

Employees satisfaction should always be higher than customers satisfaction

Case: Radisson Blu Plaza

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<p>The purpose of this bachelor's theses is to research and analyze the employees work satisfaction and how it effects to the customers satisfaction in Radisson Blu Plaza. The aim to further develop and improve the employee satisfaction in Radisson Blu Plaza.</p> <p>This thesis begins with a company introduction and an argument of the study. Following the introduction, the theoretical framework is presented. The theoretical framework handles concepts of employees' satisfaction. The research methodology used centers its attention on a quantitative survey, and on its creation based on the theoretical framework. Subsequently, the results are analyzed, and future development suggestions are presented.</p> <p>The main issues to determine are, the current level of employee satisfaction in Radisson Blu Plaza reception regarding their facilities, feedback and motivation, as well as the how well the employees' expectations are met by the managers.</p> <p>The theoretical framework introduces and explains methods related to employee satisfaction and loyalty. The theoretical framework was used and connected when creating the questionnaire and likewise in the future suggestions.</p> <p>The research method used was a quantitative survey. The survey consisted of questions regarding employees' satisfaction. it was given out by paper to all the receptionist. The survey was held during the month of April 2019 and collected a total of 20 responses.</p> <p>The results of the questionnaire were similar between employees. Overall the respondents were satisfied with satisfaction with their work in Radisson Blu Plaza. The outcome of the questionnaire raised many improvement ideas, including the suggestion to celebrate small successes of employee, both old and new customers have.</p>	
Keywords Employee satisfaction, management support, quality of feedback, employee experience	

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1 Introduction

The employees satisfaction has been a topic that many people speaks about. How many times people has heard that I am tired of my work? Today was awful day at work. This is something that the author started to think in her own work Plaza Radisson Blu Plaza and how she could help the employees satisfaction to grow.

The tourism industry is growing in Helsinki. In a last two years Helsinki has made a record of flying traffic in and out of Helsinki airport as well in staying overnight in the city. New hotels has been opened and new working industries has been offered. In 2017 Helsinki had more than 8.5 million tourist doing trip to Helsinki and the competition of the hotels is getting harder. (Businessfinland, 2017) This means more work in the hospitality industry. Working life has changed and the pace of change is accelerating. The change sets new requirements for well-being at work, maintaining working ability and taking care employees well-being. Well-being is reflected in work efficiency. (Mehiläinen 2019)

Like told before the author is working in Radisson Blu Plaza and she wanted to focus on the employees satisfaction Radisson Blu Plaza reception. The author will go thru the importance of employees satisfaction and how is it now in the reception by using the quantitative research method and in the end giving the conclusion how to maximizes the employees satisfaction in Radisson Blu Plaza.

1.1. Commissioning party

The commissioning party for this theses is Radisson Blu Plaza. Plaza is the flag ship hotel of the Radisson Blu hotels in Helsinki. The history of the building's 100 years history has been one of the trading centers and event and meeting creating place. By having a central location and award-winning service, Plaza has established their position in a heart of international business life, cultural style and in a food and Beveridge. (Radisson Blu Plaza 2019.)

The commissioning party is part of the Radisson group, but as well part of the Sokotel group here in Finland. Plaza is one the top hotels in Helsinki and example last year it was a rated in top 4 hotel in Helsinki from the travel agent site.

1.2. Background, research problem and objectives

The author of this theses has been working in Radisson Blu Plaza since April 2017. This Theses will be cooperation with Radisson Blu Plaza and will analyze the Employees satisfaction. The theses will cover research, survey and analyzes of the employees in Radisson Blu Plaza Reception. The Author of this theses is working in the Radisson Blu Plaza reception and it is interesting to find out what is the real satisfaction of the employees in reception. Why the employee satisfaction is in that specific level and what could be changed. How is it effecting to the Plaza's customers. What possible could be made to improve the level of the employee satisfaction.

The objective of this theses is to evaluate and measure the level of employee satisfaction in commissioning party's reception. This Study will help the company and the heads of the company to understand the employee satisfaction from the normal workers point of view and it will help them to create new ways to improve the employee satisfaction in the reception. It will also help the employees to enjoy of the working day and working environment. In the traveling industry the employee turnover can be very high and this could slow down the employees turnover.

The theses is research oriented and there are some research problems which must be solved. The fundamental research problems is to find out employees perception about the working times and resting times in reception. The research problem will give the needed feedback to obtain information how employees feel when they are coming and staying at the working Place and in this case in Radisson Blu Plaza, reception. The research will give the ideas for the improvements that can be made. As a result this study will provide answers for the following questions:

- Overall wellbeing
- Work schedule, planning work shifts
- Overall satisfaction to work environment
- Employer engagement

A questionnaire will be done in order to gather information about the topic of question. The results are descriptive and can be used to interpret the views of all the respondents. The questionnaire will be a paper and the author is giving them for half of the employees satisfaction. This questionnaire paper will be compared with old well-being questionnaires that the company has made. All the data will be analyzed equally.

2 Radisson Blu Plaza

Travel industry is growing faster in every year. Hotels are looking for new facilities and services which must be easy to reach and to stand out from other hotels. Radisson Blu Plaza is located in the center of Helsinki, on the other side of the Helsinki's railway station. The hotel is offering voluptuous nights for the customers. As facilities the company is offering meeting rooms, restaurant, bar, gym, saunas, Lounge and international service. Radisson Blu Plaza attend to be international, friendly, contemporary, flexible and professional service. Employees has trained to follow Yes I can method. Customers can become a loyal member of Radisson group and they can get special offers and discounts. This is how the company is making sure that customers will use their services again. (Radisson Blu Plaza 2019.)

2.1 Business history

Radisson Blu Plaza SAS was established in June 1999, it was a part of the Radisson Group. The hotel was created in the old historical building and after the historical building stayed empty concept was created. Since the beginning there was a speculation that the location in the city center of Helsinki was the key to success, this way Radisson Blu Plaza would enable and facilitate customers. The Radisson Blu Plaza hotel was to create a fancy hotel in historical building and that customers could see the historical view of the building. (Vilhonkatu 7, 1999.)

2.2 Company values

Radisson Blu Plaza goal is to make hospitality to happen. The company wants to give memorable stay for the customer and to make customers stay as easy as possible. One of the main value is to exceed customers expectations and give perfect value for the money. If the customer is not satisfied of the stay and service we have the guarantee to return customers money, 100% guarantee. The commission is trying to be as flexible as possible for the customers. (Radisson Blu Plaza 2019.)

2.3 Customers revenue growth

To make the building as busy as possible and to make the room occupancy be 90-100% per day is the main goal in Radisson Blu Plaza. To make this happen the quality of the

service needs to be as high as possible. The author is working in Radisson Blu Plaza and she know the goals of the hotel. Plaza want to focus on unforgettable nights, making loyalty customers, giving unbelievable service and business concepts. Due their interest of the industry and usually high occupancy rate they can provide their customers cost-effective, high quality services and additional benefits. To accomplish these goals the company must have high motivated and trained employees. Employees in Plaza must have natural talent of customer service.

2.4 Development

Radisson Blu Plaza SAS is part of the Radisson Group started the hospitality 1999. They made the renovation of the rooms and Reception in 2012. (Vilhonkatu 7.1999.) Because of the building all the historical parts were not allowed to remove. Plaza made two different sides of the hotel classical and modern side. (Radisson Blu Plaza 2019.)

