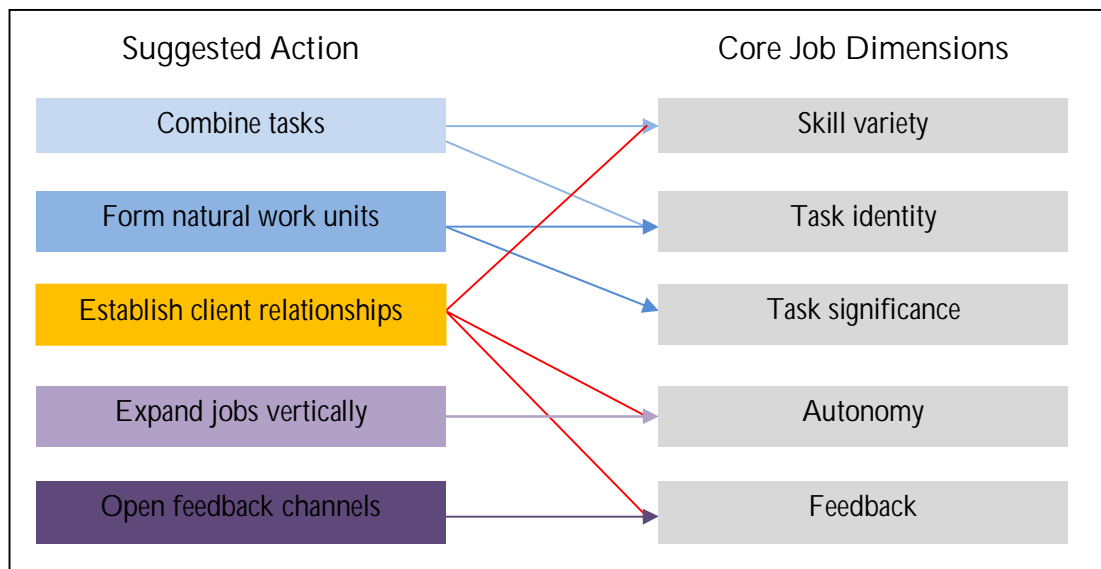
Suggested Action	Core Job Dimensions
Combine tasks	Skill variety
Form natural work units	Task identity
Establish client relationships	Task significance
Expand jobs vertically	Autonomy
Open feedback channels	Feedback

Figure 7: Guidelines for enriching a job (Glenview & Foresman 1977, 138: Robbins et al 2010, 177)

The suggested guidelines for management to enriching an employee's job, shown in figure 7 above, are based on the job characteristic model (JCM) introduced earlier. 'Combining tasks' means taking existing and fractionalised tasks and putting them back together to form a new and larger module of work. 'Forming natural work units' means that the tasks employee is doing create a recognisable and meaningful whole. 'Establishing client relationships' means increasing the direct relationships between employees and their clients inside and outside the company. 'Expanding jobs vertically' means giving employees responsibilities and control that were once reserved only for management. 'Open feedback channels' means giving employees an opportunity to know how well they are performing their jobs and whether their performance is improving, deteriorating or remaining at a constant level. (Robbins et al 2010, 176-177.)

Studies of job enrichment processes have tended to be success stories. However, arguments have been made whether everyone is interested in an enriched job. A more moderate view is that only certain people desire enriched work, while others actually prefer the freedom from hassles resulting from an unchallenging job. Although the consideration of individual

differences seems to be intuitively reasonable, evidence from a national sample suggests that the magnitude of the differences among workers is not that great. (Vecchio 2000, 106.)

In addition, according to Robbins et al (2010, 177), the average evidence on job enrichment shows that it reduces absenteeism and turnover costs, and increases overall satisfaction. However, the evidence of productivity is inconclusive. Moreover, some recent researches are suggesting that job enrichment works best when it compensates for poor feedback and reward systems. According to Herzberg's two-factor theory, the specific job factors that have the potential to enrich work are the motivation factors introduced earlier (Vecchio 2000, 106).

As a conclusion of motivating by job design can be said that it is important for managers to be sensitive to individual differences and not treating everyone alike. In other words, jobs are needed to be designed to align with individual needs in order to maximise the potential motivation. Moreover, it is essential to spend the time necessary to understand what is important to each employee. (Robbins et al 2010, 191.)

2.2.3   Motivating by intrinsic and extrinsic rewards

When making changes in the workplace, managers must take into account employees' values, because not everyone values the same thing. For example, employees who desire to be challenged and reach their fullest potential on their jobs have intrinsic work values. On contrary, employees whose primary reason for working is to earn money have extrinsic work values. (George & Jones 1999, 72-73.) More examples can be found from the Table 3 below.

Table 3. A comparison of Intrinsic and Extrinsic Work Values (modified from George & Jones 1999, 72)

Intrinsic Work Values	Extrinsic Work Values
Interesting work	High pay
Challenging work	Job security
Learning new things	Job benefits
Making important contribution	Status in wider community
Reaching full potential at work	Social contacts
Responsibility and autonomy	Time with family
Being creative	Time for hobbies

Organizations are more and more accepting the work rewards to be both, intrinsic and extrinsic. Intrinsic rewards such us employee recognition programs and extrinsic such as

compensation systems. In addition, few research have indicated that nonfinancial incentives are more motivating in the long run, when financial incentives may motivate only in the short term (Robbins et al 2010, 188).

There are some requirements to be fulfilled in order to gain effective reward system. For example reward system must create a high quality of work life by offering sufficiently high and equitable rewards to meet individuals' needs and values. The complete list of requirements can be found from the table 4 below.

Table 4. Overview of Reward System Requirements (modified from Gordon 1987, 121)

Quality of Work Life	
Reward level	A reward level high enough to satisfy the basic needs of individuals
External equity	Rewards equal to or greater than those in other organizations
Internal equity	A distribution of rewards that is seen as fair by members
Individuality	Provision of rewards that fit the needs of individuals
Organizational Effectivenes	
Membership	High overall satisfaction, external equity, and higher reward level for better performances
Absenteeism	Important rewards related to actually coming to work (high job satisfaction)
Performance motivation	Important rewards perceived to be related to performance
Organization structure	Reward distribution pattern that fits the management style and organization structure

Robbins et al (2010, 180) suggest to take a look at the work environment to see if it is supportive, providing adequate tools, equipment, materials and supplies, favourable working conditions, helpful co-workers, supportive work rules and procedures, sufficient information to make job-related decisions, adequate time to do a good job and so forth.

Herzberg's two-factor theory draws attention to the concept of intrinsic and extrinsic motivation by showing that intrinsic and extrinsic motivation mainly derived from the work itself will have a longer-lasting effect. Furthermore, Herzberg's findings support the proposition that reward systems should provide both financial and nonfinancial rewards. (Armstrong 2003, 226.) However, Herzberg concludes that only motivator factors can have a lasting effect on an employee's attitude, satisfaction and work. For example, when an individual receives bonus of job well done, he becomes happy, but there are no extended effects once the bonus is received. (Tietjen & Myers 1998, 227).

Employee recognition programmes

As mentioned earlier, employee recognition programmes are a good example of intrinsic rewards. There is a wide range of employee recognition programmes helping managers to reward and motivate employee performance. The least expensive and simplest way of these, is a spontaneous and private 'thank you', while the most formal kind of programmes specify types of behaviour encouraged and clearly identify how to attain the recognition. Robbins et al (2010, 189), give an example of comprehensive recognition programme of Nichols Foods Ltd., where the central hallway is lined with 'bragging boards', where the accomplishments of various individuals and teams are regularly updated, and each month, awards are presented to employees who have been nominated by peers for extraordinary effort on the job. (Robbins et al 2010, 188-189.)

However, they also claim that most managers are using way more informal approaches, such as president of Applebee's restaurants, who frequently leaves scaled notes on the chairs of employees after everyone has gone home. The notes are telling personnel how the president is appreciating their work and keeping up the good spirit on the working place. Furthermore, the president also leaves personal voice mail messages for employees whose performance she has been extremely pleased with in order to motivate them to continue the work well done. (Robbins et al 2010, 188-189.)

The most obvious advantage of these employee recognition programmes is the cost, and this is one reason why they have become more and more popular these days. However, critics argue these programmes to be highly susceptible to political manipulation by management as in most jobs the criteria for good performance is not self-evident and that allows managers to recognise their favourite employees only. (Robbins et al 2010, 189). Though this negative aspect can be eliminated by creating specific criteria of which kind of performance leads to reward and how the reward will be given. Furthermore, in order to succeed in these kinds of employee recognition programmes, the tight control over all managers becomes vital. For the case company the situation is quite clear as there is only one person giving the rewards. However, in order to be fair she needs to think the rewarded performance criteria very carefully.

Financial compensation systems

Financial compensation systems are a good example of extrinsic rewards as they approach to providing monetary value to employees in exchange for work performed. Compensation can have many purposes assisting in recruitment, job performance, and job satisfaction. Overtime pay, bonuses, stock options, meal allowances, and benefits like insurances, vacation and re-tirement are the most common types of compensation. (Mondy, Noe and Premeaux 2002, 312.)

According to Mondy et all (2002, 314) people have different reasons for working; someone is working long hours each day and is satisfied with a little salary because finds the job interesting or it provides an environment that satisfies other needs. Contrary, if a person has a big family and mortgage, appreciates him most likely monetary reward that helps him to survive.

2.3   Conceptual framework

As a summary of the theoretical part, figure 8 illustrates the conceptual framework of the study. According to Nardi (2006, 34), theory is a set of statements logically linked to explain some phenomenon in the world around us. In this study theories are used to generate research ideas about certain behaviours and attitudes, this is called deductive reasoning. The study combines two theories which both have factors that can be divided into either *intrinsic* or *extrinsic factors* of satisfaction as demonstrated in the figure 8 below.

The goal is to gain deeper understanding of employee satisfaction and the factors behind it. Furthermore, employee empowerment (including job design and employee involvement), intrinsic rewards (for example recognition programmes) and extrinsic rewards (for example compensation systems) are completing these two theories by suggesting concrete ways to motivate the employees in the case company.
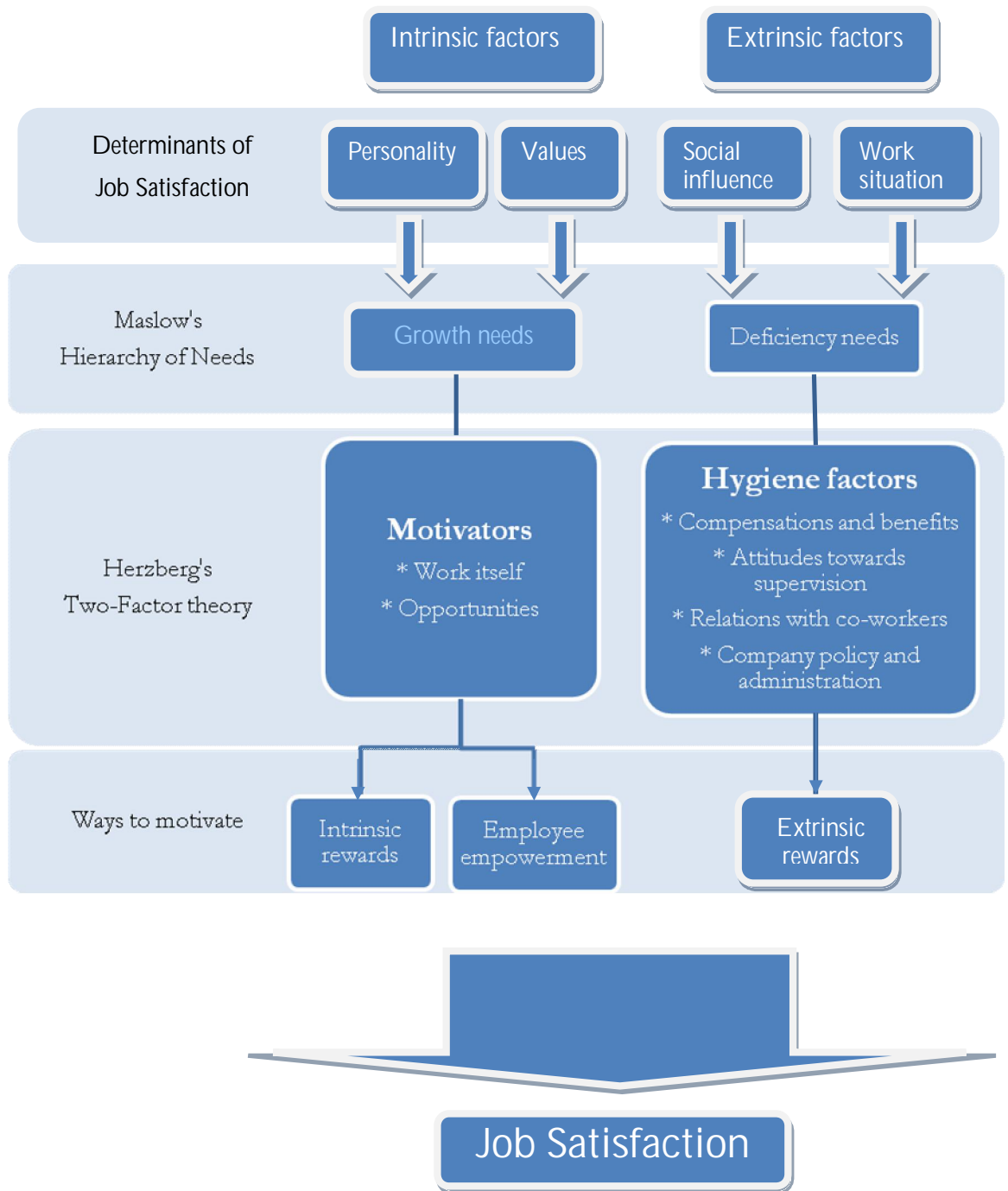
Figure 8. Conceptual framework

