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REWARDING AS A TOOL IN IMPROVING PRODUCTIVITY AND PERFORMANCE MANAGEMENT
Case: The Social Insurance Institution of Finland (Kansaneläkelaitos)

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Abstract

Rewarding is a tool to motivate and commit both employees and managers. The Social Insurance Institution of Finland is a significant institution and is a large employer. The primary task is to pay a wide variety of benefits for those entitled to them but also within a particular time. Therefore, it is essential that employees are motivated and skilled when processing applications and managers when leading their teams. Employees are more productive, motivated and satisfied, which in turn increases well-being. This also benefits the employer by reducing employee turnover rate and recruitment cost and engages employees long term.

The study aimed to find out how to improve performance through rewarding with means to do it. The supporting research questions were what the main criteria are when choosing how to reward an employee, what are the possible options on how to engage/motivate employees more efficiently and what rewarding system are used elsewhere but could be applied to The Social Insurance Institution of Finland and why. The research used a case study method with quantitative and qualitative methods used in data acquisition. The available material from barometers from 2017 and 2018 was supplemented with a questionnaire providing more detailed information to the research questions.

Currently, the rewarding system and the applicable rewarding and payroll guide is seen inefficient, does not serve its purpose and does not motivate. The research showed how both managers' and employees' experience towards the current rewarding, what the most significant problem points are and suggest improvements and solutions to these problems. The study can be considered a success as it was able to provide tangible solutions for the issues pointed out and answering the research questions. It also proved important information from the field to the management to take into consideration when reviewing the payroll as well as rewarding after the end of its validity period.

Keywords

The Social Insurance Institution of Finland, Kansaneläkelaitos, rewarding, productivity, performance, management

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APPENDICES

1 INTRODUCTION

1.1 Research background

The working life has never been so hectic as today. It is more demanding than ever, and time has become a precious resource. According to professor Liisa Keltikangas-Järvinen (Ala-Heikkilä 2017) working culture has set ideals that an employee is unable to achieve, and this loads the wellbeing of an employee and eventually becoming unable to perform. Researcher Minna Toivanen from Työterveyslaitos (Ala-Heikkilä 2017) also emphasises hectivity and high tempo, which ultimately lead to poor outcome and loss of focus. Työterveyslaitos (2016) conducted the latest Kunta10-research in 2016, where 39 percent of over 65.000 respondents felt that the workload exceeds the threshold often or quite often. Chief Operating Officer and Director of Business Development of Kokoomus Miia Eskelinen-Fingerroos states that emphasis in the working culture has shifted towards shared goals, values and ways to work. This requires strong leadership in engagement and benefits, and most likely, the ultimate aim is something else than just increasing revenue. This requires engaging and committing employees by offering them ways to influence and therefore create value for the company in different ways, such as new ways to work and more effective processes. (Eskelinen-Fingerroos 2018). Therefore, it is crucial to keep employees in the company rather than first hiring and training them and only making them resign after a period of time. Recruiting is a high cost and loss of investment for the company that can be minimised dramatically with the right application of committing possibilities. Salary and personal rewarding based on performance and results is one of the most effective ways (Kauhanen 2012). However, this only is effective to a certain level of monetary rewarding, after which personal values and choices become more critical. In this case, an employees' level of commitment cannot be amplified by increasing monetary rewarding but by offering different perks (working options, benefits etc.) or challenges, such as new projects (Kauhanen 2012).

Rewarding and its applications differ by the field of industry, country and culture, but a common nominator is the individual employee Organisations seek stable, productive and motivated workforce, and it is of high importance. The primary

way of achieving this is through effective reward strategies regardless of locations. Employees are the competitive advantage of providing intellect and innovations, generating positive returns to shareholders. Besides, stable workforce reduces recruiting costs and employee turnover. Therefore, it is in every company's interest to appropriately motivate their employees. McLarney and Hansen (2016) base their findings to the influences of three most notable theories on rewarding strategies from Maslow, Herzberg and Hofstede to analyse the key influences employee motivation. The companies included in this research have been renowned in their communications as having experience in global reward strategies. The challenge is to understand what motivates employees and how to implement rewarding strategies to increase commitment and satisfaction. International companies face a more significant challenge as the ways to encourage employees in one country is the opposite on another. Maslow's theory alone cannot provide a prediction how rewards will motivate employees. According to Herzberg's theory, motivation alone cannot accurately predict how rewarding motivates employees in an international context, but commonly direct monetary was the primary motivator to work. Hofstede's cultural aspect, just as the other earlier mentioned theories, are only one tool in understanding their relations. International companies must have clear vision, values, goal and objectives to each employee. Companies must be aware of not to implement a company-wide policy without understanding its impact inadvertently. Rewarding programs must respect the employee's human and cultural influences to be effective. (McLarney & Hansen 2016, 139-144.)

The research conclusion is in understanding the relations between principals and employee needs. Company's focus should be on employee motivation and commitment that is considered to be the goal for the organisation's rewards strategy. Most critical is the culture that links other branches and extends them. By linking these branches, it serves as a reminder that no part should be left without notice. When assessing a rewarding strategy, all influential factors should be considered in conjunction with each other. The research shows that no single theory can be independently applied when assessing the rewarding strategy. The cultural aspect is one of the most critical ones, but companies must not view the culture on

its own and from the company's perspective only but to use it as a guideline. Also, demographic aspects must be considered, making choosing the strategy more complicated. The research also points out that successful companies in implementing a reward strategy have the skills to learn from successes and failures, both their own and others. (McLarney & Hansen 2016, 147-149.)

Human resource management (later HRM) in its complexity is a difficult but important part of the company's operations. This is a key variable in national and domestic HRM more than in performed HRM activities. Dowling points out a need for a broader perspective, more involvement in employees' personal lives, change in emphasis between workforce interests and broader external influences. Just as Hofstede (1980) states in his theory, cultural suitability and differences are essential in determining successful performance. Generally, cross-cultural understanding and competence is preferred. According to the research, compensation and rewarding policy become less precise, the more international aspects there are. Designing worthwhile policies and programmes must include the use of mentors and understanding the field applied to. (Dowling et al. 2011, 5, 120, 177-178.)

The topic of this thesis concerns many companies, regardless of their field. Employees are the most critical resource of the company (Kauhanen 2012). Companies invest a significant amount of time and money on recruiting and familiarizing a new employee to the essential tasks. It always takes time until the employee starts creating value to the company. Due to this fact, recruiting and more importantly keeping the right employees satisfied and committed form the foundation for a successful company and self-developing atmosphere. A committed employee is often more valuable than the cost it generates.

This study focuses on increasing the effectiveness of the current payroll and rewarding system. The aim is not to necessarily create a new system but to find out what employees' the current policy applies to value and utilize it to its full potential. Creating a new system loads the organisation unnecessarily. Therefore, by reassessing on the current system and streamlining its application by focusing on

the essentials, both the organisation and individuals can benefit from it greatly. The current policy has been researched a little, and the author is aware of two published theses, that are somewhat related to the topic. Both ended up in the conclusion that the system is ineffective and can be taken advantage of more. There is much discussion within the organisation the author's thesis is researching that the system is unjust, non-transparent and has little positive effects.

My interest was the main reason for choosing this topic. I have had the privilege to have multiple employers with different managers. Therefore, I have seen different ways to lead and find out what ways have been successful and what have had something to develop. I have seen many great employees resign and change employers for different reasons. One of these has been that the employee's skills and merits have been under-valued and eventually making the employer look for appreciation and challenges elsewhere.

This thesis is a result of thorough and lengthy thinking. As all companies regardless of their field struggle with keeping cost at a minimum while pursuing the best possible performance, finding the best combination is the aim. The general question could be "How can we maximize the performance (productivity per employee) while minimizing the costs?". As the Social Insurance Institution of Finland is a non-profit organisation funded by taxes, the question could be applied as "How can we increase productivity using the payroll and rewarding guide". This is the question this thesis aims to answer. Yearly conducted barometers in The Social Insurance Institution of Finland clearly state that the current payroll and rewarding system is ineffective and has much to improve. Many employees attempt to maximize their income in return for the effort they put into the work itself. The potential is excellent in people that are willing to give a lot for the employer but not without receiving anything back. Therefore, monetary rewarding has a lot to do with committing employees and is able to give back more than the actual investment to the employee.

It is very company-specific that organisational rules are not discussed with outsiders. Some international companies do not openly tell their rewarding programs

and those that do, only do it vaguely. And because the Social Insurance Institution of Finland is an organisation specific to Finnish social security and is unique on its kind, direct apples to apples comparison cannot be made or is not appropriate. The Social Insurance Institution of Finland is also a non-profit organisation that gives certain types of characteristics and limitation on rewarding. One example could be that rewarding based on company profit is not possible, so it must be based on individual performance and contribution to an employee. However, there are specific fundamental rules in rewarding, and those are comparable in similar fields.