Before the building became to be a hotel it was SOK headquarters in 1921. When SOK build a new headquarter in Vallilla and old headquarter became to be showroom. After showroom business building became slowly to be banquet hall and like the author mentioned before 1999 the hotel was build in the building. (Vilhonkatu 7, 1999.)

Radisson Blu Plaza has always had the restaurant side as well and still the customers can see the old parts from the restaurant side. Hotel has glass cases still in the restaurant where is old goods from the show hall. (Vilhonkatu 7. 1999.)

Hotel side has more than 300 rooms and five different meeting rooms. One of the meeting room has historical goods example table and chairs from the SOK time. (Radisson Blu Plaza 2019.)

3 Employees and satisfaction

This chapter will focus on the main theories of the study. The key concepts are introduced related to workers satisfaction, such as employees wellbeing, as well as employees expectations, satisfaction and quality.

3.1 Employees quality

Companies try to have the best employees that are possible for the company. They try to find a best person that brings the quality for the company. The connection between the managers and employees is one of the most important sides that the managers will look. They want to give the best of them to workers to help them to develop their self as well as the employee want to develop the company. By staying connected with your supervisor all year round, you can make adjustments to your work performance as needed, and your supervisor can assess and support your performance and ability to meet your annual goals. (University of Washington)

When companies are hiring new employees one of the main things that they are looking first is According to CareerBuilder, 73% of respondents want to see applicants demonstrate their ability to work hard. Candidates who set high goals for themselves, or respond well to stretch goals from supervisors, indicate a willingness to do more than clock in and clock out every day. (Smykal. 2016.)

While every business will have its own unique needs, there are some top employee characteristics that everyone seems to value. (Smykal. 2016.)

Understanding these employee traits, and recognizing them in candidates, can help improve your recruitment process. Do your senior leaders value employees who are confident and self-motivated? You could assign applicants a task and see who takes the most initiative to go above and beyond the assignment. (Smykal. 2016.)

3.2 Employee engagement

As a business dictionary describes, Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities. The more engagement an employee has with his or her company, the more effort they put forth (Business dictionary 2018.)

Employee engagement is different that employees satisfaction. Employee engagement simply put, is the extent to which an employee's personal goals and interest align with the vision and goals of the company at which they are employed. (Snacknations. 2019.)

A company that has an effective employee engagement strategy and a highly engaged workforce is more likely to retain top performers as well as attract new talents. Successful organizations are value-driven with employee-centric cultures. (Custom insights. 2019.)

Employees engagement indicates the passion for their work among other things.

Like the author mentioned before that employees engagement and employees satisfaction is two different things they still compensate each other. As seen in figure 2, Businesses, the theory goes, must create the conditions for satisfied and engaged employees, in order to create valuable, loyalty-inspiring experiences for customers, which will ultimately drive profits.



Figure 2: Service-Profit chain, The 2019 clear and complete guide to employee engagement. (Ambassify. 2019)

3.3. Employee satisfaction

Employee satisfaction is a broad term used by the HR industry to describe how satisfied or content employees are with elements like their jobs, their employee experience, and the organizations they work for. Employee satisfaction is one key metric that can help determine the overall health of an organization, which is why many organizations employ regular surveys to measure employee satisfaction and track satisfaction trends over time. A high satisfaction level indicates that employees are happy with how their employer treats them. (BambooHR. 2019.)

Good employee satisfaction is investment. Employees satisfaction influence the competitiveness of the organization, financial results and reputation. Great planned investment in working wellbeing will pay itself back many times over. (Työterveyslaitos. 2019.)

Research shows that well-being at work has a significant positive impact on business performance indicators such as productivity, profit, customer satisfaction, lower employee turnover, sickness absences and accidents. (Sosiaali ja terveystministeriö. 2019.)

Well-being at work is enhanced by good and motivating leadership, as well as the workplace atmosphere and workforce skills. The employer has to take care of the safety of the work environment, good management and equal treatment of the employees. Each of employees can also affect the positive atmosphere of the workplace. (custom insights. 2019.)

Employee satisfaction is typically measured using an employee satisfaction survey. Factors that influence employee satisfaction addressed in these surveys might include compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. (custom insights. 2019.)

The figure 3 shows the impacts of the employee satisfaction. There is four different sections that is effective to focus when we are seeking the employee satisfaction, Educational technology, educational content, motivation and attitude. The author has been filling up e-learning questioners in Radisson Blu Plaza and also studied by e-learning example the PCI-passport. Some people might think that the e-learning is profitable and easy, but the authors opinion for that is different.

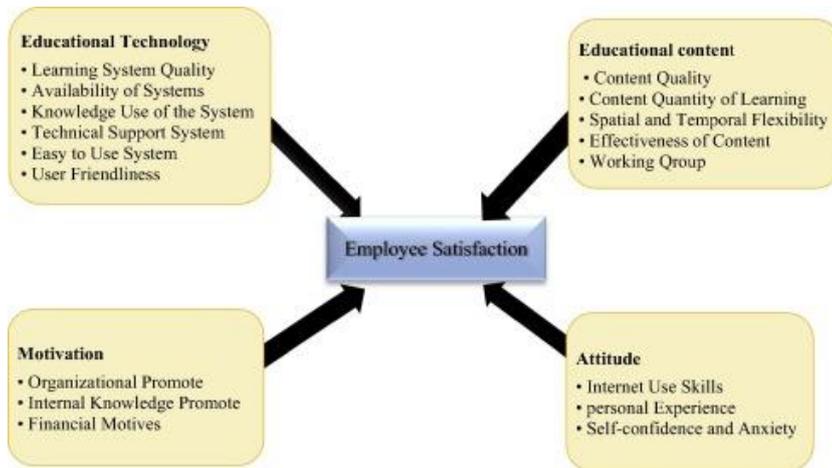


Figure 3. Navimipour, N. 2015. A model for assessing the impact of e-learning systems on employees' satisfaction (Semanticscholar. 2015)

3.4 One on one conversation and conduct surveys

One on one conversation and conduct surveys are one of the easiest and most used method to count the level of employee satisfaction. One on one conversations are more personal and employee and manager can create stronger connection between them.

Sometimes it is difficult to employees to express themselves to their leader or manager especially if they are concerned about how the other party will take it. That's why the conduct surveys, especially anonymous ones, can be helpful tools. (Halvorson, C. 2015).

As we know the meetings and surveys need to be well planned.

Here are some good questions to ask employees in a one-on-one meeting or write in the conduct surveys:

- What are some things you think we're doing well?
- What aren't we doing well?
- If you could change one aspect of your job, what would it be?
- What do you wish you were doing more of?
- Do you think the team is successful at working together? Why or why not?
- Do you see yourself here in five years? Why or why not?

(Halvorson, C. 2015.)

3.4.1 Employee satisfaction and loyalty

Employee satisfaction is a major factor to enhance and maintain the overall yield of organization and employee loyalty by efficient service and better performance. (Research gate, 2018)

Employee satisfaction is not necessarily the only thing that you should measure. You should also be concerned with employee loyalty – doing the necessary work to ensure that employees stay at their jobs. Whenever you measure employee satisfaction changes, you will need to pay attention to employees to stay longer? Does it look they are effective ways to reduce the likelihood an employee defects to another company or competitor? (Survey methods. 2017.)