3   Method

All the data collecting methods have their pros and cons that should be evaluated before deciding the one to be most suitable for the particular research topic. For this census study, the quantitative survey was chosen to be the most suitable method as the company wanted to receive a complete model of job satisfaction survey that they could use repeatedly in the future. Furthermore, they wanted to be able to compare the results to see the development over years and for this purpose, the quantitative method is the most suitable as it enables use of the statistical methods, such as central tendency (mean & mode) and dispersion (standard deviation) (Sobel 1993, 146).

In addition, quantitative method may guarantee anonymity even when conducted by management. Naturally there are also disadvantages such as; low return rate; easiness of overlook, skipping, or misunderstanding questions; and risk of someone else answering on behalf of the employee. (Nardi 2006, 17-18.)   However, all of these problems can be avoided by planning the questionnaire well, rewarding the ones who return the questionnaire, and continually showing the employees how things really are changed according to the results of the survey.

More precisely, the quantitative research method used in this study is a self-administered questionnaire which was posted to the employees by mail. According to Nardi (2006, 67), the self-administered questionnaires are best designed for example when studying behaviours that may be more difficult for individual to tell someone face-to-face. However, the response rates tend to be lowest for mailed questionnaires and it is quite often the case that only 20 to 30 percent will return the questionnaire. Reminders as follow-up postcards and phone calls are recommended in order to increase the response rate. However, as seen in this study, even reminders do not necessarily increase the response rate enough. Probably the only solution for this problem is to increase the positive attitude towards the survey among the employees and showing how things will be changed after every survey.

3.1   Data collection

At this point it becomes important to think of the ethics of research, the codes of ethics to guide the collection of data. According to Nardi (2006, 34) the codes of ethics state that participants should not intentionally be physically or mentally harmed and their right to

privacy must be respected. Privacy can be harmed or threaded in several areas and situations, for example in the process of sampling, measuring, and analyzing data.

In this study the anonymity was assured as there were no questions that might connect any identifying information with the person completing the survey. In addition, sending the questionnaires was done by the company and answers were sent directly to the person conducting the survey. This way the names of employees were only known by the company and their answers remained completely anonymous. (Cover letter as Appendix 1.)

As discussed earlier, the data was collected via self-administered questionnaires and questions were categorized with given themes. In order to create as comprehensive questionnaire as possible, many theses written on similar topic were studied and used as a base for the questionnaire of this study. In addition, many of these theses were using the scaling technique devised in 1932 by Rensis Likert, either with 1 to 5 rating scale or a 4-point scale without option for neutrality. The 5-point scale was chosen for this study as it seemed to be the best way to measure the intensity of employee's attitudes and opinions. In addition, opportunity to choose neutral opinion increases the reliability of the study as individuals are not forced to choose either negative or positive option against their will. However, in all of the theses studied, the appearance of questionnaire was incomplete and in most of the thesis also very confusing. After seeing what kind of layout does not work, it was easy to create more appealing questionnaire template for this study. (Rollinson 2008, 140.)

The actual data collection was carried out in cooperation with the operations coordinator from the case company. The operations coordinator was playing a central role as he sent the questionnaires three times and called-up the ones who were not replied after two weeks. The first questionnaires were sent as planned week 26 and the reminders weeks 27 and 28. In other words, employees had three weeks time to return the questionnaires. The questionnaire was sent to all of the 17 permanent employees the company had at that time. After two reminders and phone calls, the answering percentage rose up to 59, which is a good number for self-administered questionnaires and for a census study.

According to Forsyth (2006, 73), questionnaires should be created the way that most people would want to answer them, but at the same time providing information should be strictly voluntary. In other words, employees would need to have a possibility not to participate. This is why employees that were not answering after two reminder letters and two reminder phone calls were respected and left in peace.

3.2   Translating concepts into measurable variables

According to Nardi (2006, 43), research is guided by a set of questions composed of concepts connected to the topic. As the main concepts of this study are the Maslow's hierarchy of needs, Herzberg's two-factor theory, and intrinsic and extrinsic factors of satisfaction, the research questions are:

1   What are the factors affecting job satisfaction in the case company?
–   Which are the factors motivating employees?

–   Which are the factors causing dissatisfaction?

2   How to motivate the employees of the case company?

–   Would employee empowerment, intrinsic or extrinsic rewards increase job satisfaction?

After concepts are defined and translated into variables, some specification about how they are to be measured is required. This specification process can also be called as operationalization. The measurable variables form the basis of questionnaire items guide the data collection. (Nardi 2006, 44.)

Table 5. Overlay matrix of the first research question and the questionnaire questions

The sub-questions of the first research question	Question nro in questionnaire answering the research question	JDI factors + factor from Herzbergs theory
1a) Which are the factors motivating empoloyees?	1, 2, 3, 3a 4, 5, 6, 7, 8, 9, 10, 10a	Work itself
	14, 15 16, 17 18, 19, 20, 21, 22, 22a 23, 24, 25	Opportunities
1b) Which are the factors causing dissatisfaction?	11, 12, 13	Compensations and benefits
	26, 27, 28, 29, 30, 31, 32, 33, 34	Attitudes towards supervisors
	35, 36, 37, 38, 39, 40, 41	Relations with co-workers
	42, 43, 44, 45, 46, 47, 48, 49, 50, 51 52, 53, 54, 55, 56, 57, 58, 59a 60, 61	Company policy and administration

Table 5 demonstrates how the first research question and its sub-questions are covered in the employee satisfaction questionnaire. As will be explained later in tables 6 and 7, Herzberg's motivation and hygiene factors are divided under the five categories: work itself,

opportunities, compensations and benefits, attitudes towards supervisors, relations with co-workers, and company policy and administration.

The second research question and its sub-question are answered in a separate matrix in the end of the questionnaire, asking employees to rank all the Herzberg's hygiene and motivation factors in order to find out which of the factors the employees appreciate the most.

3.3   Analysing methods

The analyzing methods, which were conducted with excel, are cross tabulations, mean, mode and standard deviation for Likert scale variables. Mean is also known as average and it is calculated by summing up all the units and dividing them with the total amount of the units. For this survey, the mean is not as convenient as mode because of the "neutral" option of Likert scale that is used in the questionnaire. Moreover, mode was most used for this survey because identifying the mode helps to decide how to prioritize and where to concentrate the efforts. Mode is simply the number that appears most often. Mean and mode are both measures of central tendency. Standard deviation measures dispersion and it is a primary indicator of the extent to which our observations deviate from the mean. (Sobel 1993, 133-135.) Cross tabulation is a way to examine the relationship between two variables. In this study cross tabulation was conducted with SPSS (Statistical Package for the Social Sciences) and the variables were age and office.

There were two changes to be made before calculating. The first problem occurred because of six separate questions were left empty, that is without an answer. In order to calculate the mean and analyze results properly these empty spaces were chanced into "neutral" options. In addition, there were four double answers which needed to be decided what they meant as only one number was allowed to be chosen at one question. The combination of 2 and 4 was translated into 3, combination of 1 and 2 into 2, and combinations of 3 and 5 into 5.

4 Survey results

The questionnaire included eight "wake up" questions in which the five first ones were negative things on work itself (i.e. my work causes stress) and rest of the eight were only formed negatively (i.e. my own abilities to influence are weak). The intention was to keep the person filling in the questionnaire awake. In other words, trying to prevent employees to answer only "totally agree" for every question without thinking.

Before calculating the modes these answers were changed the opposite, in order to get the right results. For example, when the argument was: "My own abilities to influence are weak" (Q46) and if the person answered "strongly agree" the answer was changed into "strongly disagree" because the argument does not measure positive job satisfaction, as "strongly agree" option normally does.

Additionally, there was also one argument (question nr. 22) that could be either negative or positive as it said: "I would like to take part into training". Answers to this question were not included in the calculations because they would have distorted the result.

Table 6. Overlay matrix of motivation factors used in the survey

JDI factors + additional factor from Herzbergs theory	Factors divided accordance with the Herzbergs theory	Question nro that gives the answer
Work itself	Responsibility Work itself	1, 2, 3, 3a 4, 5, 6, 7, 8, 9, 10, 10a
Opportunities for promotion	Recognition Achievement Possibility to growth Promotion	14, 15 16, 17 18, 19, 20, 21, 22, 22a 23, 24, 25

The table 6 above demonstrates the way how the survey questions have been categorized, how the motivation factors are organized under the categories, and which questions are attempting to answer to which motivation factor.

Table 7. Overlay matrix of hygiene factors used in the survey

JDI factors + additional factor from Herzbergs theory	Factors divided accordance with the Herzbergs theory	Question nro that gives the answer
Compensations and benefits	Salary	11, 12, 13
Attitudes towards supervisors	Interpersonal relations – superior	26, 27, 28, 29, 30, 31, 32, 33, 34
Relations with co-workers	Interpersonal relations – peers	35, 36, 37, 38, 39, 40, 41
Company policy and administration	Company policy and administration	42, 43, 44, 45, 46, 47, 48, 49, 50, 51
	Working conditions	52, 53, 54, 55, 56, 57, 58, 59, 59a
	Personal life	60, 61

The table 7 above demonstrates the way how the survey questions have been categorized, how the hygiene factors are organized under the categories, and which questions are attempting to answer to which hygiene factor.

The overall survey results show that employee satisfaction is quite high in the case company, as the average of the most typical values (mode) is 4,43 out of 5. Furthermore, the average of the most typical motivator values is 4,19 and 4,56 for the most typical hygiene values. In other words, it can be said that employees are more satisfied with the hygiene factors.

Moreover, the most typical answer to 38 questions out of 61, was "strongly agree" and to 11 questions it was "agree". In other words, 80 percent of most typical answers were "strongly agree" or "agree". Even though there were also "strongly disagree" and "disagree" answers, they were so few that they did not make big difference on result. 20 percent of the most typical answers were "neutral", which means that they did not disagree or agree.