Performance-based rewarding is based on company aim and steers the working to correct direction. It benefits both employer and employee. It complements the base salary and rewards for good performance and is directly related to company performance. For the employer, it steers employees to correct activities and does not raise salary costs permanently. Employees receive a tangible reward, motivates and acknowledged them for excellent performance and is a just system. (Mandatum Life 2020.) Performance-based rewarding and bonus system requires a clear basis on what and how is rewarded and that the system is just. Usually performance-based rewarding is a part on the rewarding system and not a separate function. Rewarding can be either on an individual or team level or are usually applied to organisations differently. According to the research, performance-based rewarded did not have adverse effects on work or actions at work and positively affect employer image. By implementing such a system, it motivates employees, clears the rewarding criteria and improves performance. (HAMK UNLIMITED 2019.)

Case company: The Social Insurance Institution of Finland

The Social Insurance Institution of Finland was established in 1937 and has been since an essential part of practically every citizen's life. In the beginning, the Social Insurance Institution of Finland was responsible of paying pensions but has expanded to being responsible for multiple benefits such as unemployment bene-

fits, disability benefits, housing benefits, childcare, maternity and paternity bene-
fits and student benefits. From the start of 2017, the Social Insurance Institution
of Finland has also been responsible for basic social benefits as they got trans-
ferred from municipalities. (Kela 2020.) At the end of 2018, the number of em-
ployees at the Social Insurance Institution of Finland was 7732 being the all-time
highest. The number of employees is directly related to personnel expensed be-
ing 352,25M euros altogether where salaries and other compensations are
273,53M euros. (Kansaneläkelaitos 2018.) When the number of employees is
such high, the more critical it becomes to pay close attention individually to each
employee.

1.2   Research settings

This thesis aims to research the current payroll and rewarding system used by
the Social Insurance Institution of Finland, point out the possible problem points it
has and improve the system by offering new information and eventually tools for
more efficient application. The aim is to find out what options the system provides
to use in committing and rewarding an employee and how are these options exer-
cised. After the current system is analysed, the results will be compared to similar
organisations internationally using different kinds of rewarding system. The cur-
rent payroll and rewarding system was introduced in 2001, and the effects have
not been researched thoroughly. The conducted barometer in 2018 indicated that
employees are not satisfied with the system or do not understand how it works.
Because of this, the aim is to suggest improvements to the system.

The objective of this thesis is to research the current payroll and rewarding sys-
tem by using the current payroll guide to find out how the system is implemented
in the Social Insurance Institution of Finland. Conducted barometer results from
2018 will be used to show how the employees feel and recognize their possibili-
ties to influence, how they feel about their actual possibilities to influence and
how they feel about the current system in use. The objective is to find out if the
employees feel they are not paid or rewarded well enough when compared to
their level of performance and are they being appreciated enough monetarily or

by other options. Anonymous interviews from the employees, managers and directors will be conducted to give more detailed information and find out correlations between the results. Anonymity is important to mitigate any negative or positive influences on the results and create as an authentic result as possible. If there are substantial differences in answers, it creates a contradiction in interpretations because the same guide is being applied. However, managers have independent influence in implementing the guidelines to practice. After pointing out the possible problems in the system, possible development ideas and managerial implications will be presented according to the findings.

Finding the meaningful and effective ways to reward

Bad application of rewarding guide:
Unjust application
Unclarity of the principles

Good application of rewarding guide:
Just application
Transparency

Negative effects:
Poor motivation
Dissatisfaction
Feeling of low appreciation
Underperforming or not performing to the fullest
Eventual leaving the employer

Positive effects:
Increase in motivation
Increase in satisfaction and commitment
Increase in performance
Long-term employees

Negative effects to the company:
Low performance per employee
Continuous recruiting
Negative image
Long-term increase in costs

Positive effects to the company:
High performance per employee
Long-term commitment
Positive image
Long-term decrease in costs

IMPROVED PAYROLL AND REWARDING SYSTEM

Implementing a dedicated rewarding section to Kelpo-form

Figure 1. The improved approach in applying the current payroll and reward guide to practice by implementing rewarding

Figure 1 shows the created/improved approach in applying the current payroll and reward guide to practice. The focus is to implement rewarding more thoroughly into Kelpo-discussion to clarify the rewarding criteria and focus on what kind of activities are preferred. Rewarding is one of the most critical ways to affect performance. Rewards can be seen as long- or short-term rewards. People

generally pursue long-term goals, where the reward is being delayed. However, immediate rewarding is a stronger predictor when viewing goal-oriented activities than long-term delayed rewards. Delayed rewards are stronger in long-term goal setting where the aim is clear but immediate rewards are closely related to actual persistence. The effectiveness of short-term rewarding comes from being highly attractive in the present and creates a constant making it a motivational factor. Smaller and immediate rewards keep the long-term goal in mind are steps on the way of getting there. Immediate rewarding also decreases opportunity costs in goal activity and are cost beneficial. Short-term rewarding increases persistence as they are easier to understand and relate to the greater goal and increase per-sistence in single sessions, that benefit the performance over time. The study re-sults show, that immediate rewards matter in long-term pursuits. People are more successful at pursuing their goals and persist in single tasks when immediate re-wards are available when pursuing these long-term goals. The best effect is a combination of these two; motivation to long-term goals comes from both immedi-ate and delayed rewards during that pursuit. (Woolley & Fishbach 2016.)

Productive rewarding is done in the correct way and should be based on positive behaviour. Reward should not be just a nice bonus in making employees feel good, it should be an essential business tool in recognising employees. It should represent the company values and strengthen them and by doing so, making em-ployees more familiar with the company purpose. Rewarding should be notable to be effective. When the reward is not in line with the achievement it is based on, it is not noteworthy. Timing is also important. If the rewarding is not done immedi-ately or soon after the accomplishment, it loses its effective-ness and when not paid close attention to, rewarding is seen as a secondary value. Rewarding a sin-gle employee or a group of employees also affects those outside. When an ac-complishment is recognized, others likely try to repeat that. When trying to em-phasize better behaviour, it needs to be something others a capable of doing. (Cooper 2019.)

Rewarding probably has the most significant impact on performance but it still is just one link in the chain. Good performance is a result of multiple things that all

are linked to happy and motivated employees. Every organisation and company work more efficiently with motivated employees. This affects to the whole organisation supporting its foundations. Motivated employees work more efficiently and create more equity for the company. The company benefits from motivated employees in more ways than just performance per employee. The company image is improved and satisfied and motivated employees tend to recommend their employer publicly. Satisfied employees are also the requirement for specific certificates the company desires. Happy and motivated employees do not look for opportunities outside the organisation. This results to lower need for recruitment and reduced costs.

Research and development questions

The main research question is how to increase the effectiveness of the current payroll and rewarding system? This can then be divided into three sub-questions supporting the main research problem and breaking down the problem into smaller sections making it easier to understand the relation of these topics and finding the answer. The sub-questions are:

- What are the main criteria when choosing how to reward an employee?
- What are the possible options on how to engage/motivate employees more efficiently?
- What rewarding system is used elsewhere but could be applied to the Social Insurance Institution of Finland and why?

The main research question is self-explanatory. The first two sub-question support the main problem by specifying the question and stating a more detailed approach on what the study focuses on. The last sub-question presents a national and international point of view on the thesis. This is used to compare how the current system in the Social Insurance Institution of Finland compares to other similar companies and how effective it is. It also aims to figure out what are the most effective ways of rewarding in each company. This enables to find out new ways to reward that could be suitable in the Social Insurance Institution of Finland as well. Primarily the idea is to find out similar organisations. The comparison is then easy to interpret when comparing apples to apples. It is also possible to

compare other than non-profit organisations be-cause their organisational structure could be highly like the Social Insurance Institution of Finland, making the comparison valid. Often industrial and profit-oriented (especially PLC's) companies have an effectively created organisation structure and tend to reduce the hierarchy to be more flexible and react to changes. This is something that could also be applicable to the Social Insurance Institution of Finland as well and worth studying.

The research starts with gathering available research data, including the yearly barometers from at least two years prior. The barometer results are one of the key elements stating how the employees feel about the current system. This can be done by engaging the R&D department of the Social Insurance Institution of Finland to the thesis project. Questionnaires are conducted in two separate parts: to the employees and to the management. The questionnaire questions for the employees are chosen specifically to reveal more detailed information on how the employees feel about the current system and what are meaningful ways to reward. The questionnaire questions for the management aims to reveal how the rewarding is done, are there any variations and how the rewarding system is generally thought of.

After the data has been gathered and analysed thoroughly, conclusions according to the research outcome will be presented. The results are then presented to the company, especially the R&D department and the management, and the aim is to convince the management on the current rewarding systems potential and that the tool could give great benefits with minimal investment. Once the thesis project is finished, a genuine ambition is on making a change and create something new and better to the current system, but this requires the willingness from the company management to drive that change.

1.3 Previous researches

Similar research compared to this thesis was conducted in 2018 regarding rewarding as a tool in motivating benefits officers in the Social Insurance Institution

of Finland as a part of Bachelors' thesis. The aim was to research which rewarding options are meaningful to employees, how these are in line with the rewarding system and how satisfied the employees are with overall rewarding. In addition, the researched aimed to find solutions on how rewarding could be improved according to employee wishes. References used are much alike with references used in my thesis. The results indicated that employees are not fully satisfied with the current rewarding, and the system is insufficient. However, individual employee answers indicated several rewarding options to have significant meaning. This research information does not offer any new theoretical information and is based on current theories and models, but it gives valuable information on the current rewarding system and options in use and how employees experience it. This research can also be used to reflect the current and new findings. The research was conducted over a year ago and presented some suggestions on how to improve the system. Therefore, it can show if any changes have been made and suggestions took into practice. To a further extent, this thesis can also indicate how the organisation value the found research result, but this is debatable. (Laamanen 2018.)