These measurements should play a role in how you read and measure employee satisfaction. without understanding the loyalty aspect, there is no way to know that your satisfaction efforts are playing a role. Employee satisfaction and employee loyalty need to correlate, otherwise the work you're doing may not be enough to keep people from defecting to another company. (Survey methods. 2017)

3.4.2 Employee Loyalty

Employees should have the feeling that the organization wants the best for them, and as a result they will continue to do their best and not look for another job. Employee loyalty is thus above all determined by how the organization has arranged things and the way this is conveyed to the employee. (Hoet, J. 2013)

More and more, employees define loyalty as it pertains to the job at hand. They are hired to perform specific tasks and will learn and do them the very best they can. Once they feel they have mastered this role, they will seek out a new opportunity in order to have more responsibility and/or higher wages. The mentality is, "You pay me to do X, I do X, and we are even." Whether the next step comes from within their current organization or they have to make a move, they have fulfilled their obligation and were loyal in doing so. Hence, whether one works for a company 10 years or 10 months, they consider that "loyal." (Mudrock, P. 2017)

Loyalty of the employee brings a great revolution in the entire organization. This loyalty will help the organization to achieve its goal on proceeding in right direction. Loyalty in terms of business depicts the reward points from the customer. It promotes behavioral loyalty. It also enables the organization's productivity and hospitable establishments with the third parties. (Reddy, C. 2016.)

3.5 employee satisfaction effecting in customers satisfaction

A customer-service analytics firm, echoed this sentiment with findings from its study to see how employee satisfaction contributes to customer satisfaction, also called symmetry of attention. (Collomb, J. 2018)

After comparing and contrasting the results, Foresee found that businesses that scored high in both surveys reaped the most rewards. A company with a high level of employee satisfaction proved to have a direct and positive influence on customer satisfaction. If employees felt engaged, trusted and empowered to deliver strong customer service, that is exactly what they did. (Collomb, J. 2018.)

Likewise, if employees didn't trust their company, or felt like the company didn't trust them, they were less likely to feel motivated to help a business meet its customer service objectives. (Collomb, J. 2018.)

3.5.1 Employees experience

Definition of the employee experience is what people encounter, observe or feel over the course of their employee journey at an organization. (Le Gallez, K. 2019.)

The employee experience encapsulates all that people encounter, observe or feel over the course of their employee journey at an organization. It's an expansive view of the relationship between the individual and the organization, starting with the application process and continuing through to the day the individual exits the business and even beyond to when they join the organization's alumni. (Le Gallez, K. 2019.)

Each step in the employee lifecycle can be an important lever impacting both culture and performance. Asking for feedback at each key milestone helps organizations to understand how they're supporting their employees to be successful, and where they need to do more. (Le Gallez, K. 2019)

One easy way to understand employee experience is to think of its popular counterpart, customer experience. Think about everything that falls under the wide umbrella of customer experience, then simply replace the concept of customer with employee. (Price, H. 2019)

In the figure 3 we can see how the employee experience design is created. Employee experience is created by two different sides. Employee expectations and organizational design of employee expectations.



Figure 3. Morgan, J. Employee experience design

3.6 Understanding employee expectations

Everything people encounter in during their workday, everything they observe and hear and feel – that's all part of the expansive employee experience. And it doesn't just start from their first day. That journey begins when they spot your job advertisement, and it may stretch beyond their time at your organization, especially if they keep in touch with former co-workers. (Redii.)

from interviewing to onboarding, training and development, day-to-day experiences and eventually their exit interview, an employee wants to experience a positive culture. That's why it's so important that managers get it right. (Redii.)

When a person enters into the company the person is having already expectations of the company. The person is collected the data from internet or hear the reputation of the company from somewhere or from someone. These are the first expectations that the person will have towards the company and will make the decision of the person apply for the company. The real of expectation toward to the company will be find out during work.

It's important to note that a good customer experience directly translates to a better employee experience – and it all boils down to your business's focus on engagement. (Redii.)

3.7 Employee experience management

More companies are starting to value customer employee experience management. There is few points that are good to think when the companies are focusing on employee experience management.

Get to know your employees: just as in Marketing, one of the first key points to carry out in any strategy is to be clear on the target/cluster we are focused on. The same thing happens in an organization. HR professionals must know their employees well in order to be able to offer them a totally personalized experience that can deliver value to them. HR should at all times control the employee's customer journey and connections with the organization example team meetings, when requesting vacation, sick leave, access to internal information. (Mudrock, P. 2017.)

Create engagement: HR must take care of creating strong and lasting relationships with employees. To fulfill this commitment, it is essential to promote actions such as: onboarding for new employees, work-life balance policies, compensation policies, promote development plans for continuous learning, establish constant feedback on development, etc. (Mudrock, P. 2017.)

Foster a collaborative environment and the use of corporate social networking: to improve internal communication, enhance collaboration and knowledge. When implementing an internal communication system that is available to all employees, regardless of their job, this

starts to boost: collaboration, co-creation, team cohesion, innovation driven by the exchange of ideas, proposals, etc... Additionally employee engagement can be increased through "in branding" to strengthen and promote collaboration between them.

(Mudrock, P. 2017.)

Definition of KPIs: in the same way as in marketing, set a series of goals/KPIs to find out how the strategies are performing and whether they meet targets. For talent management, setting KPIs can help us detect the qualities that high-or low- performance employees have and this way be able to integrate them in recruitment processes; designing compensation plans for increasing workforce productivity, etc. (Mudrock, P. 2017.)

4 Implementation of the study

The appropriate method which will study and give a simple and clear analysis and answers to the questions in the report is the quantitative method. The quantitative approach is best suited for situations where there is a larger mass of people responding and the results can be put into numbers. A questionnaire will be done in order to gather information about the topic in the question. The questionnaire will be a paper version and given for the half of the receptionist in Plaza. It will be compared with the old employee satisfaction data. The questionnaire will be conducted in Finnish, because all of the employees in the reception understands and speaks Finnish.

Choosing quantitative research method:

- Quantitative research enables brands to profile a target audience by measuring what proportion has certain behaviours, behavioural intentions, attitudes, and knowledge.
- In the planning stages for a new product or service, the quantitative method can help establish the importance of specific employee needs and validate the best product concept.
- Quantitative research can help you answer questions such as “how many” and “how often” and is invaluable when putting together a business case for any new product or service, or proposing changes to existing ones.
- The statistically robust results that can be derived from quantitative research are good for estimating the probability of success. (Attest. 2017.)

The questions for the survey will be thought and designed by using the theory section.

The survey questions will be created with precision and with the approval of Radisson Blu Plaza CEO.

4.1 Research of ethics in hospitality industry.

This segment introduces research of ethics in hospitality ethical perceptions in hospitality industry and how does it impact in employee’s satisfaction.

The faculty that contributes to the research study is faculty of business administration. Managers and employees, due to intensive face-to-face interactions with clients, confront many ethical dilemmas in their day-to-day operations. Previous research confirms that a

positive ethical climate nurtures a healthy organization by increasing manager and employee job satisfaction, enhancing customer experience, and increasing the organization's profit. (Mouna Knani. 2014.)

Ethics are one of the most critical issues in business and, specifically, in human resources management. Previous research shows that employees' perception of their organization's ethical climate is related to job satisfaction, organizational commitment, and organizational performance (Mouna Knani, 2014.)

The organization's ethical climate reduces turnover, enhances service quality and visitors' service experience, and increases hotels' productivity and profit. (e.g., caring, concerned, fair, and trustworthy) is reported by hotel managers as the second most important dimension of leadership, following professionalism (Wong & Chan, 2010). Also, a number of studies show a direct relationship between ethical climate and job satisfaction (Mouna Knani, 2014.)

Scholars assert that the hospitality industry is open to unethical practices, and frequently presents its employees with morally and ethically ambiguous situations such as overbooking, theft, whistle-blowing, mistreatment of others, racial prejudices, sabotage, benefit at the expense of guest supplementary service, and misleading information in the restaurant menus, hotel brochures and websites (Mouna Knani, 2014.)