As can be seen from the graph below (figure 9), half of the employees who answered, were 18 – 29 years old and the other half 30 – 55 years old and all of them have been working 0 – 3 years for the company. In other words, none of the employees who had been working for the company more than three years, answered the questionnaire. This is why the independent variable of length of service could not be investigated. Out of these respondents, two are working at Meritori, five at Laurinlahti and three at Soukka.
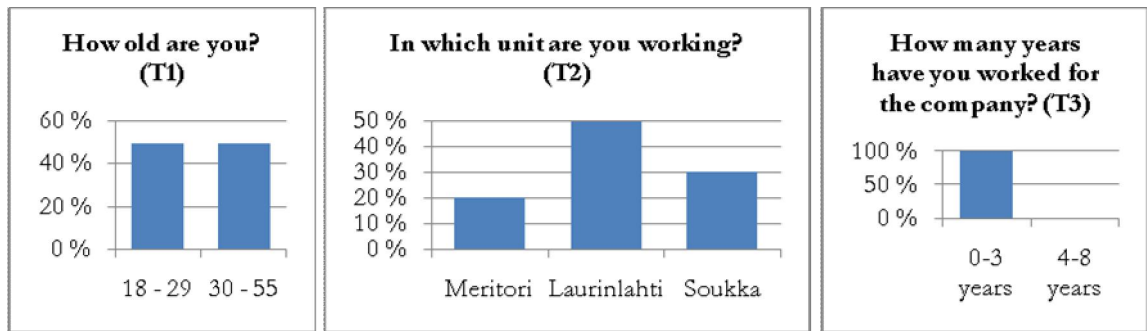
Figure 9. Age, location and number of years in company

Job satisfaction variables in figure 10 below (Question T4) show that 40 percent of the respondents think their job satisfaction have improved during the last year. The reasons behind the improvement were said to be easier customers than before, finding own place and trustworthy peers, and better relations with superior. The fact that 50 percent chose neutral option and 10 percent answered that their job satisfaction has not improved during the last year, it is obvious, that 10 percent is not as happy with their jobs as they were one year ago.
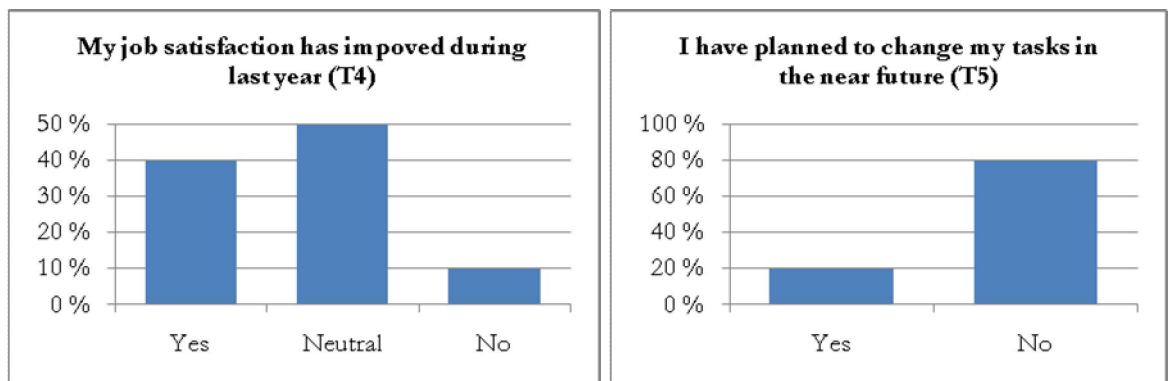

Figure 10. Answers for the job satisfaction variables

Furthermore, as it can be seen from the figure 10 above (Question T5), 20% have plans to change their tasks within the company. In other words, two employees out of ten are planning to change their tasks, other answered "neutral" and another "yes" for Question T4. This is a good result if it means that these two persons are motivated to advance their careers. After analysing their overall questionnaire answers, it seems to be like that.

Cross tabulation results

As mentioned earlier cross tabulation was done with SPSS and the two variables that were examined were age and office. The most interesting results were related to opportunities, attitudes towards supervisor, and company policy and administration.

38

Crosstabulation with Opportunities relating to question nr 22, shows that employees in Laurinlahti are not so keen to participate into training (See Table 8).

Table 8. Office Crosstabulation: I would like to participate in training

| | | Office | | | Total |
		Laurinlahti	Meritori	Soukka	
22. I would like to participate in training	disagree	1 20,0%	0 ,0%	0 ,0%	1 10,0%
	neutral	2 40,0%	0 ,0%	0 ,0%	2 20,0%
	agree	1 20,0%	2 100,0%	1 33,3%	4 40,0%
	strongly agree	1 20,0%	0 ,0%	2 66,7%	3 30,0%
Total		5 100,0%	2 100,0%	3 100,0%	10 100,0%

Crosstabulation with attitudes towards supervisor relating question nr 28, indicates that the older employee group (age 30-55) does not feel that they can speak freely with their supervisor (See Table 9). Furthermore, the problem seems to be located in Laurinlahti as Table 10 illustrates.

Table 9. Age Crosstabulation: I feel I can speak freely of everything with the supervisor

| | | Age | | Total |
		18 - 29	30 - 55	
28. I feel I can speak freely of everything with the supervisor	strongly disagree	0 ,0%	1 20,0%	1 10,0%
	neutral	0 ,0%	1 20,0%	1 10,0%
	agree	0 ,0%	1 20,0%	1 10,0%
	strongly agree	5 100,0%	2 40,0%	7 70,0%
Total		5 100,0%	5 100,0%	10 100,0%

Table 10. Office Crosstabulation: I feel I can speak freely of everything with the supervisor

		Office			Total
		Laurinlahti	Meritori	Soukka	
28. I feel I can speak freely of everything with the supervisor	strongly disagree	1	0	0	1
		20,0%	,0%	,0%	10,0%
	neutral	1	0	0	1
		20,0%	,0%	,0%	10,0%
	agree	1	0	0	1
		20,0%	,0%	,0%	10,0%
	strongly agree	2	2	3	7
		40,0%	100,0%	100,0%	70,0%
Total		5	2	3	10
		100,0%	100,0%	100,0%	100,0%

In the crosstabulation with company policy and administration relating to questions nr 42 and 52, it can be seen that employees working in Laurinlahti are not so familiar with the company's values and that their working facilities are not that comfortable and appropriate as they could be. (See Table 11 and 12).

Table 11. Office Crosstabulation: I know what the company's values are

		Office			Total
		Laurinlahti	Meritori	Soukka	
42. I know what the company's values are	neutral	1	0	0	1
		20,0 %	0,0 %	0,0 %	10,0 %
	agree	1	0	0	1
		20,0 %	0,0 %	0,0 %	10,0 %
	strongly agree	3	2	3	8
		60,0 %	100,0 %	100,0 %	80,0 %
Total		5	2	3	10
		100,0 %	100,0 %	100,0 %	100,0 %

Table 12. Office Crosstabulation: Working facilities are comfortable and appropriate

		Office			Total
		Laurinlahti	Meritori	Soukka	
52. Working facilities are comfortable and appropriate	strongly disagree	2	0	0	2
		40,0 %	0,0 %	0,0 %	20,0 %
	neutral	1	0	1	2
		20,0 %	0,0 %	33,3 %	20,0 %
	agree	1	1	1	3
		20,0 %	50,0 %	33,3 %	30,0 %
	strongly agree	1	1	1	3
		20,0 %	50,0 %	33,3 %	30,0 %
Total		5	2	3	10
		100,0 %	100,0 %	100,0 %	100,0 %

The last interesting result occurs when using age crosstabulation with questions nr 55. As it can be seen from table 13, the younger employee group (age 18-29) is not that ready to work in other locations. This is not a good result because in order to make a job more interesting, it is good to stay open minded to new opportunities.

Table 13. Age Crosstabulation: I would also like to work in other locations

		Age		Total
		18 - 29	30 - 55	
55. I would also like to work in other locations	strongly disagree	2	0	2
		40,00 %	0,00 %	20,00 %
	disagree	2	0	2
		40,00 %	0,00 %	20,00 %
	neutral	1	4	5
		20,00 %	80,00 %	50,00 %
	strongly agree	0	1	1
		0,00 %	20,00 %	10,00 %
Total		5	5	10
		100,00 %	100,00 %	100,00 %

4.1 Motivation factors

As mentioned earlier, the average of the most typical values (mode) for motivation factors is 4,19 out of five which proves that employees are satisfied with the motivation factors. However, as it is more near four than five, it could be argued that there is still room for

improvement. Furthermore, the average for motivation factor answers was 3,89, and even though it encompasses the "neutral" answers as well, it could be argued that it is not enough. Moreover, truly satisfied employees would not choose "neutral" option.

In this study, the motivation factors are organized under two groups in order to make the questionnaire clearer. These two groups are "Work itself" and "Opportunities".

Work itself

Questions 1, 2 and 3 seek to find out the level of responsibility. As seen in figure 11 employees do not know if they would like to have more responsibility or not, as almost half of them chose the neutral option. However, as four of them chose "strongly agree" or "agree", it could be said that employees would like to be offered more responsibility.
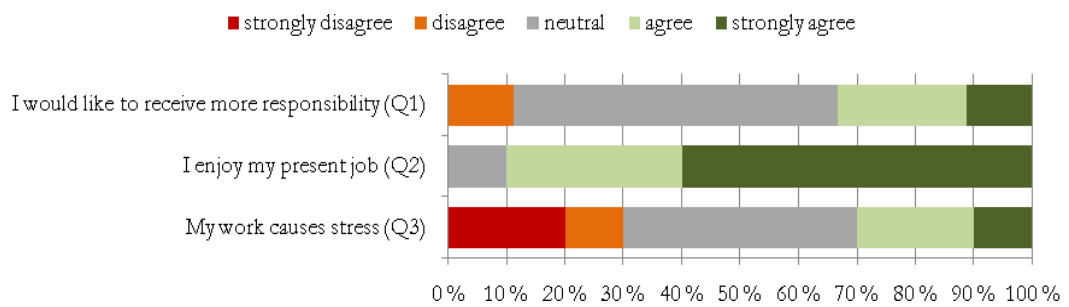

Figure 11. Responsibility variables

Furthermore, as a clear majority answered "strongly agree" or "agree" for the Q2, it could be said that employees enjoy their current jobs. However, because there was so high a fluctuation in answers for Q3, the only conclusion that can be made is that people feel and handle stress differently. In addition, Q3 included an open question for people who though their work is causing stress. The ideas given to lower the stress were: following plans, minimizing sleepers, clearer instruction to (every) employee, and not stressing. It can be argued that some kind of training about stress and how to handle it, could increase employee satisfaction. This training could be part of company's recreational day.
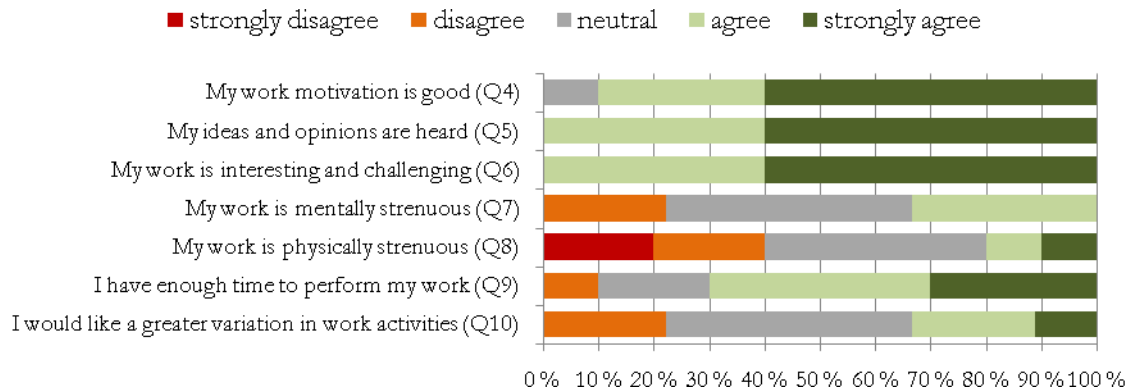
Figure 12. Work itself variables

Answers for Q4, Q5 and Q6 indicate that Viikarit's employees have good motivation, feel that their opinions and ideas are heard, and think their work is interesting and challenging. However, answers for Q7, Q8, Q9 and Q10 vary a lot, which means that something needs to be done for these issues. Training on 'how to handle mentally demanding work better' could be added to the above mentioned training of 'how to handle the stress'. Furthermore, as 20 percent of the employees answered that their work is physically strenuous, it would be company's benefit to encourage the employees to stay fit and healthy. This could be done for example by taking part in some kind of running event as a company group and training together before the event.