A study regarding rewarding in a non-profit organisation (NPO) was published in 2009. The study aimed to find out what motivates employees in an NPO. The effect was divided between extrinsic (the outcome of performed activity) and intrinsic (personal satisfaction of the activity itself) motivation. The hypothesis was that once income rises above certain level of threshold, intrinsic motivation becomes more critical. The first target group was paid a performance bonus and the second wasn't. Performance bonuses were paid for activities such as gaining more clients. A study by Graffaf, Noblet, Crosbie and Lavelle (2005) in a recruitment organisation, most costs come from personnel costs and work-force motivation is important and employees must be productive. The outcome was that if personnel are not sure about being satisfied to their pay, more salary does not increase motivation while those that are not satisfied, improving salary improves motivation. Employees did agree that bonuses can improve performance. The received bonus does also support intrinsic motivators improving belongingness and being

valued. The outcome of bonuses, however, is dependent on a person's preferences, but the results can be generalized stating that bonuses do improve motivation. (Tippet & Kluvers 2009). The Social Insurance Institution of Finland does function on the same basis that the case organisation, so the results are applicable to the Social Insurance Institution of Finland as well.

Saulamaa's study focused on appropriate performance-based rewarding on a case study, including an insurance company. The aim was to form an understanding of what kind of performance-based rewarding could be functional on the claims department. The study showed that by implementing a performance-based rewarding system, company profitability and employee motivation could be improved. Implementation is successful when both the aim is met and both managers and employees are satisfied. Traditionally the problem has been compatibility issues in integrating such system. This kind of system has been proved to work the best, when all parties, including managers and employees, are engaged in designing. (Saulamaa 2015). Setälä's study focused on comparing managers and employees points on view on performance-based rewarding. The aim was to find out how managers and employees react to performance-based rewarding. The study showed that managers strongly believe in strong motivational effect when such system is implement-ed. While employees also feel the same way, they experienced other factions such as working community, work meaning, challenges and set goals more motivating. Both parties saw such system to support and lead working, support company values and show importance in communicating set goals and cost-efficiency. Despite the lack of direct relation to motivation, performance-based rewarding shows that it is related to profitability. (Setälä 2011.)

1.4 Current payroll and rewarding system at the Social Insurance Institution of Finland

Payroll and rewarding system guide in the Social Insurance Institution of Finland is an attachment of the collective bargain agreement. It was founded in 1986 and was registered to The Social Insurance institution of Finland's collective bargain of 1987 as a requirement of equitable and just payroll system. In the collective

agreement of 1995, the essential aim was to create a new payroll and rewarding system guide. The guidelines were tested and reviewed three times; in selected units in 1997 and for all employees in 1998 and 1999 and was taken into use on 1st January 2001. It was mutually agreed that no one's salary will not decrease because of the new system. (Kelan palkkausjärjestelmäopas 2019.)

The current payroll and rewarding system guide has been in use from the beginning of 2001 and has been reviewed three times before applying it to practise in 1997, 1998 and 1999. However, it has not been reviewed, reworked or even studied its effects much since it was introduced. The system guide follows the development of labour markets. This is a major problem point because labour market changes constantly and is continuously monitored by the parliament. The payroll and rewarding guide is part of the collective bargain agreement and currently, it is valid from 2018 through 2021. This period is too long for active use and reviewing of the guide, making it very inflexible and hard to interpret.

The guide is used to help interpret assessment criteria of work requirements that have been developed in the last decades. The aim of the guide is to improve and promote successful operations and support leading. Operating efficiently and profitably requires supporting, flexible and just rewarding from each operational unit. The Social Insurance Institution of Finland' policy about payroll and rewarding is to guide the operations and support the organisation on achieving set aims. Flexibility, justice, equality and supporting productive and profitable operations are its main aims. The guide is used to encourage employees to constantly develop their skills and knowledge and achieve better levels of performance both as individuals and members of the working community. The payroll and rewarding system reward an employee from good performance and more demanding assignments. (Kelan palkkausjärjestelmäopas 2019.)

The payroll and rewarding system guide explain the guidelines on salary and rewarding. The baseline is that same salary will be paid from equally demanding assignments. The salary consists of task-specific salary and personal points, where personal points can make up to 32,5 percent of the total salary. Different

tasks are divided into eight sub-categories by how demanding the job is with a maximum of 100 points. These criteria are:

- Level of education (2-10 points)
- Experience (0-10 points)
- Level of expertise and competence (1-17 points)
- Problem-solving (1-12 points)
- The requirement of new information and skills (1-9 points)
- Communication and interactions skills (3-18 points)
- Responsibility of the results (1-16 points)
- Task independency (1-18 points).

There are four task-specific classifications A (lowest) – D (highest) and all are divided into two to four sub-classifications. These are A1-A2, B1-B3, C1-C3 and D1-D4. These tasks are specified by using the 8-step table mentioned above, and each assignment is generally defined. (Kansaneläkelaitos 2019.)

The payroll and reward system guide set guidelines on how each employee's salary is formed. This information is used to research how well employees are aware of their salary, tasks they are assigned to and how much and on what basis are they are paid. The guide sets the boundaries of each tasks and creates a tool on how to assess each employees' skills and capabilities. The guide is not perfect and unconditional, leaving managers a certain level of judgement on rewarding an individual. This is one important aspect of this thesis and reflects highly on equal and just rewarding that can have a significant impact on motivation, commitment and self-development. To find out how the system currently works, how it is built and designed and what are the possible problem points it has, one must have comprehensive knowledge about the system. The system is used throughout the Social Insurance Institution of Finland but because it gives some freedom on how it is applied to practice, especially differences between insurance districts could arise. Much of the thesis material comes from the collective bargain and the payroll and rewarding system guide as it is essential knowledge to meet the set aims. According to yearly conducted barometers, employees still find the rewarding system to be somewhat unclear and ineffective, which makes reviewing the current system valuable both to the employee and employer.

Employees are yearly evaluated where their performance from the past year is reviewed and their salary is reviewed according to the currently applicable payroll and rewarding guide evaluation criteria. According to the payroll and rewarding guide, salary consists of task specific salary and personal performance points. (Kelan palkkausjärjestelmäopas 2019). This discussion with the closest manager is called Kelpo-discussions. Before the discussion, an employee needs to answer two specific sections in the Kelpo-form: well-being and work and current tasks with main responsible areas. These questions include personal motivational aspects, current tasks, well-being, working community, manager-employee relations and what are the main tasks and responsible areas at work breaking them down into smaller segments. This form serves as a base for the discussions. Man-ager is responsible for filling out the rest including setting the goals for the next year, skills with strengths and areas to develop in, a career path in the future and what are the main areas to pay attention to at work tasks.

2   REWARDING IN LEADING AND PERFORMANCE MANAGEMENT

Theories regarding rewarding, engagement and commitment will be used widely from respected authors in their fields. These theories have been researched broadly and are used as a baseline, for example, in teaching. These theories will be reflected to the findings from the interviews and previously conducted barome-ter results.

This study is a combination of a case study and qualitative research. A case study is appropriate study method when the aim is to gain solid and in-depth knowledge about a specific real-world subject allowing to research the key char-acteristics, meaning and implications of the use (Scribbr 2019.) A case study fo-cuses on observing a single social unit; an organisation of the Social Insurance Institution of Finland on this context. It is a method of study with more depth than width. A case study is typical when studying a limited number of elements on conditions and their interrelations. The main difference between a case study and an experiment is that the case study is a study in real-life context where an ex-periment is based on a manipulated scene (Dul et al. 2008.) The object of the

study is to locate factors that account for behaviour patterns. A case study method is a form of qualitative analysis of a single unit and to find out individual aspects affecting the outcome and finding their relations. One of the major assumptions of the case study method is the uniformity of human nature and behaviour to a specific external influence. A case study method follows basic principles of case research starting from phenomenon recognition, data collection and ex-amination, identification and diagnosis of causal factors, application of solutions and follow-up. A case study has its limitations when comparing results. As the research problem is often specific with multiple aspects and variations, comparing the results is complicated and must have a similar counterpart to gain valid results. Therefore, a case study aims to find out unit-specific problems and solution that rarely can be generally applied to generalized. In addition, to gain valid results, the research data must be expensive and interpreted correctly to avoid misinterpretations leading to false results. (Wisdomjobs 2018.)

A case study often includes qualitative research methods, but quantitative methods are also used depending on the research problem in question. As mentioned earlier, a case study is a viable choice when describing, evaluation and understanding different aspects of the research problem (Scribbr 2019). Qualitative data is descriptive data that is used to approximate or characterize attributes of data without specific measurements (IGI Global 2019). As the author thesis focuses on a topic with subjective data, the chosen case study and qualitative research methods are justified.