The establishment of a healthy hotel organization environment by fostering ethical awareness, practices, and behavior enhances employee satisfaction, reduces employee turnover intentions, improves visitor experience, and increases the organization's profit (Cheng et al, 2013)

Indeed, a number of studies assert that employees' perception of an organization's ethical values and ethical working environment develops person-organization fit and reduce turnover intent. (Mouna Knani, 2014.)

Four ethical questions to follow:

Is my decision a truthful one?

Is my decision fair to everyone affected?

Will it build goodwill for the organization?

Is the decision beneficial to all parties who have a vested interest in the outcome?

(Essays. 2018.)

4.2 Data collection Process

The Author was thinking which are the most important questions to ask from the employees to find out the employees satisfaction in the reception. By doing the research she found some good questions from the internet that she wanted to use and change for the receptionist.

The employee satisfaction survey was given by handout for the receptionist in Radisson Blu Plaza. All in all the handouts were given for 20 receptionist but the author got only 15 papers back. The paper was given on April 2019 and continues until beginning of May, when the author collected all the papers no more papers could not fill out. These employees were some of the ones who works in the reception at the time the survey month was taking place. Although many did not want to respond to the paper, as they were in a hurry or simply didn't have the time. The author needed remind them all to time to fill up the survey.

Radisson Blu Plaza's receptionist satisfaction survey was analyzed using excel. The quantitative research was simpler to analyze with excel and tools it offers. The author used excel to make picture graphs to count the percentages. The tool offers visual insight to the report and facilitates the analysis.

4.3 Data analyzing process

The data will be followed as followed: each section of the questionnaire will be analyzed separately. As images are easier and faster to read, a table will be included in the study from each section of the survey with its corresponding explanation and analysis. After the whole survey is analyzed an overall conclusion will be written to summarize and clarify the answers. After the whole survey is analyzed and overall conclusion will be written to summarize and clarify the answers. When analyzing quantitative questionnaires, it is better to add all the data collected to a computer. It is important to note all the details and have specific questions so that no unnecessary responses sum up. Finally, one must be aware of technical errors; at the time of, for example, transcription the answers of the paper surveys to online version it is vital to double check that the answers match.

Radisson Blu Plaza's surveys were analyzed using excels. It offers more detailed and visual insight to the report.

5 Discoveries and Analysis

In this section of the thesis the quantitative surveys' results are explained and analyzed. The answers of the respondents will be compared to find differences and similarities between the replies and the theory, this chapter will also show the reception's employees thought in Radisson Blu Plaza are.

5.1 survey outcome

Total of 15 receptionist answered to Radisson Blu Plaza's receptionist employee's satisfaction survey. All the participants are working in reception and been working 1-5 years in Plaza's reception. The results of the questionnaire are shown below. At the beginning of the survey the participants were asked to read the survey questions and rate the first 12 question from 1 (very bad) to5(excellent). The participants needed to explain their answer as well. The questionnaire counted with number of 14 questions.

5.2 Result analyses

In the first question of the questionnaire the respondents were asked do the participants enjoy Radisson Blu Plaza's culture.

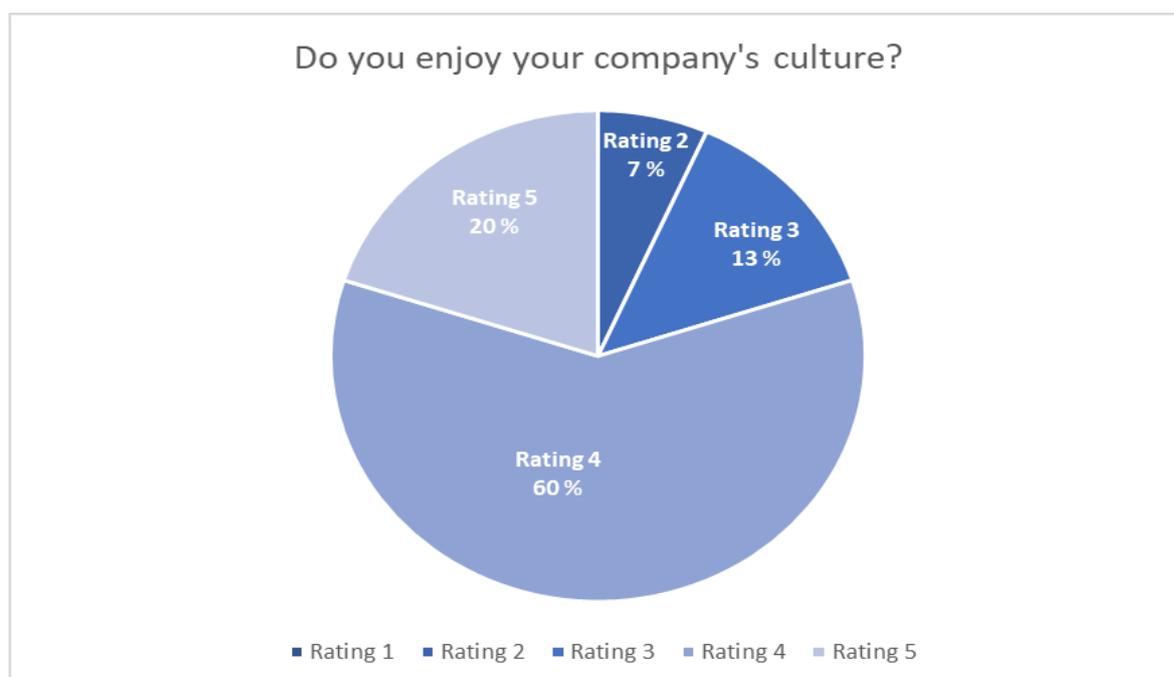


Figure 4. Do you enjoy your company's culture

As seen figure 4, the responses between 15 receptionists was variable. three out of 15 employees gave rating 5. The greater part, nine out of 15 gave rating 4. Two out of 15 participants gave rating 3 and Only one person gave rating 2 for the enjoying company's culture.

The general enjoyment in company's culture was overall quite high. This can be seen in the overall 80% of the receptionist enjoy their company's culture. There is couple of employees that thinks that the culture could have some changes.

The next question asked the respondents to tell do the receptionist find their job meaningful.