In addition, Q10 included an open question how they would change their jobs if they could. The following suggestions were given: pay rise, more humour, and I want to be the main children's instructor after I have completed training. Due to the strong fluctuation, it could be argued that employees would need to be heard more in order to understand their needs.
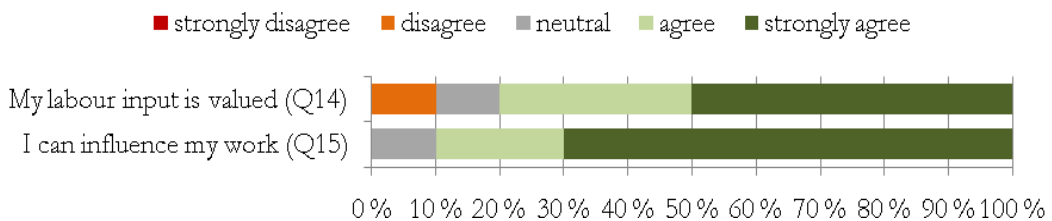
Opportunities

Figure 13. Recognition variables

As a clear majority chose "strongly agree" and "agree, it could be argued that employees' input is valued in the company and employees have an opportunity to influence their work. While there was one negative answer, it is recommendable to discuss the matter with everyone, just in case.
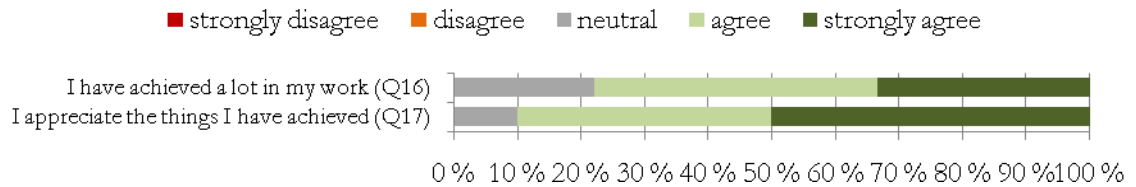

Figure 14. Achievement variables

As there were no negative answers, it could be said that employees believe they have achieved a lot in their work and also appreciate the things they have achieved.
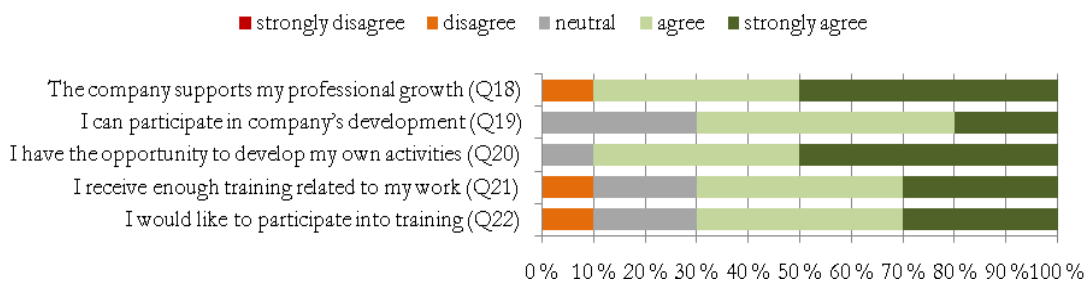

Figure 15. Possibility of growth variables

Because the answers for Q19 and Q20 were all positive, it seems that employees feel being part of the company's development and have had the opportunity to develop their own activities. Thus a clear majority of the answers to Q18, Q21, and Q22 were positive, there were always one person giving a negative answer, which makes the overall result not that positive. However, it could be said the company has supported employees' professional growth, employees are happy with the training they have received, and would like to participate in training in the future.

Furthermore, Q22 included an open question about training needs in which four persons answered. Training wishes included the following: motivating and controlling a group; workplace community, work strategy and pedagogical training; first aid course; and kindergarten teacher / supervisor training.
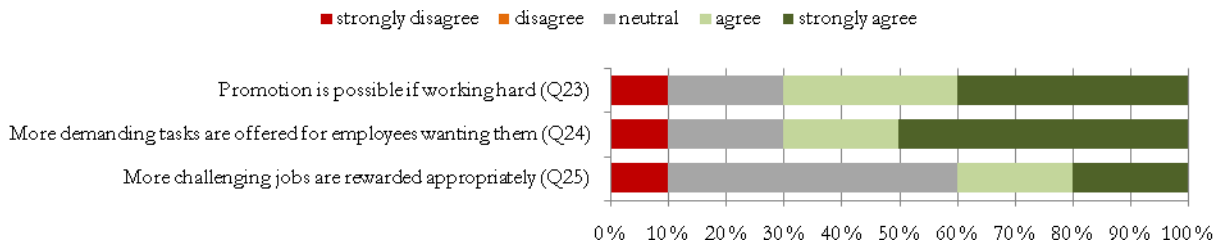
Figure 16. Advancement variables

As a clear majority chose positive option for Q23 and Q24, it could be said that the company has offered more demanding tasks for employees wanting them and that promotion is possible if working hard. Furthermore, as Q25 received so many neutral and mainly positive answers, it could be argued that employees who have experiences of more challenging jobs think these jobs are rewarded appropriately. However, as claimed earlier, the negative answers are needed to be discussed with employees in order to find solutions that satisfy everyone at some level at least.

4.2   Hygiene factors

As mentioned earlier, the average for the most typical values (mode) of hygiene factors is 4,56 out of five which shows that employees are very satisfied with the hygiene factors. In this study, the hygiene factors are organized under four groups: Compensation and benefits, Attitudes towards supervision, Relations with co-workers, and Company policy and administration.

Compensation and benefits

Compensation and benefits is a very sensitive subject as can be seen from the amount of "neutral" options chosen for the following three questions. Because of the amount of "neutral" options, conclusions are very hard to make for these questions. However, there is one person who is not happy with her/his salary and needs attention.
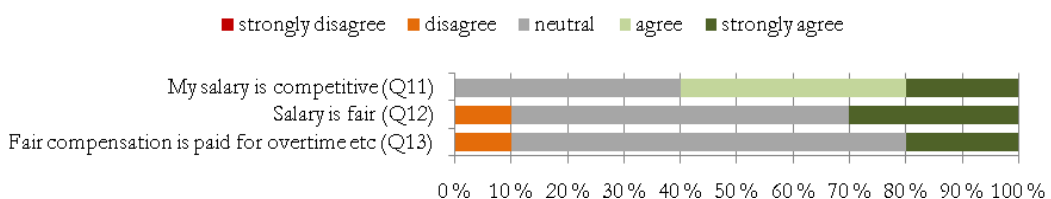

Figure 17. Compensations and benefits variables

Even though majority of employees were happy with their salary and 30% of the employees thought their salary was fair, it could be argued that the compensation for overtime etc is not fair. It is important to find out which are the compensations that employees are complaining about and try to change the compensation system as fair as possible. In addition, as there is one person who thought the salary is not paid fairly, this matter might need to be discussed with everyone as well.
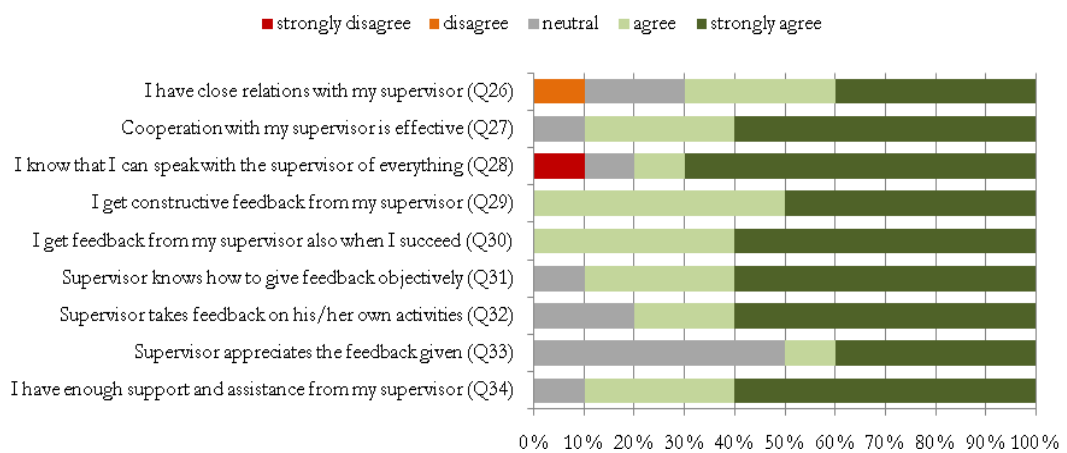
Attitudes towards supervision

Figure 18. Attitudes towards supervisors variables

Answers to Q26 and Q28, gave reason to suspect that there are some problems with the superior of Laurinlahti because both negative answers came from there. Overall, it could be said that the employees have close relations with their supervisor, and do not have any problem to speak with them. However, in this kind of question, the "neutral" option can refer to possibility of dissatisfaction and this is why there is a need to discuss with supervisors. Furthermore, strengthening of the community spirit will increase the closeness between supervisors and subordinates as well.

Answers to Q27, Q29, Q30, Q31, Q32, Q33, and Q34 were all positive or neutral, and it could be said that cooperation between superior and subordinate is effective, employees receive constructive feedback from their supervisors also when they succeed, supervisors also give feedback objectively as well as take feedback. Most importantly, supervisors also seem to appreciate the feedback and give enough support and assistance to their subordinates.

Relations with co-workers
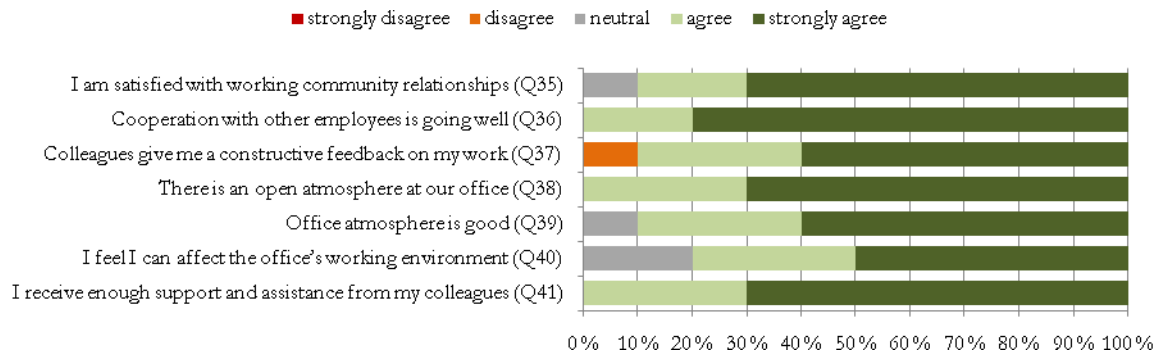
Figure 19. Relations with co-workers variables

According to the answers, employees are satisfied with their working community relationships and cooperate with each other well. Because only one person thought that he/she is not getting constructive feedback on his/her work, it could be said that employees do give constructive feedback to each other. It is very clear that each of the offices have open atmosphere and employees feel that they receive enough support and assistance from each other. Even though questions 39 and 40 received few neutral answers, it could be argued that the atmosphere is good in the offices and that employees can affect their working environment.

Company policy and administration

Figure 20. Company policy and administration variables

As eight respondents chose "strongly agree", one "agree" and only one "neutral" to Q42, it could be said that not every employee knows the company values. Moreover, as the values are

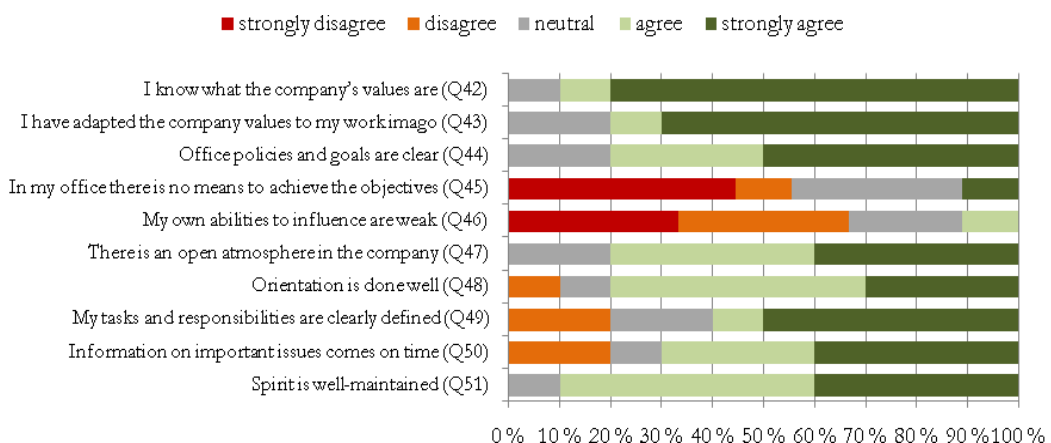like a soul for the company, everyone should answer "strongly agree" here. Company values should be brought more near to everyone and some sort of workshop about the values would make everyone to adapt them personally. For example, presenting a play called "The values of Viikarit" by children's Instructors, where every employee would need to represent one of the values and perhaps children would need to guess which one of the values everyone is. After the play there would be a deep discussion on the values and why they are so important. After the discussion, everyone could draw their favourite value and tell a short story why it is their favourite one.