Qualitative case study methodology provides tools for researchers to study a complex phenomenon. When the approach is applied correctly, it becomes a valuable method to develop theories and evaluate programs. (NSU 2018.) Qualitative research is a process aiming to understand a phenomenon in its natural setting. It focuses on answering "why" rather than "what". Typically, qualitative research is used to analyse direct experiences on humans. Qualitative researchers use multiple systems of inquiry to study human phenomena, not just focusing on logical and statistical procedures. This explains why one of the most used fields

of qualitative research is an individual person or an organisation. Qualitative research values openness and flexibility and often produce a large amount of data about a smaller number of people enriching the understanding of a single or few phenomena. (University of Utah 2019.)

The theory behind this research problem comes from working life. The yearly barometer results clearly show the complexity and opacity of the current rewarding system and that employees are unfamiliar to some extent, with its details and usage. These results are supported by a Bachelors' thesis by Anika Laamanen (2018), where rewarding as a tool in motivating the benefit officers was researched. According to the research results, benefit officers are not entirely satisfied with the rewarding system. The research also pointed out that there are several ways of rewarding and when respondents were asked to choose just one option, the answers varied much. Rewarding and different options of rewarding have been researched to a large extent from various fields such as economy and psychology. These fields are all connected to rewarding as a concept.

The research aims to find out the problem points of the current system and find different options and possibly new ways to make it more effective. The current rewarding system is evaluated to find out the starting point. The chosen literature will be broadly used in explaining different options of rewarding and their effects. In addition, theoretical information about leadership, performance leading and performance management will also be used to find out how individuals in a group value different options of rewarding. This data is highly relevant to the research problem. Available research data is collected from 2018 barometer and the previously conducted thesis and is then analysed. Anonymous semi-structured questionnaires are then conducted to gain deeper and more specific information and to supplement the already available data. The data analysis is used to create different scenarios and hypotheses and find relevancies in the variables. This data is then reflected to theories to find out if these theories support the outcome or if there are explainable or unexplainable anomalies.

Before the data analysis, different variables can be specified. A presumed cause of the ineffective payroll and rewarding system is poor performance. This can be explained with a lack of motivating factor in the rewarding system leading to underperforming or not performing at full capacity. Choosing an effective way to reward is also of personal preference. The problem is that rewarding must be equal and just but still must have some options to take into consideration individually. Not everyone values the things as some are motivated by money, some by free time and some by flexibility in terms of work. This is also affected by the phase in an individual's life as parents may have different priorities than singles and students.
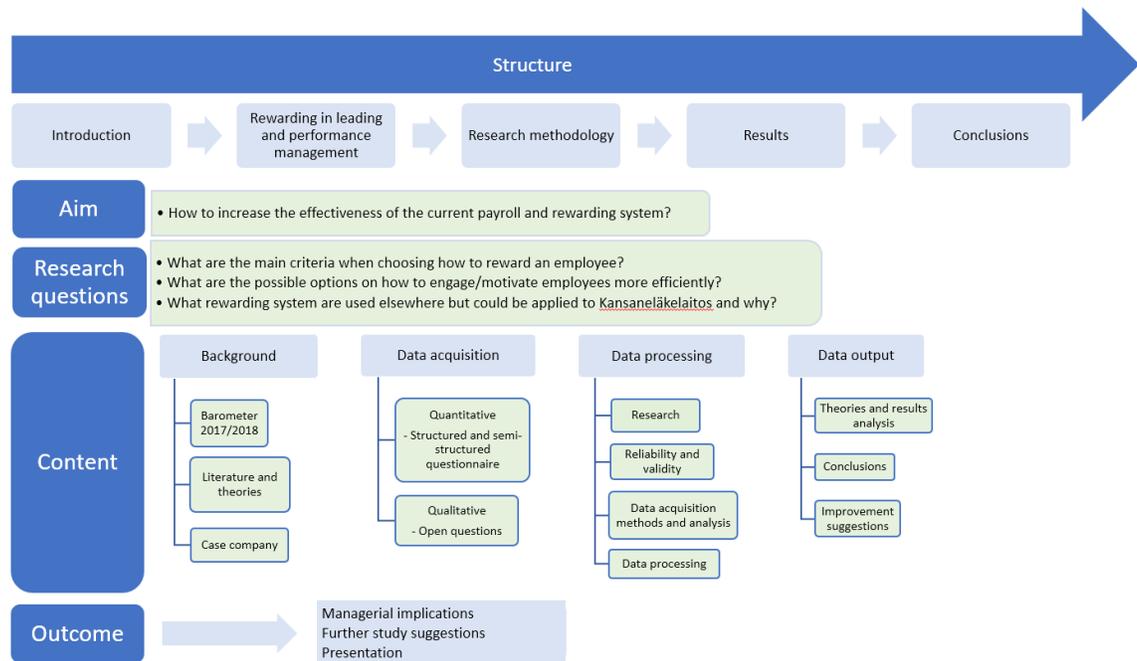
Figure 2. Thesis framework

Figure 2 illustrates the framework of the thesis in a simplified way. For the system to be effective, it must meet the requirements of the target audience, i.e. the employees the rewarding policy applies to. After identifying the most effective ways, the current rewarding system must be reflected in these demands to find out if these requirements can be met. If so, the rewarding system must be applied transparently and just to make it effective and credible. If not, the system must be reviewed or possibly be abandoned. Good and effective application of the system directly increases motivation, feeling of appreciation and performance positively

affecting the overall atmosphere indirectly. Bad application has the opposite effects. As the positive effects are cumulative, it has direct implications to the employer as well. These are an increase in performance, a decrease in overall costs, long-term commitment of the employees and positive image. These effects can be seen in a decrease in recruiting costs and the number of needed recruitments. This has a positive impact on the required funds to run the organisation making it more cost-effective. These improvements could be included in the rewarding system for future years for better application and effectiveness.

The current system can be evaluated, and the hypothesis made according to research results and theories. As the barometer results indicate, the current system is not very useful and has its flaws. When applying minimum input-maximum output, the current system could lead to performing on the minimal level to gain the maximum return. In practice, this leads to only performing on a minimum required level without exceeding the aim because there is no return on that extra input. Due to the ineffective rewarding, extra effort is not considered to be worth it. This results in not performing to the fullest and in some cases, underperforming. If the system would be utilized more effectively, it could have a positive impact on performance as extra effort is noted and rewarded in various ways. The system was originally designed to be motivating and reward from good performance, but this has fallen short in the application.

2.1   Notable theories in rewarding

The main theories in rewarding commonly include Maslow's hierarchy of needs (1954), Herzberg's motivation-hygiene or dual-factor theory (1959) and Hofstede's cultural dimensions (1980). It is of great importance to any organisation or company to have motivated and productive employees. The challenge is in ensuring motivation and increasing commitment through rewarding regardless of location. These theories rarely are solely applicable on their own but are a valuable tool in understanding the principles and effects and offering data when making balanced decisions.

Maslow's hierarchy of needs

Figure 3. Hierarchy of needs according to Maslow (1954)

Figure 3 illustrates the hierarchy of needs, according to Maslow (1954). Maslow believed that individuals possess motivational systems that are not directly related to rewards or unconscious desires. He wanted to understand what motivates people and based the human needs of two groups: deficiency needs and growth needs. In deficiency needs, each lower need must be met before moving to a higher level. The first four needs are the primary individual needs, including body, security and ego social needs. Psychological needs include hunger, thirst and bodily comforts, safety needs the need to get out of danger, belongingness and love needs the need to affiliate with other and be accepted, and esteem needs to be competent, achieve goals and gain recognition and approval. (Huitt 2007).

After each of these first four levels have been satisfied, a certain time later a deficiency is detected, and the cycle begins again. The second group includes need to know and understand needs and aesthetic needs that are cognitive needs. This group explains that when people become more self-actualized, they become more wise and able to act in a variety of situations. These are common in human

behaviour and motivation. The third group include self-actualization and tran-
scendence. Self- actualization was the only growth need in Maslow's initial con-
ceptualization but was later differentiated from general level towards individual
level. This level is also called a full potential level. Self-actualized people are
characterized by being problem-focused, incorporate appreciation towards life,
are concerned about personal growth and have the ability to peak experiences.
(Huitt 2007).

Maslow's theory is widely accepted and used. Norwood expanded Maslow's the-
ory to be used as a tool when describing what kind of information individuals seek
at different levels. Individuals in lower levels look for coping information, that is di-
rectly related to the problem at hand. The next level is helping information, where
individuals seek ways to be safe and secure. The higher levels include infor-
mation that is indirectly related to the problem and more understanding of the
problem. These are called enlightening and empowering information. The last
level is a part of Maslow's self-actualization, where individuals seek edifying infor-
mation. This level includes all lower levels, and the goal is to seek knowledge be-
yond themselves or how others can be edified. (Norwood 1999.)