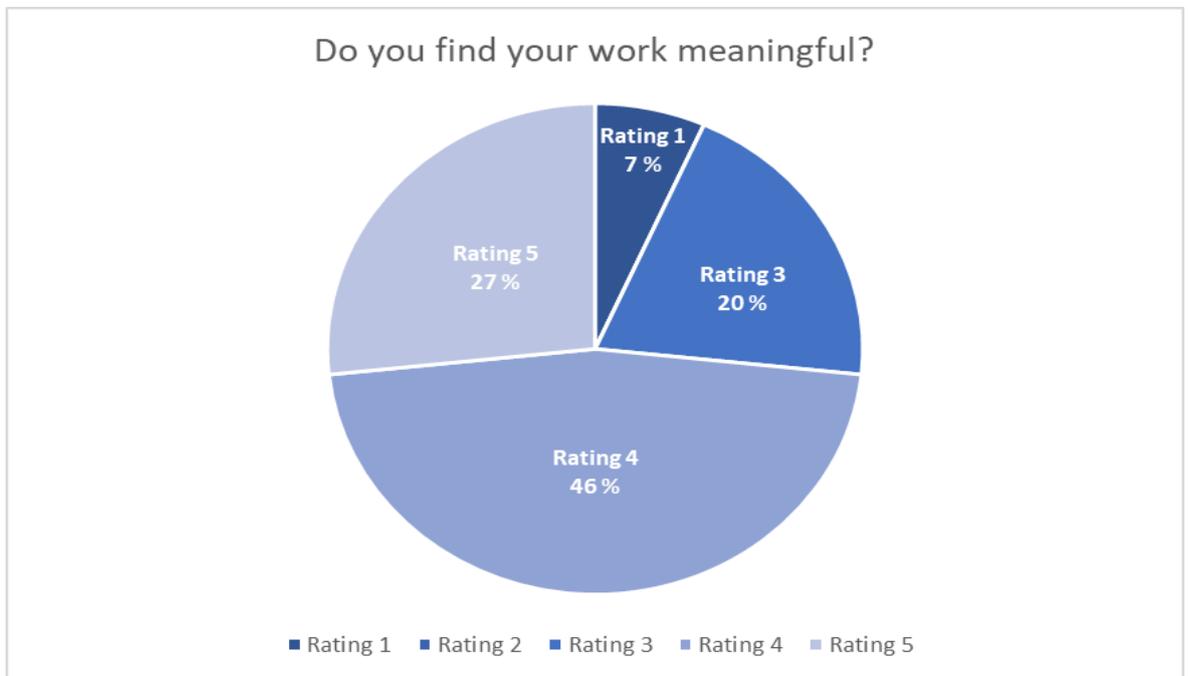


Figure 5. Do you find your job meaningful

Figure 5, shows the percentages again. Only one receptionist gave rating one and three out of 15 receptionist gave rating three. Last 73 percentages of the people find their job meaningful. Seven out of 15 receptionist gave rating 4 and the last four employee's find their job very meaningful by giving rating 5.

Popular rating for employee opinion of the importance of their work was 4. There were nice comments that employees wrote that

“Yes, I think my work is meaningful. We are making sure that people have their basic needs (sleep/rest, food, social life.)

“Most of the time yes. Especially when I can make someone's visit in Finland/Helsinki meaningful. ”

“Yes, I can make difference between good and bad. ”

Some of the employees did not feel that their job is not meaningful. One of the reasons was that the position that they are now do not feel important. “Not the one I used to worth, but for my future job I would say yes. ” One of the employees did not think that the job in the reception is meaningful and gave rating 1.

The following question inquired the employee's opinion of the opportunities that the company offers for career development in Radisson Blu Plaza.

Figure 6, Does our company offer adequate opportunities for career development



In figure 6. below the changing is interesting. Four out of 15 employee's, 27 % gave rating 5 as well as four out 15 employees gave rating 3, 27%. There is very variable result. The last six receptionist gave rating 4 and only one receptionist gave rating 1.

Most of the receptionist think that Radisson Blu Plaza offer adequate opportunities for career development. More than Half of the respondents (57%) gave rating 4 or 5 and explained that their manager is very supportive and has offer recommendations. The company has inner offers as well. Even there was half of the people giving good rating the other (43%) of the receptionist thinks other way around. "Higher level poses are very hard to find up to Service Manager level opportunities are good. "

The following question inquired the employees responding do they feel valued for their contributions.

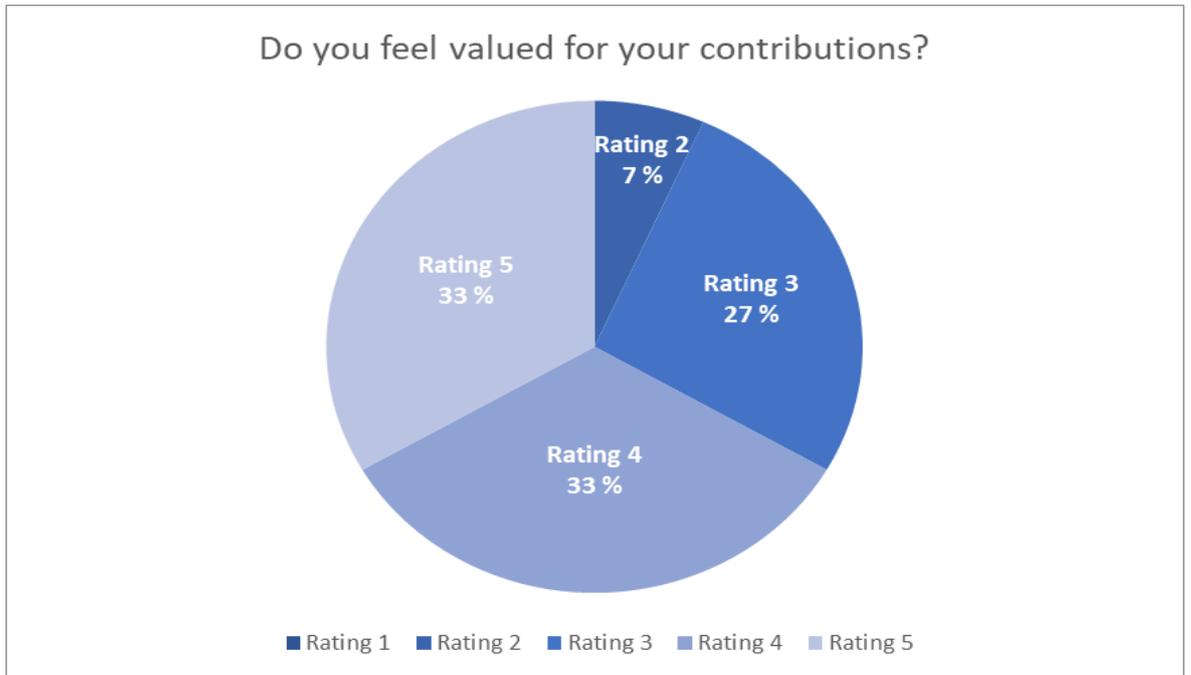


Figure 7. Do you feel valued for your contributions?

In figure 7 below the ratings 4 and 5 gained the most of the percentages in a total 66%. 15 employees answered for the question. Four out of 15 gave rating for and other five gave rating 5. There is four employees out of 15 that gave rating 3 and the only one employee gave rating 1 for this.

As we can see in the figure 7 that many receptionists are satisfied with the feeling of the value for their contributions. Receptionist answered that they get enough feedback from the managers and supervisors. 34% of the employees still thinks that they do not feel valued for their contributions.

In the next question the questionnaire asked does Radisson Blu Plaza give you the tools and technologies you need to do your job well.