In addition, as seven chose "strongly agree", one "agree" and two "neutral" to Q43, it could be argued that above mentioned workshop and play would be needed in order to help employees to adapt the values. Furthermore, as five chose "strongly agree", three "agree" and two "neutral" to Q44, it could be said that office policies and goals could be clearer. Once again, workshop with all the employees participating would deepen the understanding and give a clear goal and way to reach it.

Q45: This question is interesting as "strongly agree" is not a positive answer. Perhaps because of this confusing way of asking, the answers were quite versatile. As one chose "strongly agree", three "agree", one "disagree" and four "strongly disagree" it is difficult to find a solution. However, it could be said that as one did not answer this question at all, the majority thinks there are means to achieve the objectives in their office.

Q46: Here as well, the "strongly agree" does not mean positive answer. As one chose "agree", two "neutral", three "disagree" and three "strongly disagree" it could be said that employees do not think their abilities to influence are weak.

Q47: As four respondents chose "strongly agree", four "agree" and two "neutral" it could be argued that the company has an open atmosphere, in particular, because the both "neutral" options are from Laurinlahti. Q48: Even though three chose "strongly agree", five "agree", one "neutral" and one "disagree" it could be said that orientation is not done as well as it could have been done because of one "neutral" and one "disagree" answers. In other words, orientation needs attention and re-thinking.

Q49: As five respondents chose "strongly agree", one "agree", two "neutral" and two "disagree" the solution is not easily formed. However, because so many less positive answers came from Laurinlahti and Soukka, it is recommended to go through the tasks and

responsibilities once again with everyone. As long as employees are not sure what they are expected to do, they cannot feel completely happy with their jobs.

Q50: As four respondents chose "strongly agree", three "agree", one "neutral" and two "disagree" it could be said that 70 percent is happy with the information flow. However, there is one neutral and two negative answers, which means that some improvements are needed to be done. Q51: As four respondents chose "strongly agree", five "agree" and only one (employee 9) "neutral" it could be argued that the spirit is well-maintained in the company.
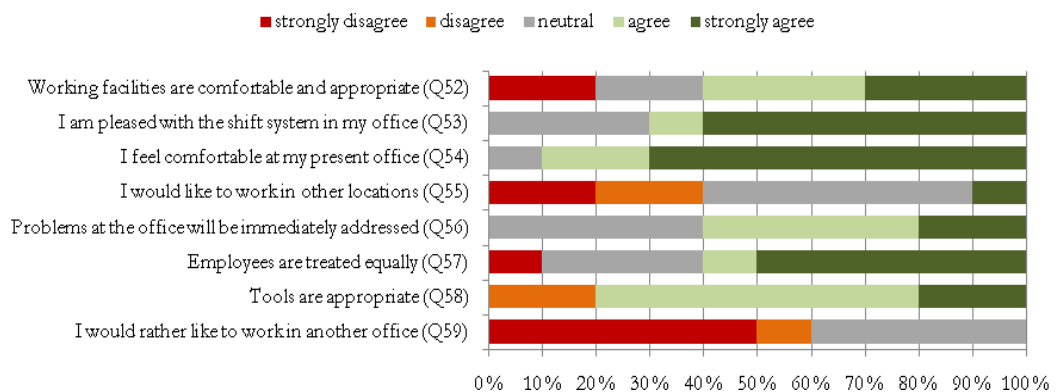
Figure 21. Working conditions variables

Q52: There were three "strongly agree", three "agree", two "neutral" and two "strongly disagree" answers. Because both "strongly agree" answers and one "neutral" answer came from Laurinlahti, it could be argued that there are some problems with working facilities in Laurinlahti. However, the situation with other two offices seems to be good. Q53: As six respondents chose "strongly agree", one "agree" and three "neutral" it could be said that employees are happy with their shifts.

Q54: As seven respondents chose "strongly agree", two "agree" and only one "neutral" it could be said that employees feel comfortable at their present offices. However, it is important to notice that here the "neutral" option is not that neutral as normally.

Q55: Because answer to this question does not describe the happiness of employees, it was not included when calculating average and mode. In addition, because this question gain a lot of variation, it is not easy to form a clear solution. However, as one chose "strongly agree", five "neutral", two "disagree" and two "strongly disagree" it could be said that a majority is willing to work in other offices as well, which is very good.

It seems that there have not been any problems and if there would be, employees believe that problems would be immediately addressed. In addition, it could be said that employees are treated equally.

Q58: As two respondents chose "strongly agree", six "agree" and two "disagree" it could be argued that tools are not as appropriate as they could be. Furthermore, both negative answers came from Laurinlahti and even though one "strongly agree" was also given from Laurinlahti, it is justified to say that some changes are needed to be done at least there. Q59: As there were four "neutral", one "disagree" and five "strongly disagree" it is clear that employees rather stay there where they are. However, it is interesting to see that two from Soukka answered "neutral" answers and the third gave "disagree". This could mean missing togetherness and if it does, the matter needs to be handled.
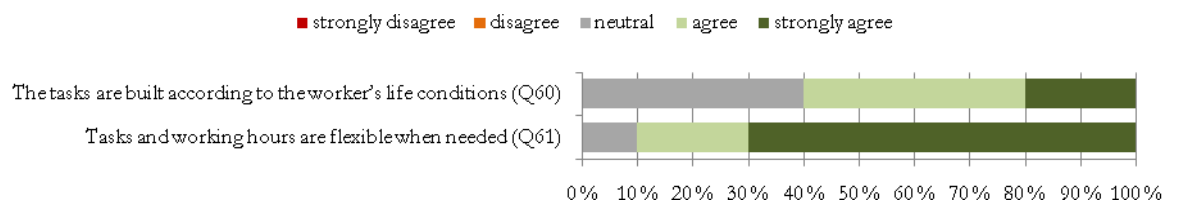
Figure 22. Personal life variables

Q60: As there were two "strongly agree", four "agree" and four "neutral" answers it could be said that tasks are built according to the worker's life conditions. Q61: As seven respondents chose "strongly agree", two "agree" and one "neutral" it could be said that tasks and working hours are flexible when needed.

4.3   Motivation versus hygiene

As mentioned earlier, the second study question and its sub-question were answered in a separate matrix in the end of the questionnaire. The last question asked employees to rank all the Herzberg's hygiene and motivation factors in order to find out which of the factors they appreciate the most.

Unfortunately, in two of the returned questionnaires the last matrix was not filled in and this is why only eight matrixes could be analysed. The top five factors (see table 23 below) were formed by calculating how many times each factor was ranked to be in top five and the fac-

tors that were ranked to be in top five the most, earned their place at the list. The best ranked motivation factor was achievement and the best ranked hygiene factors were personal life and interpersonal relations with supervisors. However, when looking at the top five, the most important motivation factor was possibility to growth and the most important hygiene factor was interpersonal relations to peers. When calculating all the top five answers together, we can see that motivation factors are ranked to be more important than hygiene factors. However, it is important to keep in mind that some of the hygiene factors where ranked to be the most important ones.

Table 23. Top five ranked factors

Top five motivation factors	Top five hygiene factors
Achievement (50%)	Personal life (38%)
Work itself (63%)	Interpersonal relations - supervisors (25%)
Recognition (63%)	Interpersonal relations - peers (75%)
Possibility to growth (75%)	Salary (63%)
Responsibility (38%)	Working conditions (13%)

As a result it could be said that the case company's employees value personal life, achievement, and interpersonal relations with supervisors the most. In addition, the least valued factors are promotion, company policy and administration, and working conditions. The top five factors will be analysed more deeply in the discussion as they are said to be the most motivating factors for the employees.

5 Discussion

The purpose of this study was to find out the level of job satisfaction in Company Teija Jousi Viikarit. The overall objective was to enhance job satisfaction and find out the factors affecting employees' job satisfaction. The company wanted to understand their employees better and have plans to use this questionnaire continuously in order to keep their employee satisfaction level as high as possible.

5.1   Summary of the findings

As demonstrated earlier, employees' job satisfaction is quite high in the case company. The average of the most typical values (mode) in the questionnaire responses was calculated to be 4,43 out of 5. It was also argued that the employees were more satisfied with the hygiene factors as the average of the most typical motivator value was 4,19 and 4,56 for the most typical hygiene values.

When asking directly about job satisfaction in Question T4, the result was that 40 percent of the respondents think their job satisfaction has improved during last year. However, 50 percent chose neutral option and 10 percent answered that their job satisfaction has not improved during the last year, which means that 10 percent is not as happy with their jobs as they were one year ago. Furthermore, Question T5 showed that 20% had plans to change their tasks in the near future. This is a good result as it was argued to mean that these two persons are motivated to advance their careers.

5.1.1   Work itself

According to employees' answers, people are very happy with the level of their responsibility, their present work and their work motivation. Employees find their work interesting and challenging and think that their ideas and opinions are heard. This is a good result as 63 percent of respondents put work itself to the top five (see table 23 above).

However, some of the employees felt that their work is mentally and physically strenuous and this is why it was suggested to discuss how to handle the stress and mentally demanding work better, as well as encouraging the employees to keep fit and healthy by e.g. taking part into some kind of running event as a company group and training together before the event.

In addition, there was a strong variation in results when asking if they had enough time to perform their tasks and if they would like to increase the variation of their work activities. This variation can be explained with the personal differences, but these issues definitely need to be discussed together in order to understand everyone and find out how to help them to feel more comfortable with their work.

5.1.2 Opportunities for promotion

According to the survey results, the opportunities for promotion were highly appreciated among the company's employees. However, it was not mentioned in the top five. Employees felt that they have the opportunity to develop their own activities, can influence their work and participate in company's development. In addition, they felt that they had achieved a lot in their work and that they appreciate the things they have achieved.

However, even though employees felt that their labour input was valued and that the company supported their professional growth, there was one person saying the opposite to both questions. The one thought that his/her input was not valued in the company and the other thought that the company did not support his/her professional growth.

Possibility to growth included also questions about training. There was one question asking if they have received enough training related to their work and the other question asking if they would like to participate in training. It was interesting to see that both questions received seven positive, two neutral and one negative answer. However, only four employees gave the same answer to both questions which means that some employees think they have received enough training but still would like to receive more. Training wishes included; group leading skills, workplace community, work strategy and pedagogical training, and first aid course.

5.1.3 Compensation and Benefits

The questions under compensation and benefits were mainly concentrating on salary and perhaps because of this very sensitive subject, the answers were very divergent. Even thought the majority said their salary is competitive, they did not think it to be fair. Furthermore, when asking about compensations for overtime etc, a clear majority chose "neutral" option. There is only one conclusion to be made and that is a need for open discussion in order to understand the factors behind these answers.

5.1.4 Attitudes towards supervision

For most of the questions regarding attitudes towards supervision, the answers were positive. This is very important as interpersonal relations with supervisor were ranked to be the most appreciated factor to motivate. However, the questions related to having close and open relations with supervisor, received two negative answers which were both from Laurinlahti.

5.1.5 Relations with co-workers

The problems regarding Laurinlahti grow even bigger when dealing with interpersonal relation with peers. Everyone else but one answered positively for being satisfied with working community relationships and for having colleagues who give constructive feedback on his/her work. There were three questions to which everyone answered positively. These questions were arguing that cooperation with other employees is going well that there is an open atmosphere at their office and that they receive enough support and assistance from their colleagues. Question saying that I feel I can affect the office's working environment received two "neutral" answers along all the positive ones, and both of these neutral answers came from Laurinlahti. It becomes more and more clear that there are some problems at Laurinlahti that need to be handled before it is too late.

5.1.6 Company policy and administration

Even though company policy and administration factors and working conditions were not ranked to be the most important factors affecting employee's motivation, they are important factors for the company. This is why they are handled here as well. Values were said to be known and adapted quite well but because there still were a few neutral answers given, and because it is vital to know and understand the company values, some sort of workshop or even play would be justified to be organized. In addition, office policies and goals as well as personal tasks and responsibilities were not as clear as they could be.