Herzberg's motivation-hygiene or dual-factor theory

Frederick Herzberg, a behavioural scientist, created a theory in 1959 on work
motivators and hygiene factors. This theory is often called Herzberg 's motivation-
hygiene theory or dual-factor theory and is one most used theory in business
management. According to this theory, people are influenced by two sets of fac-
tors: hygiene factors and motivating factors. Hygiene factors include tangible and
physiological needs the individual wants such as pay, benefits, physical working
conditions, status, interpersonal relations, supervision competence of supervisor
and supervision quality (Human business 2019) and job security. The opposites
in hygiene factors are "no dissatisfaction" and "dissatisfaction". Motivational fac-
tors are inherent to work and involved in performing at work while considered re-
warding. These factors include recognition, sense of achievement, growth and

promotional opportunities and meaningfulness of work. The opposites in motivational factors are "satisfaction" and "no satisfaction" (Management study guide 2019.)
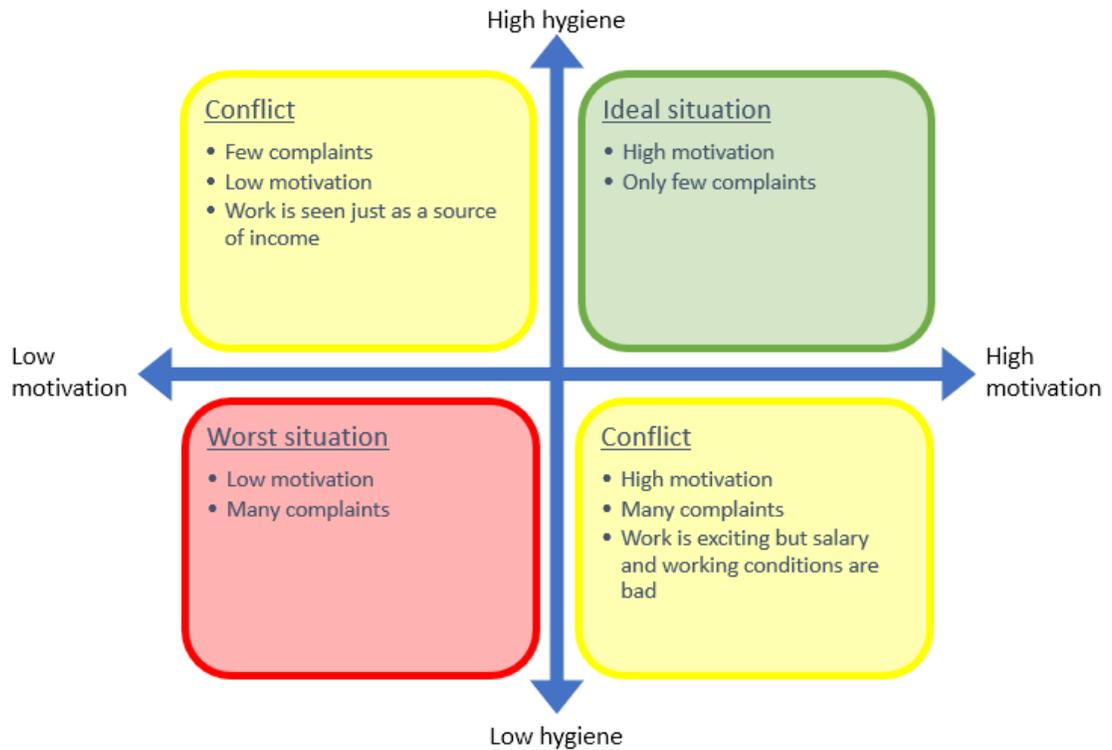
Figure 4. Motivation-hygiene theory or dual-factor theory according to Herzberg (1959)

Figure 4 illustrates the motivation-hygiene or dual-factor theory, according to Herzberg (1959). According to Herzberg, motivational factors themselves can encourage employees to work harder. Hygiene factors alone will not motivate, but if they are not present, it can lower motivation and lead to dissatisfaction. (Expert Program Management 2019). Hygiene factors are those factors which, when adequate in a job, they pacify the employer and do not make them dissatisfied. These factors are also called maintenance factors. (Management study guide 2019.)

Herzberg's theory is especially critical for managers, as they must guarantee sufficient hygiene factors to avoid employee dissatisfaction. Besides, they must make sure work is stimulating and rewarding to make employees motivated and

perform better. (Management study guide 2019.) Hygiene factors only have an influence on dissatisfaction, and when motivational factors are present, job satisfaction is increased. The absence of motivation factors does not decrease satisfaction, but they can significantly enhance motivation (Human business 2019.) As this theory emphasizes job-enrichment to motivate employees, the job must utilize employees' skills, and by focusing on motivational factors, work-quality can be improved. (Management study guide 2019.)

Hofstede's cultural dimensions

Geert Hofstede, a Dutch social and cultural psychologist, was fascinated by humans in the system that led to his PhD in organisational behaviour. He developed his esteemed and widely referred theory on cultural dimensions in 1980. (Hofstede, G. J. No date.) The theoretical framework is used to understand differences in culture across countries and to distinguish dimensions in which cultures and their impact on business vary. (CFI 2019).
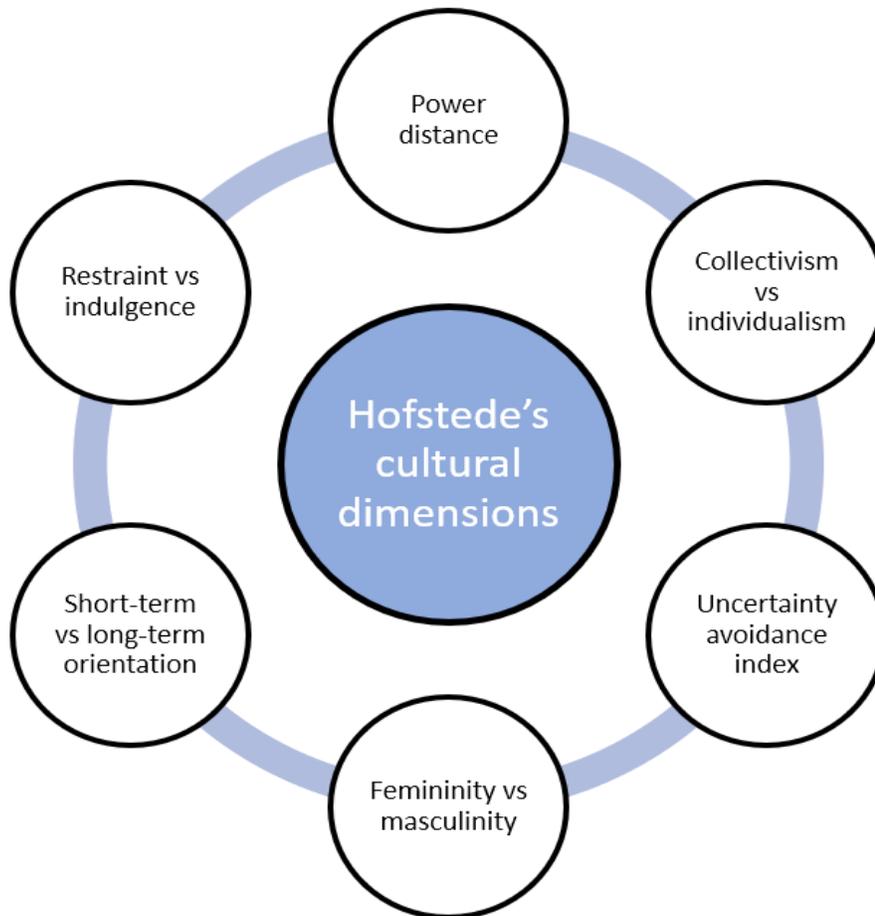
Figure 5. Six cultural dimensions according to Hofstede (1980)

Figure 5 shows the six cultural dimensions, according to Hofstede (1980). These are the fundamental issues that society needs to organize itself, but these are also applicable to individuals within the organisation or society. According to Hofstede, culture is *the collective programming of the mind that distinguishes the members of one group or category of the people from others.* Organisational cultures reside in practices in a way the people perceive the organisational environment. (Hofstede 2011, 2.)