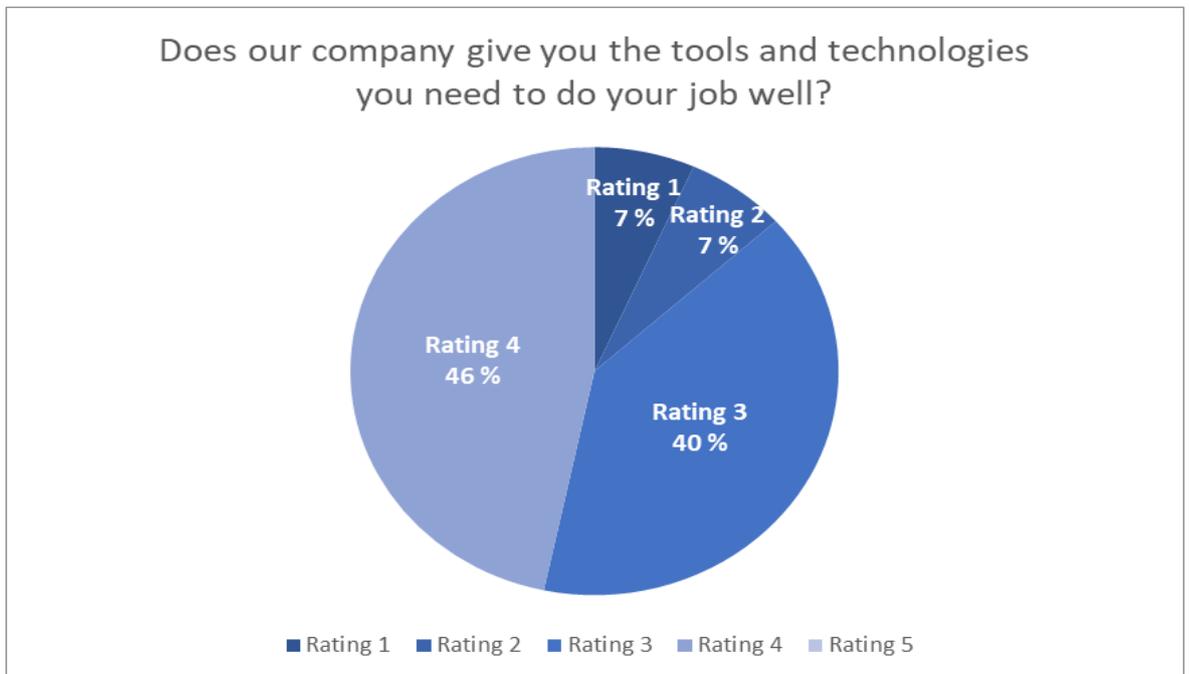


Figure 8. Does our company give you the tools and technologies you need to do your job well

As it can be seen in figure 8, an obvious result is no one gave excellent rating 5 for this question. Main rating is around rating three and four. Six employees gave rating 3 and seven employees gave rating 4. The last two people gave rating one and two.

Figure 8 is showing the only question that did not get any rating 5. All of the employees think that there should be updates with tools and technologies more or less in Plaza. Receptionist answered that the technical system should be un-dated. Radisson Blu Plaza bought new computer in the reception and that effected to higher rating. The rating could be even worst if we would have the old computers. “Yes, in the most of the cases. We used to have old computers, but otherwise we have quite much broken technologies”

The next section of the questionnaire was about the information giving between managers and reception employees.



Figure 9. Does your superiors communicate company news effectively and in timely manner.

As seen in figure 9 the results are very good. Most of the employees in reception thinks that superiors communicate company news effectively in excellent or good way. Seven employees gave rating 5 and Seven Employees gave rating 4. Only One person gave rating 1.

Receptionist in Plaza are very satisfied with their supervisor work. 93% of the employees think that superiors communicate company news effectively and in timely manner.

When questionnaire asked if the work is distributed evenly across your team the responses were similar with each other. Plaza communicates a lot in social media. Plaza has app called workplace and they have own group where all the people that are working in Plaza are. Before that the managers informed well through email.

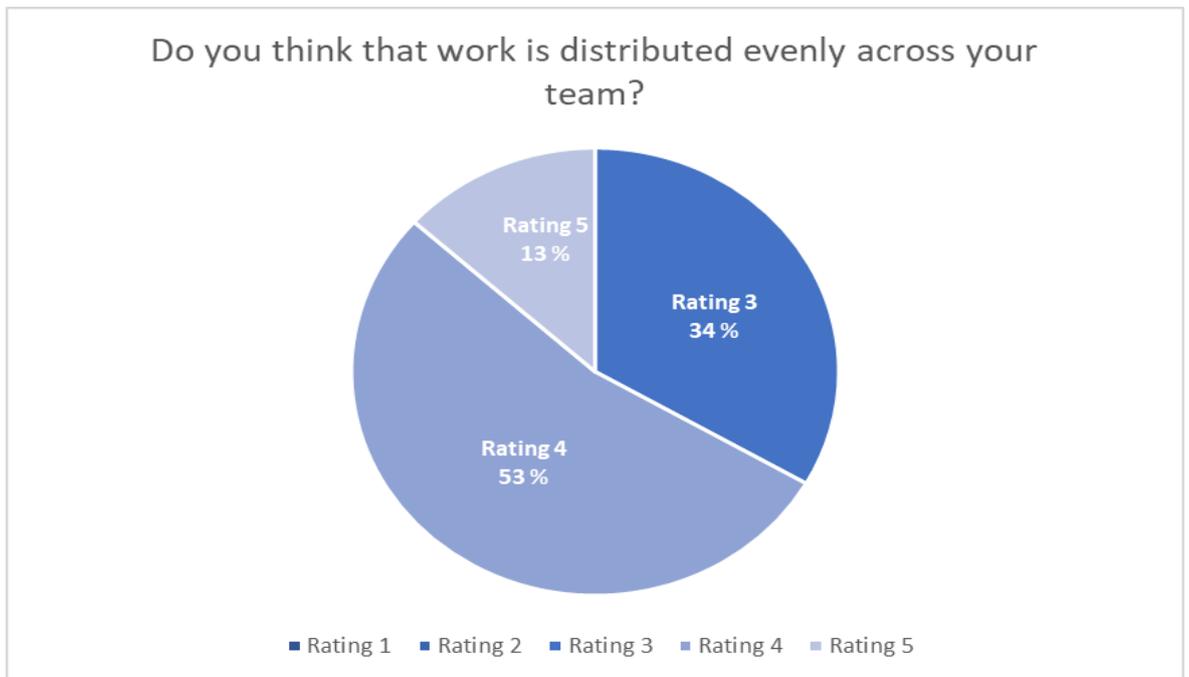


Figure 10. Do you think that work is distributed evenly across your team?

The majority of the employees gave rating 4 and thinks that work is distributed evenly across their team. In the figure below (figure 10) that eight out of 15 people gave rating 4. There were five employees that gave rating 3 and thinks that there could be improvements. Only two receptionist thinks that work is distributed evenly across their team and gave rating 5.

Overall more than half of the respondents gave rating 4 but like the author disgusted before that there is employees that think that their work is not distributed evenly. Receptionists answered that it depends with who they are working. Some of the employees think that there is difference with workers and their motivation or their expertise. Many receptionists wrote also that supervisors have more responsibility like it should be.

The following question asked does employees feel that their job utilizes their skills and abilities as much as it could. 15 receptionist answer for this question had very different opinions