There are two important issues that company might be interested in developing. These are orientation and information flow. Even though both issues received positive answers from majority, there was one person who answered that orientation is not working well as it is and two persons who answered that important information does not come on time. It seems that the worst information flow is in Soukka. According to the clear majority, company's

atmosphere is open and the spirit well-maintained. However, there were a few people from Laurinlahti, who gave "neutral" answer for open atmosphere and employee 9 gave the only "neutral" answer for well-maintained spirit.

Employees were happy with their working conditions with two exceptions. The first one regarded working facilities and the second working tool. Question arguing that working facilities are comfortable and appropriate received two "strongly agree" answers from Laurinlahti. In addition, the question arguing that tools are appropriate received two "disagrees" from Laurinlahti. The rest of the answers for these two questions were either positive or neutral. As personal life was ranked to be one of the most motivating factors, it is good that employees seem to be happy with their employer's attitude towards their personal life.

5.1.7   Employee empowerment

Because the survey results showed that the motivation factors reached lower job satisfaction and were also ranked to be more important for the employees than hygiene factors, employee involvement is a justified tool to be used when developing the company's activities. As presented earlier, the underlying logic of employee involvement is that by involving workers in the decisions affecting them and increasing their autonomy and control over their work lives, employees will become more motivated, more productive, more committed to the organization, and more satisfied with their jobs. (Robbins et al 2010, 180.)

Participative management

Three major forms of employee involvement were introduced earlier and after analysing the results of the survey, it seems that participative management could provide the best results in the case company. As mentioned earlier, participative management is a process in which subordinates share decision-making power with their immediate superiors. As a result, it brings supervisors and subordinates closer to each other and establishes a sense of community. In order to succeed with participative management it is vital to have trust and confidence between the parties involved, and according to the results they do.

However, it was mentioned earlier that the issues in which employees are getting involved must be relevant to their interests and employees also must have the competence and knowledge to make a useful contribution. According to the survey, the employees appreciate

interpersonal relations, personal life, achievement, work itself, salary and responsibility, and these are the issues that employees could be participating as well. Furthermore, as employees should also have competence and knowledge on these issues, training plays a central role. Above mentioned training programmes like how to motivate and control group, how to handle stress and mentally demanding work better, could be helpful here as well and guarantee a useful contribution.

Quality circles

Participative management helps to reorganize the company's structure but quality circles could provide good way to discuss quality problems, investigate causes, recommend solutions and take corrective actions. However, membership of a quality circle program must be voluntary and circle members are trained in problem-solving techniques before they can start their job. In addition, it requires support from top-level management and recognition for quality circle contributions.

Job design

The most important factor affecting employees' motivation was said to be interpersonal relations. In other words, when employees were asked to rank the factors affecting their motivation, they chose hygiene factor to be the most important factor behind their motivation (instead of motivation factor. Jobs are needed to be designed to align with individual needs in order to maximise the potential motivation. It is important for managers to learn how to be sensitive to individual differences and not treating everyone alike. In other words, it is essential to spend the time necessary to understand what is important to each employee.

When analysing the work environment factors, it can be said it to be supportive, providing adequate tools, equipment, materials and supplies, favourable working conditions, helpful co-workers, supportive work rules and procedures, sufficient information to make job-related decisions and adequate time to do a good job. However, as there were a few people having problems with interpersonal relations and working conditions it would be not recommended to leave it as it is just because a clear majority thinks that everything is just great. The company is as strong as its weakest link and this is why we need quality circles and participative management. But something else is needed as well. As Maslow tried to explain with his hierarchy of needs, we need both, the hygiene and the motivation factors to make us work.

It is important to keep in mind the five core job dimensions of the job characteristics model, and how they affect employee's behaviour. Complete job satisfaction can be fulfilled only when skill variety, task identity, task significance, autonomy and feedback are in right balance. In other words, employee finds the work meaningful, feels the responsibility and has knowledge of the actual results of the work activities.

There are three main ways putting JCM into practice and making jobs more motivating. The jobs can be redesigned by *job rotation, job enlargement* and *job enrichment.* According to the survey result, there is no reason for using the job enrichment as a clear majority of employees do not desire more responsibility and is also happy with the current level of feedback. In addition, there is no clear reason for using job enlargement either. However, job rotation could be argued to be the best method of job redesign to be used, as it gives more flexibility in scheduling work, adapting to changes, and filling vacancies as employees have a wider range of skills.

Job rotation

As job rotation is a periodic shifting of an employee from one task to another, it reduces boredom, increases motivation, and helps employees better understand how their work contributes to the organization. In addition, it can be used as a training device to improve employee's flexibility. However, there are also some disadvantages with job rotation, such as increased training costs, reduced productivity, and disruptions that occur when members of a work group have to adjust to the new employee. Most of these disadvantages, however, become smaller and smaller after time.

5.1.8   Intrinsic and extrinsic rewards

There is a wide range of employee recognition programmes helping managers to reward and motivate employee performance. The least expensive and simplest way of these, is a spontaneous and private 'thank you', which is already used widely in the case company.

However, as there seemed to be some problems with togetherness, and because the salaries and compensations were felt to be unfair, there is definitely need for new kind of rewarding system. The comprehensive recognition programme of Nichols Foods Ltd., with the 'bragging boards', where the accomplishments of various individuals and teams are regularly updated, could be good solution for the case company as it reveals the rewarding system. In addition, in order to increase the feeling of togetherness, best employees and teams could be rewarded

each month and the awards could be presented twice a year for employees who have been nominated by peers for extraordinary effort on the job, it increases the feeling of togetherness and motivates everyone to do their best in all fields. Furthermore, in order to succeed in the employee recognition programmes, the rewarded performance criteria are needed to be carefully thought and controlled. This could be the first task for quality circles.

5.1.9   Reliability and validity

According to Sobel (1993, 129) validity means that a test must be able to measure accurately whatever it is designed to measure and reliability means that it can be done repeatedly. In this study reliability of the company related issues was assured by regular meetings with the management. Additionally, this study is describing all phases from the data gathering to the analysis in order to allow the replicability of the study by others. This is especially important because the case company wants to adapt this job satisfaction survey as a part of their yearly operations and compare the results over time. In addition, because this study was conducted in two months time, the process was very intensive and increased the reliability of the study.

Validity of the questionnaire was assured by pilot testing. One person outside the company, and one person from the company, tested the questionnaire in order to find out if the instructions were adequate and the wording of the items and format was clear. The questionnaire was also tested by the owner of the case company to be positive that the content was including all the important subjects they wanted to be covered. As a result of pilot-testing, the background questions were categorized with larger scale in order to increase the anonymity but otherwise the questionnaire remained as it was. (Questionnaire is Appendix 2.)

During the process, there was a point where the survey nearly lost its validity and reliability as one question was written wrong. The question T5 was originally meant to be asking if the employees have had plans to change the workplace, in other words leave the company and at first the results were analysed accordance with the original meaning of the question. The result was very negative as it claimed 20 percent of employees planning to leave the company in the near future. However, after reading the question asked and realizing that it did not mean the original idea, the result turned positive. For the future use, this question will be changed into "I am planning to leave the company in the near future" and this is why the future results cannot be compared with this survey results for question T5.

In overall, the study was successful as it produced a complete model of job satisfaction survey for Company Teija Jousi Viikarit. In addition, the quantitative method worked well as it enables reliable and easy way to compare the survey results over time. However, the timing could have been better and it would have been nice if everyone of the 17 employees' would have answered. This is why the survey is recommended to be conducted on April, when everyone is still working. Furthermore, earlier timing leaves the management more time to process the survey results and take them to the action plan.

5.1.10 Conclusions

The objective of this study was to find out the level of job satisfaction at Company Teija Jousi Viikarit and as a result it could be said that the job satisfaction is relatively high and the company can be proud of its employees. Other intentions were to find out the factors affecting employees' job satisfaction and to solve how to increase the job satisfaction within these fields. As a conclusion it could be said that employees were happier with the hygiene factors than the work itself, which is very good because now there is a platform to motivation factors and even higher job satisfaction. However, there was one person and one office that might need some extra attention. Furthermore, because 30 percent felt their job to be mentally strenuous and 20 percent physically strenuous, it is justified for the company to put effort to supporting the employees' mental and physical health.

The overall objective of this study was to enhance job satisfaction at Viikarit by creating a complete job satisfaction survey model, which the company could use as a part of their yearly activity. The yearly activity model is introduced in recommendations and it is proved by Teija Jousi. The questionnaire will be used in the future as recommended. Furthermore, this satisfaction survey model has been created the way that it can be used by other companies as well.

The process of writing this study was a great experiment and hot summer went so quickly when going deep in the subject. It was especially interesting to cooperate with the case company and have the opportunity to observe the life of an entrepreneur so close. However, because of the summer time it was not easy to reach the employees and this is why the future satisfaction surveys are suggested to be done on April when everyone is still working. The best part of this study process was to meet all the employees when presenting the findings in October 2010. Employees were happy to hear the results and are looking forward to the changes that were recommended. (Presentation as Appendix 3.)

As a summary the following findings can be emphasised:

Table 14. Questions to be answered in order to complete an employee satisfaction survey successfully (Lawrence et al 2008, 9-16)

Do we have any problems?	It seems that there are problems with one employee and one office, because of him/her. In addition, there is room for improvement in orientation, atmosphere, understanding, cooperation, togetherness, common goals, working tools, and working facilities.
How big are the problems?	The problems are not big but good to be handled before they turn more serious ones.
Where are the problems?	Information flow causes problems in Soukka and working facilities and tools could be better in Laurinlahti, as well as atmosphere.
Which problem shall we address first?	That one employee who is thinking very negatively over the company has to be handled before he/she ruins general atmosphere.

Instead of recommendations for future study a complete model of job satisfaction survey has been developed as a side product of this study. The model includes the questionnaire (see Appendix 2) and suggestion of how to implement the whole process. The job satisfaction survey model will be introduced next.

5.2   Job satisfaction survey model for Company Teija Jousi Viikarit

As the company wanted to take this job satisfaction survey as a permanent part of their yearly activity, here is an example how that could be done.
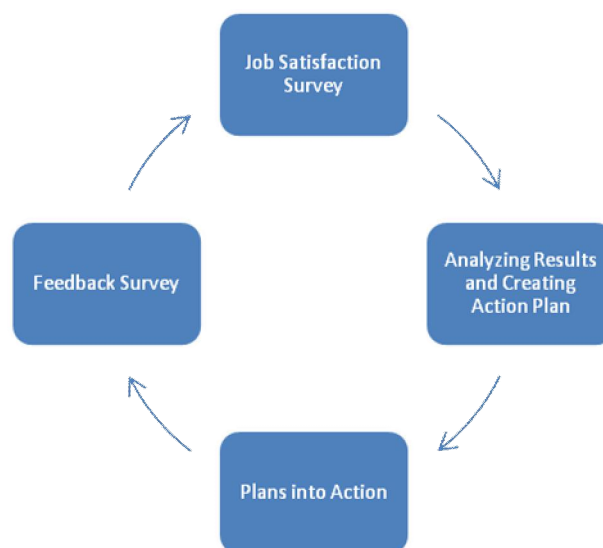

Figure 24. Adapting the Job Satisfaction Survey as a part of yearly activities

1. **Job Satisfaction Survey:** The job satisfaction survey will be conducted every April by using a standard questionnaire (Appendix 2) created as a side product of this study. The questionnaire is e-mailed to the whole personnel, who anonymously post the answers back to the company within a week.

2. **Analyzing Results and Creating the Action Plan:** Teija Jousi writes a new overall action plan every year in the end of May and the survey results will be added to this plan as well.

3. **Plans into Action:** When the new season starts in August, all the line directors return to the workplace and the action plan will be introduced to them and they will be trained how to conduct the action plan within their own offices.

4. **Feedback Survey:** Every year near December the company have asked their employees to fill-in some sort of feedback survey and now on, the feedback survey will also include some questions about previous Job Satisfaction Survey and how the results were handled and put into action. This information will be used next spring when conducting a new job satisfaction survey.