Power distance index indicates the extent to which inequality and power are tolerated from the follower's point of view. High power index indicates that inequity and power differences are tolerated, encourages bureaucracy and shows respect to authorities. The low index indicates flat organisational structures, decentralized decision-making responsibility and participative management. Collectivism indicates greater importance of goals and well-being of a group and individualism

personal importance and goals. High uncertainty avoidance index indicates low tolerance for uncertainty and risk-taking with strict rules and regulations. Low uncertainty avoidance index, on the opposite, indicates high risk-taking and unknown and new is openly accepted. Masculinity indicates distinct gender roles, concentrated material achievements and wealth-building while femininity supports fluid gender roles with a focus on the quality of life rather than material achievements. Long- and short-term orientation indicates how society or group views its time horizon. Long-term orientation focuses on the future while delaying short-term success and gratification and emphasizes perseverance and long-term growth while short-term orientation focuses on fast rewards and respect for tradition. Indulgence vs restraint focuses on the tendency to fulfil desires and control of impulses. Indulgence indicates gratification and enjoyment of life while restraint suppresses these through social norms. (CFI 2019.) With each collective, there is a variety of individuals. This theory is often linked to larger societies and groups rather than individuals, but individuals are the ones making a larger entity and therefore applicable to individuals are well on a microlevel. Societal cultures reside in values while organisational cultures reside in practices in a way people perceive their organisational environment. (Hofstede 2011.)
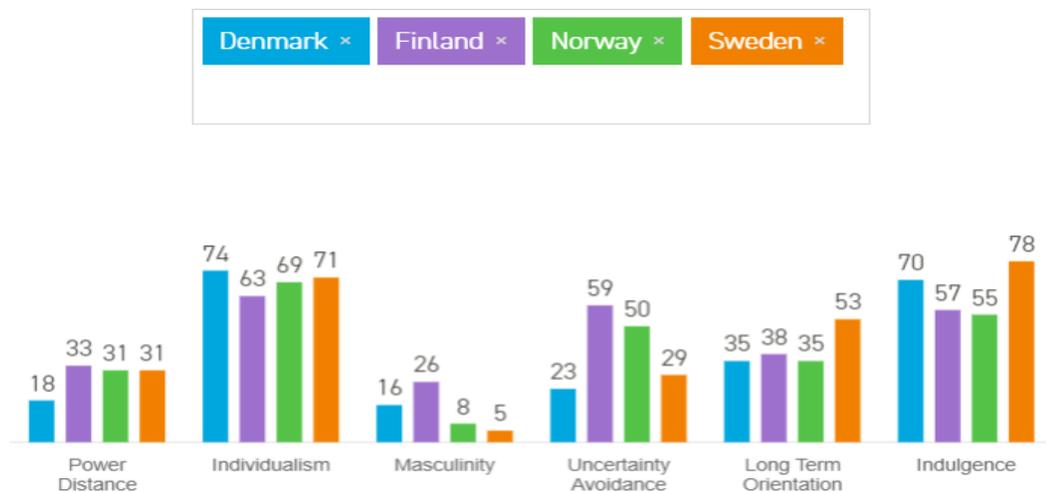
Figure 6. Denmark, Finland, Norway and Sweden according to Hofstede's six cultural dimensions (Hofstede Insights 2019).
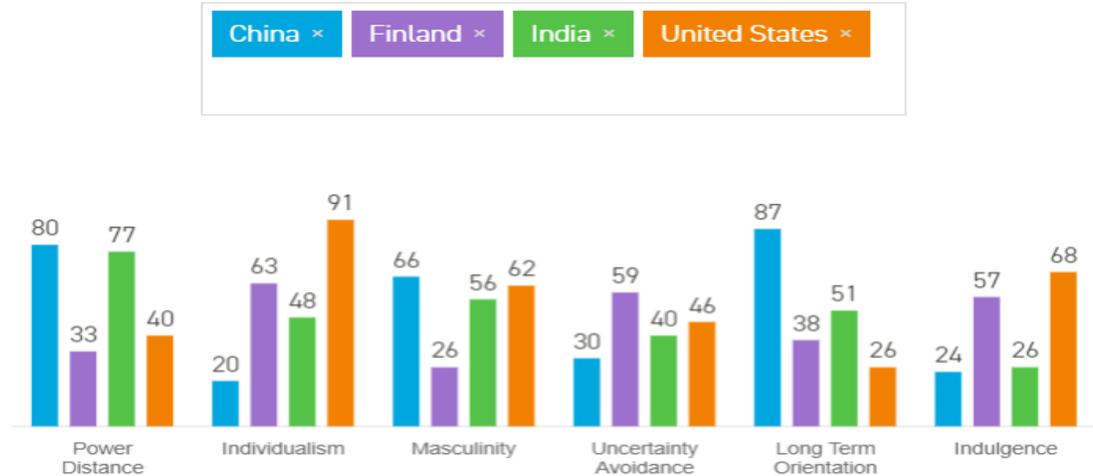
Figure 7. China, Finland, India and Unites States according to Hofstede's six cultural dimensions (Hofstede Insights 2019).

When viewing countries in the context of Hofstede's theory, Nordic countries have much in common. Figure 6 shows the comparison between four Nordic countries (Denmark, Finland, Sweden and Norway. Power distance, individualism, masculinity, long-term orientation and indulgence only have minor country-specific variations. Only uncertainty avoidance is higher in Finland (59/100) than, for example, in Denmark (23/100) or Sweden (29/100). However, Norway is close to Finland (50/100). When compared to other major economies and countries (USA, India and China), differences can be found. These differences are shown in Figure 7. Power distance is significantly higher in China (80/100) and India (77/100) than in Finland (33/100) where the United States scores 40/100. Individualism in the United States scores 91/100 but only 20/100 in China pointing out, that China is highly communistic county while the United States is individualistic. Other aspects worth mentioning are long-term orientation in China (87/100) vs 26/100 in the United States stating that the United States favours immediate satisfaction over goal-oriented actions. This is supported by indulgence-index, where the United States scores 68/100, China 24/100 ad India 26/100. Finland is in between scoring 57/100. (Hofstede Insight 2019.) This chart points out that while a company or an organisation can be national, its employees can be from a variety of countries with significant differences in cultures. These differences must be taken into account when choosing, reviewing, applying or even planning a new rewarding program to make it effective.

2.2   Performance leading

Rewarding for a good performance is natural but different individuals are moti-
vated by different things. This makes it difficult to lead and reward equally. As the
working life and environment have changed, human resources are a very hetero-
genic mass where individuals expect very different things both from work and
personal life. The question is, *should these individuals be rewarded differently*
and *is it equal and transparent?* One of the biggest problems is that theory rarely
reflects the practice in rewarding as it is a complex system. However, it is obvious
that if rewarding is not done transparently, it will eventually be harmful both to the
company and an employee. (Kauhanen 2010.)

Principles in leading an organisation have changed very little in the past decades.
The words "result" and "target" have since then disappeared, but the ideology re-
mains. All organisations can and must be led aim oriented. The company mission
explains the basic functions of the company and why the company exists. The
question is on how to keep the customers satisfied, whether they are individuals
or larger companies or organisations. Vision is also closely related to the mission
and states how the company sees itself within 3-5 years. Leading includes both
the company and individuals where the company's aim and culture must be taken
into consideration. The point of view must be expanded from an individual on how
to set aims, what to take into consideration, how to rewards and what are the
tools used on rewarding and how do they affect both the company and the indi-
vidual itself. (Kauhanen 2010.)

2.3   Performance management

Strategic leading is based on measuring different data and interpreting it. The fo-
cus is on performance management and how different data should be measured
and interpreted to avoid common mistakes, misinterpretations and therefore
make false conclusions and take wrong actions. Many measuring systems, in
general, are based on existing operative indicators and often overlook the im-
portance of human factor, an increase of uncertainty and unclear lines between

organisations that all make it harder to meet the set mission and vision to apply-ing them to practice. Operational point of view is the starting point creating meas-urements and choosing a course of action accordingly. Rational, realistic and well-thought plans diminish the risk of mistakes. The emphasis is on constant measuring, acting accordingly in time and guiding to procedures proactively. Re-warding and commitment are a part of the measurement process and cannot be evaluated separately. (Kankkunen et al. 2005.) From the thesis' point of view, the most valuable information comes from the measuring process, interpreting the data and planning actions accordingly. It is ineffective just to measure for the sake of it but to understand the results creates a positive impact.

Performance management and rewarding are closely related and influence each other. Performance leading in its entirety includes many parties where the man-ager is in the centre. The manager is the enabler of good or bad performance. Leading and improving the performance of an individual is the managers most critical task but also the hardest. According to Sistonen (2008), the most typical challenges in performance leading are unclear strategy, leading differences and different individuals, insufficient know-how on motivating individuals, difficulties in using available metrics and measurement tools, pursuing wrong aims and "sea-sonal changes" in leading, meaning the variability and irregularity. Individuals act as a catalyst in a group and knowing each employees' strengths and weaknesses enable effective leading and motivating. By understanding the challenges and fo-cusing on the key areas allows clear information and data. This, in turn, enables problem-solving on the most critical tasks. Sistonen (2008) describes perfor-mance management as a "donut", where the centre consists of strategy and knowhow. Motivating rewarding, clear and challenging aims with effective leading are the "ingredients". As do many other writers, Sistonen also states that commu-nication is the key and must be addressed accordingly.

2.4 Leading individuals

Just as performance can be led, individuals behind the performance must be led as well. The focus is on leading individuals, understanding their differences and finding their strengths and enhancing them. The main principle is that differences

appear naturally and are inevitable in a group, and clashes cannot be avoided. However, they can be understood and processed. Differences are more of an opportunity than a threat. A particular combination of people in a group act a certain way, and there are specific needs that should be taken into consideration. A manager can improve the performance of the team by leading persons rather than a homogenous mass of employees. To be able to take individual needs into consideration, communication is a requirement. (Jabe 2017, 15, 23-25, 275.)