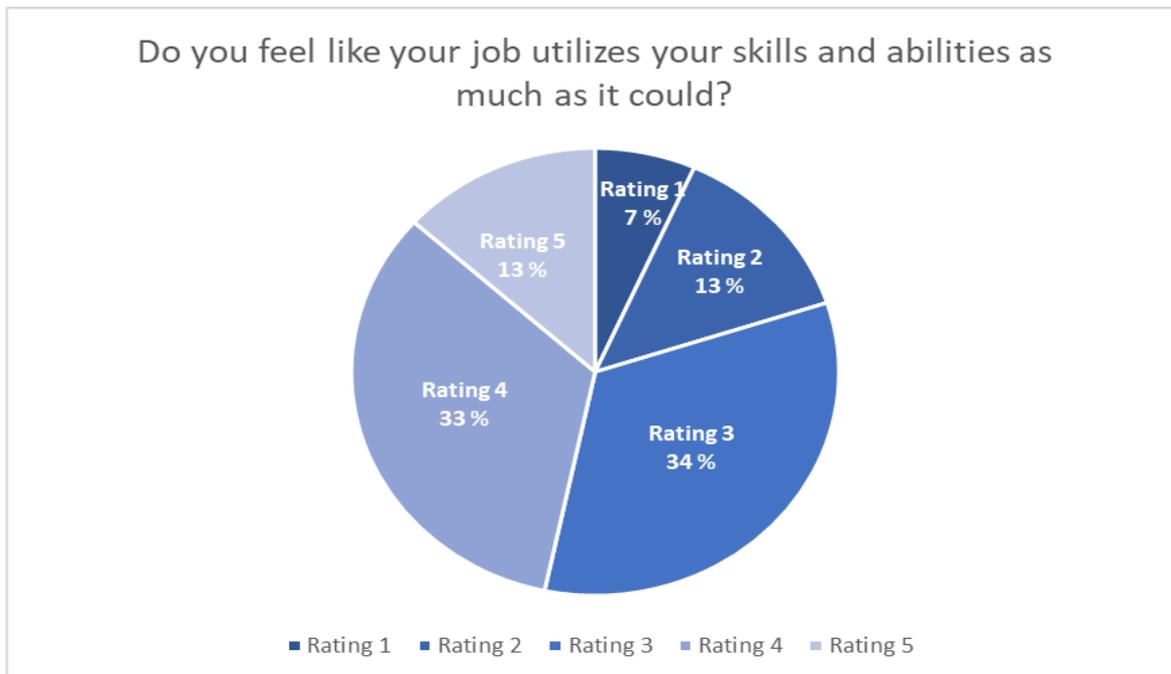


Figure 11. Do you feel like your job utilizes your skills and abilities as much as it could

Figure 11 is showing the most differences with the answers. In this figure (figure 11) all the ratings are showing. One of the employees did not think that Radisson Blu Plaza do utilizes the skills and abilities as much it could. Two out of 15 receptionist gave rating 2. Five employees gave rating 3. Another five gave rating 4 and the two last one gave rating 5. Many of the employees had very different feeling about it.

There were many employees that think they could do more in some cases. One employee answered that he could do more in some smaller hotel but in Radisson Blu Plaza it is good. Time is challenge for a many employee in reception you need to do many things at the same time. Why there was ratings around 2 and 3 is because reception answered that they could do, learn and show more if there would be more time.



Figure 12. Does management seem invested in the success of the team

The following question asked, "Does management seem invested in the success of the team". In figure 12 you can see that most of the employees think that management invests in the success of the team. Seven receptionists gave rating 4 and two receptionist gave rating 5. The last six receptionist gave rating 3 and only one of them gave rating 1.

As seen in the figure 12 there all the responds were around rating 3 and 4. Employees think that in the reception the managers are thinking and helping employees, but in the other areas in the hotel there should be more focused.



Figure 13. Does your managers value your feedback

Question thirteen (13) asked does the managers value receptionist feedback. More than half of employees, eight out of 15 gave rating 4. This means that overall many receptionist thinks that managers value employee’s feedback. There were 6 employees that split in to two groups. Three of them gave rating 5 and other three of them gave rating 3. There was one employee that did feel that managers do not value employee’s feedback and gave rating.

Mostly receptionist give feedback to managers and employees think they get the responds for that quickly.

The second last question was do the managers schedule the work schedules well by thinking employee’s wellbeing.

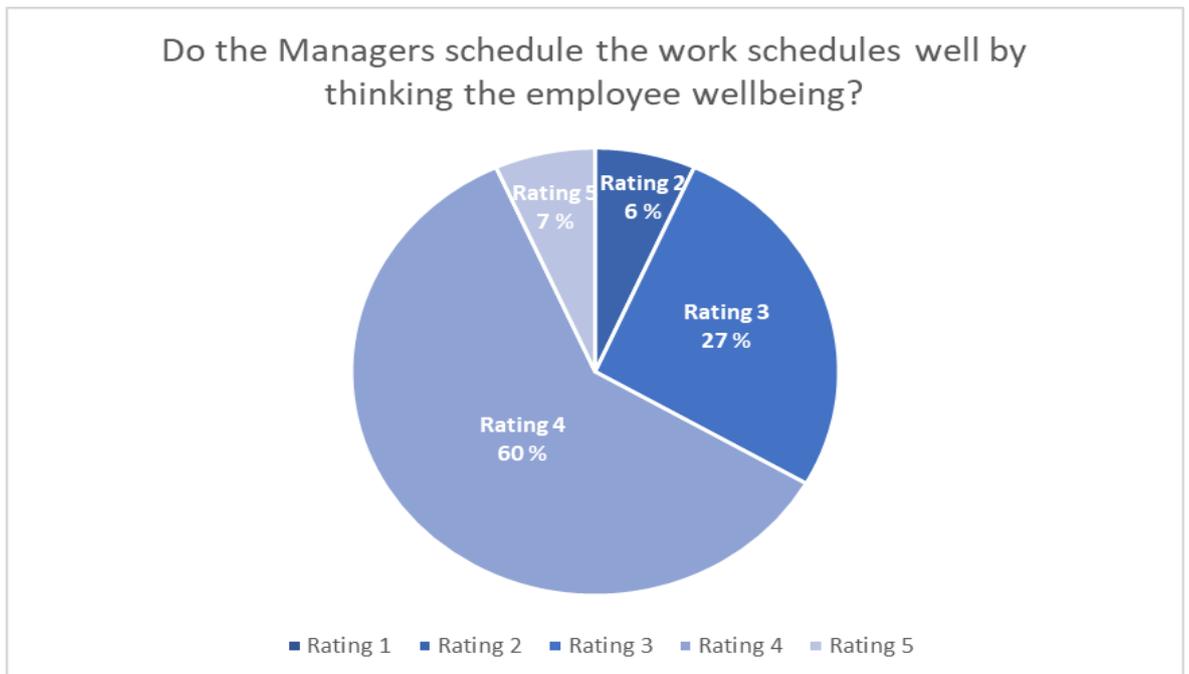


Figure 14. Does the managers schedule the work schedules well by thinking the employee wellbeing.

As seen in the figure 14, 60% of the respondents gave rating 4. This means that nine out of 15 receptionists are satisfied with the working schedules. Three out of 15 receptionist gave rating 3. The last two employees were extremes from each other. Other one thought that managers schedule the schedules very well and gave rating 5 and other employee thought that the schedules are managed very poorly and gave rating 1.

This question has different answers. There were two different sides that employees were watching and feeling. A lot of employees gave rating 3 to 4. Receptionist responded that they think that managers tries their best. Before it was worst but now it feels like they have been started to think about it. Many of the employees do not like when managers but the evening shift in the schedule and next day morning shift. Other one that many receptionists answered was that the company is always saving hours and that is stressful for the employees as well.

The last rating question about the employee satisfaction in the Radisson Blu Plaza reception was, "does the managers give you enough feedback of your work?"



Figure 15. Do the managers give you enough feedback of your work

The last figure shows that 46% of the employees think that managers could give more feedback of the employee work. Seven employees out of 15 receptionists gave rating 3. Rest 57 % thinks that they do get enough feedback. Four out of 15 people gave rating 4 and the rest four employee gave rating 5.

As seen in the figure many of the employees think that managers could give more feedback for the employees. The negative feedback comes always through, but it would be nice to hear positive feedback as well. As author wrote before that only 4 employees out of 15 thinks that they get enough feedback.

5.2.1 Comment based questions

Author asked two different questions that did not needed to be rated just explained with couple of words.