Bibliography

Armstrong, M. 2003. A handbook of Human Resource Management Practice. 9th edition. Kogan Page, Ltd. London.

Chapman, A. 2001. Herzberg Diagram Rocket and Launch Pad Analogy Diagram. URL: http://www.businessballs.com/herzberg.htm. Quoted: 10.7.2010.

Chapman, A. 2008. Herzberg's Hygiene Factors and Motivators Graph Diagram. URL: http://www.businessbals.com/herzberg.htm. Quoted: 10.7.2010.

Forsyth, P. 2006. How to Motivate People. Second edition. Kogan Page, Ltd. London.

George, J. & Jones, G. 1999. Understanding and managing Organizational Behavior. Second edition. Addison-Wesley Publishing Company, Inc. Massachusetts.

Gordon, J. 1987. A Diagnostic Approach To Organizational Behavior. Second Edition. Allyn and Bacon, Inc. Massachusetts.

Hautala, T & Lämsä, A. 2005. Organisaatiokäyttäytymisen perusteet [Basics of Organizational Behaviour]. Third edition. Edita Publishing Oy. Helsinki.

Herzberg, F., Mausner, B. & Snyderman, B. 2010. The Motivation to Work. Twelfth printing. Transaction Publishers. New Jersey.

Illuminations. 2008. Herzberg's Motivators and Hygiene Factors. The Certified Accountant. 2nd Quarter 2008 _ Issuse # 34 pp. 54-55.

Jousi, T. 22.7.2010. Company Teija Jousi Viikarit. President. Interview 22.7.2010.

Lawrence, J., Whittaker, B. & Lampi, H. 2008. Measuring Employee Satisfaction. Management Books 2000 Ltd. Gloucestershire.

Mondy, W., Noe, R. & Premeaux, S. 2002. Human Resource Management. Eight Edition. Prentice Hall. New Jersey.

Nardi, P. 2006. Doing Survey Research: A Guiden to Quantitative Methods. Second Edition. Pearson Education, Inc. Boston.

Robbins, S., Judge, T. & Campbell, T. 2010. Organizational Behaviour. Pearson Education Ltd. Essex.

Rollinson, D. 2008. Organisational behaviour and analysis, an integrated approach. Prentice Hall.

Sobel, M. 1993.The 12-hour MBA Program: The Key Concepts and Techniques in a Fraction of the Time. Prentice Hall.

Tietjen, M. & Myers. 1998. Motivation and Job Satisfaction. Management Decision 36/4, pp. 226-231.

Vecchio, R. 2000. Organizational Behavior: Core Concepts. Fourth Edition. Harcourt, Inc. Orlando.

Työtyytyväisyystutkimus   SAATEKIRJE
T:mi Teija Jousi Viikarit

1.7.2010

Hyvä Viikareiden työntekijä

Opiskelen viimeistä vuotta Haaga-Helia ammattikorkeakoulussa ja opinnäytetyöni aiheena on kartoittaa ja parantaa työtyytyväisyyttä T:mi Teija Jousi Viikarit yrityksen sisällä. Analysoin vastaukset kesän aikana ja tarkoitukseni on saada toivomanne muutokset osaksi yrityksen toimintaa heti syksystä alkaen.

Pyydän Teitä täyttämään liitteenä olevan työtyytyväisyyttä mittaavan kyselylomakkeen, jotta pystyisin kartoittamaan mitä työssänne arvostatte ja millä työtyytyväisyyden alueella olisi mahdollisesti vielä kehittämisen varaa.

Kaikki vastaustiedot käsittelen ehdottoman luottamuksellisesti. Tulokset julkaistaan ainoastaan kokonaistuloksina, joten yksittäisen vastaajan tiedot eivät paljastu tuloksista. Palautuskirjekuoret ja saatekirjeet on numeroitu, jotta tiedämme kenelle lähettää muistutuskirje. Numerointi ei kuitenkaan paljasta henkilöllisyyttäsi, sillä yrityksen edustaja tietää ainoastaan numerot ja nimet, ja minä ainoastaan numerot ja vastaukset.

Ohessa on osoitteellani varustettu vastauskuori, lähetäthän täyttämäsi kyselylomakkeen siinä minulle mahdollisimman pian. Vastanneiden kesken arvotaan syksyllä elokuvailta kahdelle valitsemassasi Finnkinon teatterissa sekä cafe picnicin lahjakortti. Säilytäthän tämän saatekirjeen, sillä sen yläkulmassa oleva numero on onnennumerosi arvonnassa.

Suurkiitos avustanne ja hyvää kesälomaa!

Aurinkoisin terveisin

Mirka Grönlund

P.s. Vastausten tulee olla perillä viimeistään 21.7.2010.

Tämän kyselyn tarkoitus on kartoittaa T:mi Teija Jousi Viikarit yrityksen työntekijöiden työtyytyväisyyttä. Vastaukset käsitellään ehdottoman luottamuksellisesti ja lomake on pyritty toteuttamaan niin, ettei kenenkään henkilöllisyys vastausten perusteella paljastuisi. Avoimien kysymysten (*) vastaustila on rajallinen, jatka tarvittaessa kääntöpuolelle.

Taustakysymykset	Ympyröi sopiva vaihtoehto		
T1 Kuinka vanha olet?	18 - 29 v.		30 - 55 v.
T2 Missä seuraavista toimipisteistä työskentelet?	Meritori	Laurinlahti	Soukka
T3 Kuinka monta vuotta olet ollut yrityksen palveluksessa?	0 - 3 vuotta		4 - 8 vuotta

Työtyytyväisyysmuuttujat	Ympyröi sopiva vaihtoehto		
T4 Työtyytyväisyyteni on parantunut viimeisen vuoden aikana	KYLLÄ	neutraali	EI
* Jos työtyytyväisyytesi on muuttunut, miksi?			
T5 Olen suunnitellut hakeutuvani muihin työtehtäviin lähiaikoina	KYLLÄ		EI

A Työn sisältö	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
1 Haluaisin enemmän vastuuta	1	2	3	4	5
2 Viihdyn hyvin nykyisessä työssäni	1	2	3	4	5
3 Työni aiheuttaa stressiä	1	2	3	4	5
* Jos työ aiheuttaa stressiä, miten stressin määrää voisi vähentää?					
4 Työmotivaationi on hyvä	1	2	3	4	5
5 Ajatuksiani ja mielipiteitäni kuunnellaan	1	2	3	4	5
6 Työni on kiinnostavaa ja haasteellista	1	2	3	4	5
7 Työni on henkisesti kuormittavaa	1	2	3	4	5
8 Työni on fyysisesti kuormittavaa	1	2	3	4	5
9 Työtehtävien suorittamiseen on riittävästi aikaa	1	2	3	4	5
10 Haluaisin enemmän vaihtelua työtehtäviini	1	2	3	4	5
* Mitä työssäsi muuttaisit, jos voisit?					

B Palkka ja palkkiot	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
11 Saan kilpailukykyistä palkkaa	1	2	3	4	5
12 Palkkausjärjestelmä on oikeudenmukainen	1	2	3	4	5
13 Ylitöistä tms. maksetaan reilut korvaukset	1	2	3	4	5

| C Kehittymismahdollisuudet	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
14 Työpanostani arvostetaan	1	2	3	4	5
15 Voin vaikuttaa työhöni	1	2	3	4	5
16 Olen saavuttanut työssäni paljon	1	2	3	4	5
17 Arvostan saavuttamiani asioita	1	2	3	4	5
18 Yritys tukee ammatillista kasvuani	1	2	3	4	5
19 Saan osallistua yrityksen kehittämiseen	1	2	3	4	5
20 Minulla on mahdollisuus kehittää omaa toimintaani	1	2	3	4	5
21 Saan riittävästi työni edellyttävää koulutusta	1	2	3	4	5
22 Haluaisin osallistua koulutukseen	1	2	3	4	5
* Jos haluaisit, minkälaiseen?					
23 Yrityksessä on mahdollista päästä ylenemään kovalla työllä	1	2	3	4	5
24 Yrityksessä saa haastavampia tehtäviä niin halutessaan	1	2	3	4	5
25 Haastavammista tehtävistä maksetaan sopiva korvaus	1	2	3	4	5

D Henkilöstösuhteet esimieheen	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
26 Minulla on läheiset välit esimieheni kanssa	1	2	3	4	5
27 Yhteistyö esimiehin kanssa on toimivaa	1	2	3	4	5
28 Tunnen että voin puhua esimieheni kanssa kaikesta	1	2	3	4	5
29 Saan esimieheltäni rakentavaa palautetta työstäni	1	2	3	4	5
30 Saan esimieheltäni palautetta myös onnistumisistani	1	2	3	4	5
31 Esimies osaa antaa palautteen asiallisesti	1	2	3	4	5
32 Esimies ottaa vastaan palautetta myös omasta toiminnastaan	1	2	3	4	5
33 Esimies arvostaa saamaansa palautetta	1	2	3	4	5
34 Saan riittävästi tukea ja apua esimieheltäni	1	2	3	4	5

E Henkilöstösuhteet työtovereihin	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
35 Olen tyytyväinen työyhteisöni ihmissuhteisiin	1	2	3	4	5
36 Yhteistyö muiden työntekijöiden kanssa sujuu hyvin	1	2	3	4	5
37 Saan työtovereilta rakentavaa palautetta työstäni	1	2	3	4	5
38 Toimipisteessämme vallitsee avoin ilmapiiri	1	2	3	4	5
39 Toimipisteen työilmapiiri on hyvä	1	2	3	4	5
40 Voin vaikuttaa toimipisteen työilmapiiriin	1	2	3	4	5
41 Saan riittävästi tukea ja apua työtovereiltani	1	2	3	4	5

F Yrityksen hallinto ja työskentelyolosuhteet	täysin eri mieltä	jokseenkin eri mieltä	neutraali mielipide	jokseenkin samaa mieltä	täysin samaa mieltä
42 Tiedän mitkä ovat yrityksen arvot	1	2	3	4	5
43 Olen omaksunut yrityksen arvot osaksi työminääni	1	2	3	4	5
44 Toimipisteeni toimintaperiaatteet ja tavoitteet ovat selkeät	1	2	3	4	5
45 Toimipisteessäni ei ole keinoja tavoitteiden saavuttamiseksi	1	2	3	4	5
46 Omat vaikuttamismahdollisuuteni ovat toimipisteessä heikot	1	2	3	4	5
47 Yrityksessä vallitsee avoin ilmapiiri	1	2	3	4	5
48 Perehdyttäminen hoidetaan hyvin	1	2	3	4	5
49 Työtehtäväni ja vastuualueeni on selkeästi määritelty	1	2	3	4	5
50 Tieto tärkeistä asioista tulee ajoissa	1	2	3	4	5
51 Yhteishenkeä pidetään hyvin yllä	1	2	3	4	5
52 Työympäristöni tilat ovat viihtyisät ja tarkoituksenmukaiset	1	2	3	4	5
53 Olen tyytyväinen toimipisteeni työvuorojärjestelmään	1	2	3	4	5
54 Viihdyn hyvin nykyisessä toimipisteessäni	1	2	3	4	5
55 Haluaisin toimia myös toisissa toimipisteissä	1	2	3	4	5
56 Työyhteisön ongelmiin puututaan herkästi	1	2	3	4	5
57 Työntekijöitä kohdellaan tasavertaisesti	1	2	3	4	5
58 Työvälineet ovat tarkoituksenmukaiset	1	2	3	4	5
59 Haluaisin mieluummin toimia toisessa toimipisteessä * Jos halusit, niin missä ja miksi?	1	2	3	4	5
60 Työtehtävät rakentuvat työntekijän elämäntilanteen mukaan	1	2	3	4	5
61 Työtehtävät ja työajat joustavat tarvittaessa	1	2	3	4	5

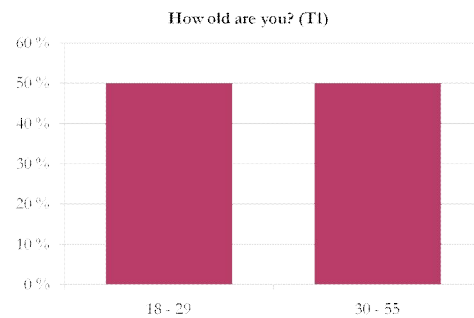| Järjestä seuraavat motivaatiotekijät asteikolla 1-12, jossa 1 = sinulle tärkein ja 12 = vähiten tärkein.					
Henkilöstösuhteet esimieheen		Yrityksen hallinto		Ylennys	
Henkilöstösuhteet työtovereihin		Työskentelyolosuhteet		Vastuu	
Mahdollisuudet kasvaa ja kehittyä		Henkilökohtainen elämä		Työ sinänsä	
Tunnustus työssä		Saavutukset työssä		Palkka	