2.5   Rewarding

Rewarding can be categorized into three sections; the importance of rewarding, rewarding options supporting company strategy and leading rewarding. Rewarding must be based on mutually agreed conditions and must be clear on why it is being used and what effects it has. Rewarding, regardless of it being monetary or non-monetary, in general, must be transparent, equal and just. In manager – employee relations communication, feedback, trust, and common practices are the essence. Rantamäki states that rewarding should constantly be under development and review to find out how functioning and practical it is. Individuals from a broad scale affected by rewarding should be engaged in the development, not just the top management. A working rewarding system is not sufficient on its own. All parties affected must be aware of it making effective communication a vital part of the chain. (Kauhanen et al. 2006.) Rewarding is always a two-way agreement affecting both parties. The correct way of rewarding is profitable for both parties included. If done incorrectly or not done at all if possible, it can have long-term negative effects.

A manager typically has the power to control and apply rewarding to practice. Rewarding should follow the organisation vision, mission values of the organisation and emphasized the importance of defining the strategy and setting its aims. Organisational culture and leading define the roles of each employee on each organisational level. Kauhanen also explains organisational leading theories and defines roles accordingly highlighting the importance of measuring different statistics to understand the results. Setting objectives and reviewing the results reg-

ularly, such as in development discussions, managers are responsible for feedback and taking actions accordingly. As stated in Onnistu palkitsemisessa by Kauhanen et al. (2006), Kauhanen explains the rewarding policy and the options of rewarding. It categorises monetary and non-monetary options but at the same time focuses on self-development, social rewards and well-being at work. Managerial responsibility is much about being an enabler and a motivator. Managers should always be aware of the team members to know the strengths and weaknesses in each employee. Rewarding can significantly improve these strengths and motivation when done correctly. Just as every manager's subordinate, they must be evaluated periodically. (Kauhanen 2015, 141-144.)

Managers must be aware of everyone's strengths and focus on these for more effective performance. Rewarding is not just one thing among others but consists of several components. Rewarding is generally too obvious and at the same time too vague. It is often noticed only after it is lost. Monetary rewarding consists of salary, bonuses and perks where non-monetary options are more pointed towards personal values and interests. Financial rewarding and its effectiveness have been debated for years, but it still has its place as grounds for rewarding in general. As non-monetary rewarding is increasing its popularity, it is not effective on its own. Rewarding should be based on the requirements of a task and clear aims. Without these, an employee is not aware of what he is required to achieve and what are the evaluation criteria. Close attention and regular reviewing of the performance creates a feeling of appreciation and rewarding for good performance increases motivation and commitment. Correct evaluation and choosing the right options commit the employee long-term. Promises are often written down to a vision and service promise in the organisation but are often then forgotten. Taking action is more powerful than explained theory. (Sistonen 2008.)

Rewarding in some organisations work well while in some similar organisations, it does not. What is common with all successful organisations is that they all have managers and executives that are familiar and enthusiastic with rewarding. Rewarding has become one of the most important skills a manager needs to have an understanding of rewarding changes constantly. As employees are more

aware of different options, the manager needs to be one step ahead to succeed in rewarding. Understanding and openness is important, and rewarding must be coherent and just to be effective. In addition, it must be targeted to similar groups of people. Ways of rewarding are categorized into two groups being old traditional ways and new innovative ways. These include basic salary, performance-related salary, perks, initiative bonuses and special bonuses. In addition to monetary payments, other perks such as continuity of employment, ways to have an effect or make change and feeling of appreciation and feedback are also mentioned as part of the bigger picture. Typically, the current rewarding system in use needs an update. The system needs to be upgraded to support the organisation and strengthen the focal points and must be reviewed periodically and take actions when necessary. Measuring data is important to understand the current situation and interpret the results. Only after this data is available, improvements can be made. This requires a thorough understanding of the effects of each decision. (Hakonen et al. 2014.)

An effective rewarding program should recognize two types of employee activity and behaviour. Performance being easier while it is directly linked between expectations and outcome. Behaviour is more complex to understand. Behaviour recognition should include identifying behaviour that is important to the company (either its culture or goals). Usually, these are enhancing customer relations or helping other employees. Generally, this means acknowledging someone before their peers for a specific accomplishment, action or attitude. Appreciation focuses the gratitude. The right approach should include incentive compensation directly linked to company goals and find long-term committed employees. In profit-oriented companies, some form of equity ownership is shared. Benefits are another form on the rewarding system and are usually very visible. Companies not matching or exceeding benefit levels of their competitors struggle generally with keeping top workers. Recognition is part of rewarding where the employee's performance is recognized and given feedback. Compensation and rewarding together are the most cost-effective way of rewarding being a low-cost/ high return. (Entrepreneur Europe 2020.)

Employees are the force behind success and operations and should be rightfully rewarded. Rewarding incentivises those performing well while also inspiriting others and sends the right kind of signals within the company or organisation. The rewarding strategy should support both the employee and the organisation. To improve employee commitment further, long-term rewarding such milestone anniversaries could be ideal. Clarity is the essence of reward programs in general. All employees should be aware of what they are expected and what the set goals should be defined clearly. These goals should be attainable to be motivating both in short- and long-term. While underperforming is not directly related to rewarding, support is a crucial element when addressing both under- and well-performing employees. (Monster 2019).

3   RESEARCH METHODOLOGY

The required data for the research starts with analysing the previous barometer results where applicable. The applicable sections include rewarding, commitment, engaging an individual, realistic opportunities to influence, possibilities to take part in planning, generalized personal preferences on regarding meaningful ways to reward, self-education and so on. Data not related to the thesis will be excluded from the research material. After the data is analysed, the aim is to identify the key problems points in the currently applied rewarding system according to the barometer answers. It is not expected to gain the full knowledge from the barometer analysis, and the data must be supplemented. This is done by creating questionnaires both to the employees and managers applying the current rewarding system.

Methodological consideration and data acquisition

This study is a combination of a case study, qualitative and quantitative research. A case study is appropriate study method when the aim is to gain real and in-depth knowledge about a specific real-world subject allowing to research the key characteristics, meaning and implications of the use (Scribbr 2019.) A case study focuses on observing a single social unit; an organisation of the Social Insurance Institution of Finland on this context. It is a method of study of depth more than

width. A case study is typical when studying a limited number of elements on conditions and their inter-relations. The main difference between a case study and an experiment is that the case study is a study in real-life context where an experiment is based on a manipulated scene (Dul et al. 2008.) The object of the study is to locate factors that account for behaviour patterns. A case study method is a form of qualitative analysis of a single unit and to find out individual aspects affecting the outcome and finding their relations. One of the major assumptions of the case study method is the uniformity of human nature and behaviour to a specific external influence. A case study method follows basic principles of case research starting from phenomenon recognition, data collection and ex-amination, identification and diagnosis of causal factors, application of solutions and follow-up. A case study has its limitations when comparing results. As the research problem is often specific with multiple aspects and variations, comparing the results is complicated and must have a similar counterpart to gain valid results. Therefore, a case study aims to find out unit-specific problems and solution that rarely can be generally applied to. In addition, to gain valid results, the research data must be expensive and interpreted correctly to avoid misinterpretations leading to false conclusions. (Wisdomjobs 2018.)

A case study often includes qualitative research methods, but quantitative methods are also used depending on the research problem in question. As mentioned earlier, a case study is a viable choice when describing, evaluation and understanding different aspects of the research problem (Scribbr 2019). Qualitative data is descriptive data that is used to approximate or characterize attributes of data without specific measurements (IGI Global 2019). As the author's thesis focuses on a topic with subjective data, the chosen case study and qualitative research methods are justified.

Qualitative case study methodology provides tools for researchers to study a complex phenomenon. When the approach is applied correctly, it becomes a valuable method to develop theories and evaluate programs. (NSU 2018.) According to Varto (1992), qualitative research can also be used to study meaningful chains of events for individuals, such as the person's own life and even a chain

surpassing the person's lifeline. Qualitative research always includes the question of "what meaning is the research aiming to study?". This requires the researcher to specify, is the research studying experiences, perceptions or presumptions. The connection between these two can be problematic because they don't necessarily go hand in hand. Experiences are always individual as perceptions can be communal and typically tied to a specific time or an era. This is something that the researcher must pay close attention to when specifying the research question and the aim. (Vilkka 2005, 97.) Qualitative research is a process aiming to understand a phenomenon in its natural setting. It focuses on answering "why" rather than "what". Typically, qualitative research is used to analyse direct experiences of humans. Qualitative researchers use multiple systems of inquiry to study human phenomena, not just focusing on logical and statistical procedures. This explains why one of the most used fields of qualitative research is an individual person or an organisation. Qualitative research values openness and flexibility and often produce a large amount of data about a smaller number of people enriching the understanding of a single or few phenomena. (University of Utah 2019.)

Questionnaires and interviews will be used to supplement the barometer data. Both the questionnaires and the interviews will be semi-structured to acquire information about a specific topic or a research question but also to give some freedom for the respondents to point out personally important matters that are valuable for the research data. According to Hirsjärvi & Hurme (1985), semi-structured interviews can be simplified as themed interviews that are suitable for situations regarding intimate and sensitive topics or when the aim is to find out topics that are hard to be aware of such as appreciations, ideals, reasonings and arguments. This type of semi-structured interview focuses on pre-selected topics but has no specified questions or order of presentation. (Metsämuuronen 2006, 115.)