1. Is there something that could make you feel more motivated of your work?
2. Do you think that employees own motivation example, asking questions is effecting for the satisfaction?

The Author asked is there something that could make you feel more motivated of your work. There were three request that rose above the others, salary, bonus and feedback. There were some other ones as well example no technology.

Many of the receptionist would enjoy to have more positive feedback and feel that they are important, not just self-clarity. There were straight comments example.

“ More salary could give motivation.”

“Having more salary or rewarding from the good job.”

Last question from the whole survey was, “Do you think that employees own motivation example, asking questions is effecting for the satisfaction?” All of the employees answered positively for this question. All of the employees think that when the employees work is meaningful and it is appreciated it affect to the motivation and overall satisfaction.

6 Suggestions and conclusions

The final chapter of the report introduces the reader future suggestions to improve the employees satisfaction in Radisson Blu Plaza, based on the results of the quantitative survey conducted as well as suggestions from the author itself. Additionally, a final conclusion about the research and own learnings is discussed.

6.1 Future suggestion

The following sub-chapters describe the future suggestions based on the results of the questionnaire and new development ideas the author of the thesis has come up during the whole reporting process. Both sections are described and expanded by the author of the thesis. Author is suggesting giving more good feedback for the employees, giving more responsibility for the employees that would like to have it and keeping the work tools updated. Author s writing the examples in the survey result based chapter.

6.1.1 Survey result based

The research delivered overall quite positive results. Anyhow, changes and improvements should be done to further improve the employee's satisfaction in Radisson Blu Plaza. It is important to consider at this stage that the improvements to be made are directly linked to the employees' expectations and needs they have from the managers and from work environment. When being able to fulfil their expectations, by giving them excellent support and environment, their satisfaction and feedback should develop in a positive direction.

It was interesting to see that many employees gave different feedback about Radisson Blu Plaza managers feedback. Managers positive feedback is quite often forgot. It has also too much text in the wrong places. Not leaving out that the reservation system is quite complex to comprehend. Similarly, in the figure (15) presented in the theoretical part of the report "Does managers give you enough feedback", the amount of positive feedback was not pleasant nor positive for the employees. The suggestion of the author is to start to celebrate small successes. To create the connection with managers and employees by showing respect. Managers should be proud of the employees work and when the customers example give good feedback of the employee, let the employee know about it and show it to the employee that the company is so proud to have him or her in the Building. By saying thank you and giving positive feedback can change the employees' motivation even more. It should be an easy process.

Some of the employees do feel that they got enough good feedback, but more than half of the respondents think they should be changes. Negative feedback is always easy to give and it is easier to remember as well. That is why positive feedback from the managers even from the small situations is very important.

The quality of the technology has to be improved, as many employees who responded to the questionnaire told about the problems of the work equipments. Even though receptionist uses computers, printers, copy machines, phones etc. every day at the work. In this area the management could listen workers more what they are missing when they are doing their work. In the other side workers should inform managers even more. Workers could have a list in the reception office that they could write down if something is missing and every week managers should check it. This is good way to keep the tasks all to time in the mind as well that the managers would not forget it.

In the questionare was a question does receptionist job utilizes workers skills and abilities as much as it could and many of the respondents answered that rate 3 and 4 figure (11) and that there could be more improvement. Management could ask more opinions from the workers how could the utilizes workers skills and abilities even more. Motivation is very important for workers and when employees got appreciation from the managers and gets more abilities in work this is how the work will stay interesting. There could be also different kind of tasks that employees could participate. Example managers could as from to workers who would like to handle some work task that is not normally in the work list this is how workers that would like to improve their skills could have opportunity for that.

6.1.2 Author based

The author of the thesis proposes for future progress the employee's satisfaction. Basically Employee satisfaction is a business practice with which a company, in this case Radisson Blu Plaza, could focus on improvement. As talking about a feedback, technology and do the of workers have ability to show their skills and abilities. The author introduces the idea of giving more feedback from managers for the employees, updating the employees tools that they have to be managing during their work days and to make employees feel that their work is important and that they have opportunity to show their skills.

As described in the theoretical part of the report, employee's satisfaction an essential part of any business. By having responses from receptionist's, Radisson Blu Plaza should consider the results and exceed their employees' expectations by understanding their needs

and comprehending what improvements should be made. To keep employees excited and motivation high there could be some small rewards.

This means that, for example, for every fifth time the employee gets positive feedback from the customer employee gets a certain surprise (getting small dinner or surprise by colleagues with cake and coffee surprise in the middle of the work day etc.). The possibilities of creating a loyalty feature are endless, the author wanted to give an example of how it could be on practice. The managers in Radisson Blu Plaza could give more feedback in the future. More communication between managers and workers. This could be measured by example every month workers could tell how much feedback and praise the employees has got from the managers. This is the way how managers could see as well how much do they give feedback for the workers. As mentioned above, the technology in Radisson Blu Plaza should be updated.

Additionally, an idea would be that the technology would be improved that workers could enjoy you with their work. The technology is something that the employees should not focus on. When the tools are right and good, workers can just focus on the customers. One example, is printers should be changed. Receptionist print at least one paper for every customer. When the printers are old and needed to be all to time fixed it takes employees and customers extra time.

6.2 Discussion

The questionnaire conducted for researching and stating the employee satisfaction of the receptionist in Radisson Blu Plaza went overall well and it gave a holistic view of where the enterprise is at the moment, regarding employee expectations, satisfaction and the level of management support. It is at this point important to state that the number of respondents to the employee satisfaction survey was 15 receptionists. The survey took place for a period of one month, so the amount of responses set into perspective with the time, is acceptable. The author realized that it is not so simply to collect all the information and get the surveys filled up on time. If the all the employees in the hotel takes into practice, giving feedback every Monday from the last week it would create a relevant source of information with the possibility of constantly being aware of their employees' experiences, satisfaction and opinions.

Some of the theories and methods from the theoretical framework supported the creation of the questionnaire as well as the final results. The results of the survey held in the month of April, these give a base of the expectations and needs employees have towards the

satisfaction they receive from Radisson Blu Plaza. The author believes that when these needs are understood and fulfilled, the employee becomes loyal and would not change from one company to another. Mouna Knani theory of satisfaction perceived quality helped in the creation of the questionnaire as it included valuable parts which help in the analysis between the expectations and quality employees' satisfaction.

The creation of the thesis began from the discovery of the subject and continued to the research, formulation and implementation. The dispute was to find theory, information and relevant data about the exact subject, and connect theory and practice. The author considers that the outcome of the thesis will help the commissioning party in the forthcoming planning and to grow the employee satisfaction.

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1. Quantitative questionnaire

Employees satisfaction survey in Plaza reception. April 2019

**Answer for the questions honestly and explain your answers.
Give also a rating 1 (very bad) to 5 (excellent) for every
Questions.**

1. Do you enjoy our company's culture?

2. Do you find your work meaningful?

**3. Does our company offer adequate opportunities for career
development?**

4. Do you feel valued for your contributions?

**5. Does our company give you the tools and technologies you
need to do your job well?**

**6. Do your superiors communicate company news
effectively and in a timely manner?**

7. Do you think that work is distributed evenly across your team?

8. Do you feel like your job utilizes your skills and abilities as much as it could?

9. Does management seem invested in the success of the team?

10. Do your managers value your feedback?

11. Does the managers schedule the work schedules well by thinking the employee wellbeing?

12. Does the managers give you enough feedback of your work?

13. Is there something that could make you feel more motivated of your work?

14. Do you think that employees own motivation example asking questions is effecting for the satisfaction?