VIIKAREIDEN TYÖTYYTYVÄISYYS

Mirka Grönlund
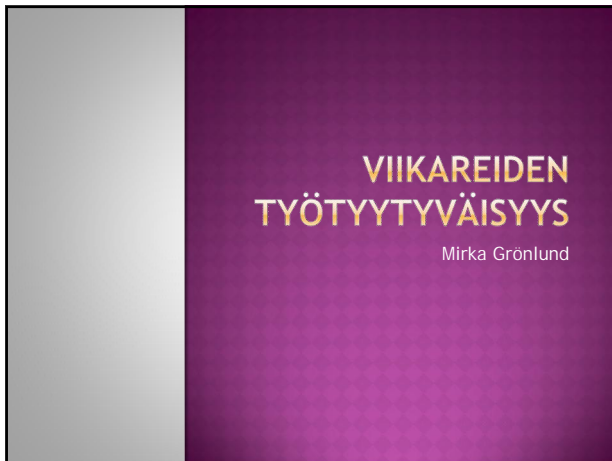
TYÖTYYTYVÄISYYSKYSELY HEINÄKUUSSA 2010

- Toteutus osana opinnäytetyötä
- Tavoitteena kartoittaa ja parantaa työtyytyväisyyttä yrityksessä

- Lähetettiin 17 vakituiselle työntekijälle
- Vastauksia saapui 10 kpl
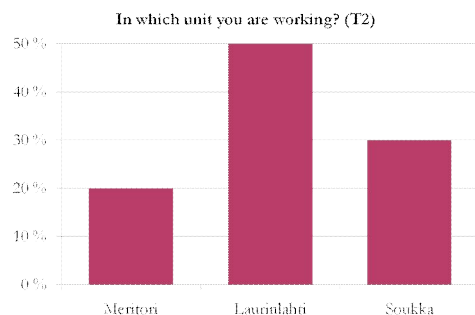- Vastanneiden kesken luvattiin arpoa elokuvailta kahdelle sekä lahjakortti picniciin

KORKEA TYÖTYYTYVÄISYYS

- Itse työhön oltiin vähemmän tyytyväisiä kuin työympäristöön (sis. Henkilöstösuhteet)

- 40 % vastasi työtyytyväisyyden parantuneen viime vuodesta, syinä esim. ei niin hankalat asiakkaat
- 10% vastasi työtyytyväisyyden huonontuneen viime vuodesta
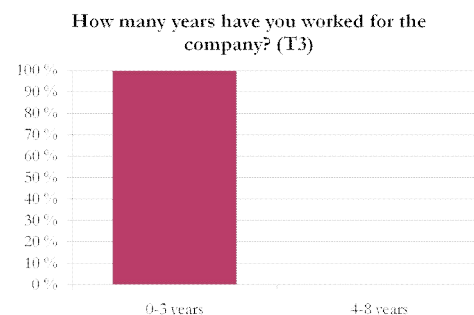- 50% työtyytyväisyys oli pysynyt samana

TAUSTAKYSYMYKSET 1/3

How old are you? (T1)

	18 - 29	30 - 55
	50%	50%

TAUSTAKYSYMYKSET 2/3

In which unit you are working? (T2)

Mentori	Laurinlahti	Soukka
20%	50%	30%

TAUSTAKYSYMYKSET 3/3

How many years have you worked for the company? (T3)

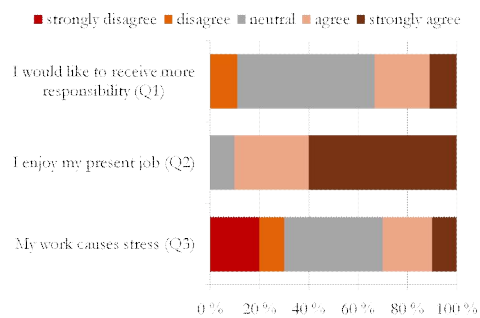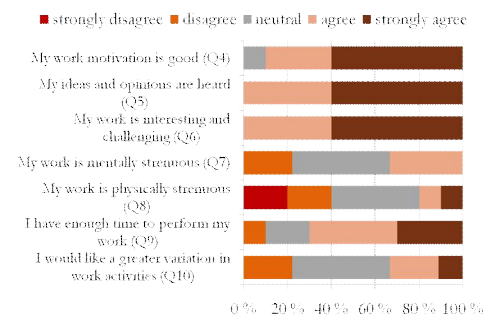| 0-3 years	4-8 years
100%	

TULOKSET AIHEALUEITTAIN

TULOKSET AIHEALUEITTAIN

- ⊙ Työn sisältö
  - ▪ Vastuu, työ itsessään
- ⊙ Palkka ja palkkiot
- ⊙ Kehittymismahdollisuudet
  - ▪ Tunnustus, saavutukset, mahdollisuus kehittyä, yleneminen
- ⊙ Henkilöstösuhteet esimieheen
- ⊙ Henkilöstösuhteet työtovereihin
- ⊙ Yrityksen hallinto ja työskentelyolosuhteet
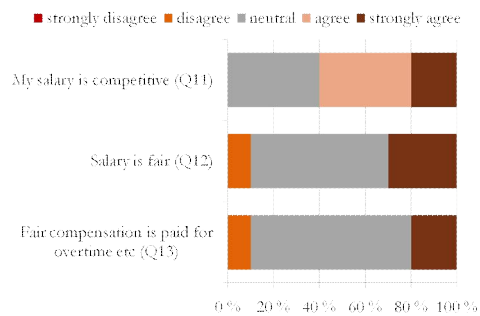 - ▪ Yrityksen arvot ja hallinto, työskentelyolosuhteet, henkilökohtainen elämä
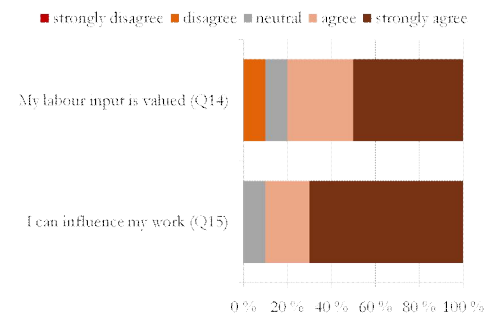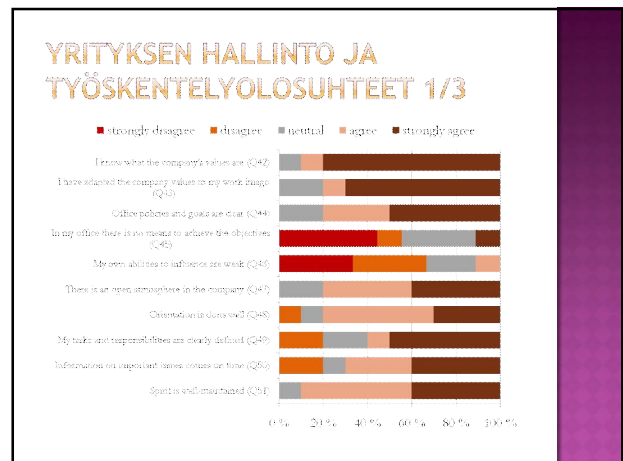
TYÖN SISÄLTÖ 1/2

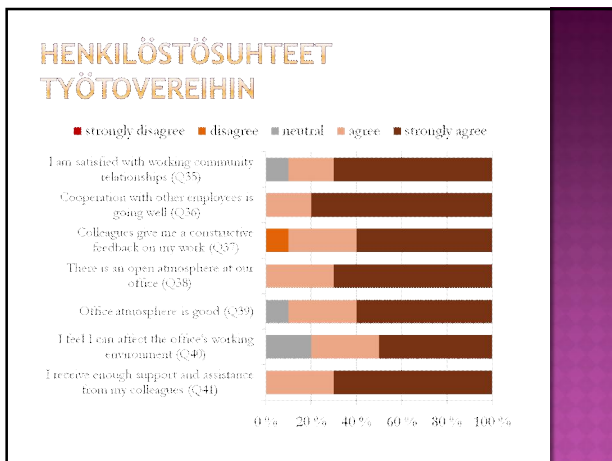■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

- I would like to receive more responsibility (Q1)
- I enjoy my present job (Q2)
- My work causes stress (Q3)

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

TYÖN SISÄLTÖ 2/2

■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

- My work motivation is good (Q4)
- My ideas and opinions are heard (Q5)
- My work is interesting and challenging (Q6)
- My work is mentally strenuous (Q7)
- My work is physically strenuous (Q8)
- I have enough time to perform my work (Q9)
- I would like a greater variation in work activities (Q10)

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

PALKKA JA PALKKIOT

■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

- My salary is competitive (Q11)
- Salary is fair (Q12)
- Fair compensation is paid for overtime etc (Q13)

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

KEHITTYMISMAHDOLLISUUDET 1/4

■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

- My labour input is valued (Q14)
- I can influence my work (Q15)

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

YRITYKSEN HALLINTO JA TYÖSKENTELYOLOSUHTEET 2/3

■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

Working facilities are comfortable and appropriate (Q52)
I am pleased with the shift system in my office (Q53)
I feel comfortable at my present office (Q54)
I would like to work in other locations (Q55)
Problems at the office will be immediately addressed (Q56)
Employees are treated equally (Q57)
Tools are appropriate (Q58)
I would rather like to work in another office (Q59)

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

YRITYKSEN HALLINTO JA TYÖSKENTELYOLOSUHTEET 3/3

■ strongly disagree ■ disagree ■ neutral ■ agree ■ strongly agree

The tasks are built according to the worker's life conditions (Q60)

Tasks and working hours are flexible when needed (Q61)

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

AVOIMIIN KYSYMYKSIIN TULLEET EHDOTUKSET

MITEN STRESSIN MÄÄRÄÄ VOISI VÄHENTÄÄ?

- Noudatetaan suunnitelmia
- Minimoidaan yllätystekijät
- Selkeämmät työohjeet kaikille työntekijöille
- Olemalla stressaamatta

MINKÄLAISEEN KOULUTUKSEEN HALUAISIT OSALLISTUA?

- Ryhmän motivointi ja hallinta
- Työyhteisöön liittyvään
- Työstrategioihin liittyvään
- Kasvatukselliseen koulutukseen
- Ensiapukurssille
- Lastentarhanopettaja- / ohjaajakoulutukseen

- Ehdotus: Stressi ja henkisesti kuormittava työ

TÄRKEIMMÄT / VÄHITEN TÄRKEÄT MOTIVAATIOTEKIJÄT

- Henkilösuhteet esimieheen (2)
- Henkilökohtainen elämä (2)
- Saavutukset työssä (2)
- Henkilöstösuhteet työtovereihin (1)
- Työ sinänsä (1)

- Ylennys (4)
- Yrityksen hallinto (2)
- Henkilökohtainen elämä (1)
- Palkka (1)

KEHITYSKOHTEET

- Uuden työntekijän perehdytys
- Työtehtävien ja vastuualueiden selkeys
- Tiedonkulku
- Yrityksen arvojen ja yhteisten tavoitteiden omaksuminen ja ymmärtäminen
- Tarkoituksenmukaisemmat työvälineet
- Viihtyisämmät ja tarkoituksenmukaisemmat tilat

TOIMENPIDE-EHDOTUKSET

- Henkisesti ja fyysisesti raskas työ
  - Työnantajan tuki jaksamiseen
- Arvojen syvempi omaksuminen
  - Näytelmä lapsille, yleinen teemapäivä
- Toimipisteen toimintatavat ja tavoitteet
  - Workshop, jossa nämä luotaisiin yhdessä
- Työn sisällön rakentaminen yhdessä työntekijän kanssa

TYÖTYYTYVÄISYYSKYSELY OSANA JOKAVUOTISTA TOIMINTAA

- Työtyytyväisyyskysely
- Tulosten analysointi ja toiminta-suunnitelma
- Suunnitelmien toteutus
- Palautekeskustelu