Data analysis

After receiving the barometer and the questionnaire results, the answers are then analysed. Part of the answers can then be scored numerically. In addition, there

will be an open question that cannot be numerically scored. These are open question expected to point out individually appreciated ways of rewarding. When the results are analysed in such a way, it is expected to receive a valid result that creates a correlation between the answers. Qualitative research data focuses on human behaviour. Therefore, not all the data can be related to the analysis outcome but to point out individual options of rewarding that are effective and meaningful.

Credibility and reliability are the cornerstones in scientific researches. Qualitative research includes the same principles as in quantitative research. The reader must be able to form an idea of how the information has been collected, how it has been analysed and how reliable the information is (Metsämuuronen 2006, 132).

In qualitative data analysis, the emphasis is on quality. Unlike in quantitative research, the sample does not need to be large to make the data analysis valid. The aim is on collecting a sample that supports the understanding of the phenomenon. In qualitative research, the data does not aim to generalize in the same context but to question certain old paradigms and to explain the phenomenon giving a chance to think about it from a different point of view. This can be achieved with a relatively small sample. It's not meaningful in qualitative research to create an interpretation solely based on interviews or biographies but to combine different data, find out interconnections between them and create something new. (Vilkka 2005, 126-127.) When collecting a large sample, when researching a qualitative research question, it can give more depth to the data but does not necessarily broaden it. The downside is that it may generalize the data and making it difficult to pinpoint single and relative perceptions. According to Vilkka (2005, 126-127), a point of saturation means that the data starts to repeat itself and not offer anything new relevant data. Defining this point requires the researcher to know what to look for in the data. Therefore, the research question is necessary to be specifically defined. According to Alasuutari (1994), qualitative research progresses, keeping the "generalization" in mind. Varto (1992) states that qualitative research is valid when the research results come from the themed

ensemble. This means that the research results correspond to the set of research aims. (Vilkka 2005, 157.)

When evaluating the credibility and reliability of the data, there is no definite instruction in qualitative research. However, there are certain principles to follow. The focus is on understanding what the studied question is. Researchers personal commitment drives the research, but the analysis must be kept objective. The chosen method when collecting the sample includes some special features such as are the interviews recorded and videoed that needs to be taken into consideration as they may affect the results. The validity and subjectivity of the data depend on how and by who has given the information. This also includes the relation between the researcher and the parties included. The reporting of the data must be done keeping the audience in mind. The researcher is responsible for the report and must be able to answer questions regarding the data. (Tuomi et al. 2009, 140-141.)

The risk in qualitative data analysis is if the author has strong prejudices or has already set his mind to a certain outcome. This causes the analysis to be unobjective, and no data can change the subjective analysis. (Metsämuuronen 2006, 121.) This is something to keep in mind as no one else can do the analysis but the researcher himself. Qualitative analysis typically includes data acquisition and data analysis to be done simultaneously, and there is no clear difference between these two. According to Grönfors (1985), analysis and synthesis are combined. Analysed data is broken down into contextual parts and synthesized into scientific conclusions. The data is organized into a form that allows the conclusion to be separated from individual persons or events and moved to general conceptual and theoretical level. This requires the literalization of the interviews. (Metsämuuronen 2006, 121.)

The data was analysed using the principles of both quantitative and qualitative data analysis. Both the managers and employees were asked the same themes of questions but slightly altered depending on the point of view to the matter and what the responsible area at work is. This was the differences that could be seen

on the same subject. Quantitative data analysis starts with data preparation, where the data is converted to a usable and readable form. Data validation is used to find out if the data collected was done to meet the research standards and research questions. Data is screened to make sure each chosen respondent belongs to the correct target group, and procedures are followed to verify a proper data collection procedure and finally the to make sure each respondent was asked to all the questions. (Humansofdata 2018.) The first section of the follow-up questionnaire included verification questions, and complete data was ensured by making each question mandatory to be answered. Data was the screened to makes sure there are no illogical deviations reducing the accuracy of data. Data were then coded to a group and assign values to answers to create tables to visualize the data. The received data was analysed using descriptive analysis, where the values were given percentages, frequencies and range. This method provides absolute numbers but does not include reasoning and rations behind the numbers. This data was supplemented with qualitative analysis methods. (Humansofdata 2018.)

Qualitative data analysis starts with getting familiar with the data, revisiting research objectives and creating a framework for research. This also includes identifying certain patterns and connections in the data. The data was analysed using content analysis, where the received data was analysed from the text. This method is often used to analyse and gain deeper knowledge regarding a certain question or a statement. (Humansofdata 2018.) It helps to receive the reasoning behind the answer but also to understand how the respondent understood the question and see if the subject is personally important to the respondent.

3.1 Barometer 2018 analysis

As this thesis is limited to include only the Social Insurance Institution of Finland' basic income support centre in southern insurance district, the barometer results must be limited the same way. However, as the principles are the same in every insurance district and centre, the results are applicable throughout the centres. The southern basic income support centre includes a general housing allowance, basic social assistance and unemployment benefits.

The southern insurance district centres include both similar and differing benefits and how they are processed from day to day. However, this is insignificant to the research question and study at hand because this thesis aims to point out how the current rewarding system could improve performance. Each employee is affected by the same system guide, and the same principles are applied.

Table 1. Barometer 2018 overall response rate (Kela barometer 2018)

Unit	Population	Responded	Response-%
Kela	7711	5847	75,8
Eteläinen vakuutuspiiri	1872	1339	71,5
Eteläinen toimeentuloturvan keskus	746	558	74,8
Eteläinen eläke-, opinto- ja perhekeskus	195	139	71,3
Eteläinen työ- ja toimintakykykeskus	239	180	75,3
Eteläinen terveydenhoitoetuuksien keskus	166	117	70,5
Eteläinen skannauskeskus	116	46	39,7
Eteläinen asiantuntijalääkärikeskus	84	57	67,9
Työkyvyttömyyseläkkeiden ratkaisukeskus	74	53	71,6
Kansainvälisten asioiden keskus	250	187	74,8

Table 1 shows the barometer questionnaire of 2018 in the southern insurance basic income support centre was sent to a total of 746 employees. The number of respondents was 558 and the rate of response 74,8 percent. The response rate was only one percentage point lower than the response rate of the whole organisation and the second highest in southern insurance district. It is worth noting that the response percentage of scanning centre was only 39,7 percent distorting the overall response percentage slightly. However, the scanning centre responses only account for 3,4 percent of total responses. The detailed response analysis includes questions that have at least 50 responses. (Kela barometer 2018.)

Questions irrelevant to this study are limited out. These questions are questions number 1-6, 10-17, 22, 24-25, 30-33 and 40-41. These questions include background information, titles, positions, contract of employment information, work time, assigned working office, number of remote workdays per month, type of office you are working at, felt level of stress and recovery, harassment, violence and threats and organisation strategy. However, some of these statistics might have a small influence what options of rewarding are relevant on a personal level.

Appendix 1 shows the 2018 barometer questions in full. The questions chosen from the barometer are all directly or indirectly related to rewarding and performance management. Relevant questions regarding this thesis are the following:

- 7. Sex
- 8. Age
- 9. Number of working years in the organisation
- 18. Content of the work and possibilities to influence
- 19. Satisfaction to the work
- 20. Know-how
- 21. Skills at work
- 23. Work "draw"
- 27. Workload in the past year
- 28. Functioning work community (manager)
- 29. Functioning work community (personal)
- 34. Leadership and leading
- 39. Kela as an employer

Table 2. Respondents sex (Kela barometer 2018)

Unit	Male (%)	Female (%)
Kela	17	83
Eteläinen vakuutuspiiri	14	86
Eteläinen toimeentuloturvan keskus	15	85
Eteläinen eläke-, opinto- ja perhekeskus	13	87
Eteläinen työ- ja toimintakykykeskus	6	94
Eteläinen terveydenhoitoetuuksien keskus	9	91
Eteläinen skannauskeskus		
Eteläinen asiantuntijalääkärikeskus	43	57
Työkyvyttömyyseläkkeiden ratkaisukeskus	12	88
Kansainvälisten asioiden keskus	13	87

Question 7 was about sex and was between males and females. Table 2 shows that in basic income support centre in southern insurance district 85 percent of respondents were female and 15 percent male stating that the centre is heavily divided between sexes favouring female.

Table 3. Respondents age (Kela barometer 2018)

Unit	Under 35 (%)	35-44 (%)	45-54 (%)	55-63 (%)	Over 63 (%)
Kela	28	26	24	19	2
Eteläinen vakuutuspiiri	34	25	22	17	3
Eteläinen toimeentuloturvan keskus	49	21	18	11	0
Eteläinen eläke-, opinto- ja perhekeskus	30	26	18	21	4
Eteläinen työ- ja toimintakykykeskus	15	32	28	23	2
Eteläinen terveydenhoitoetuuksien keskus	23	33	24	19	1
Eteläinen skannauskeskus					
Eteläinen asiantuntijalääkärikeskus	0	4	28	49	19
Työkyvyttömyyseläkkeiden ratkaisukeskus	25	44	23	6	2
Kansainvälisten asioiden keskus	18	31	30	17	4

Question 8 was about age and there were five age groups being under 35 years of age, 35-44, 45-54, 55-63 and over 63 years. Table 3**Virhe. Viitteen lähdettä ei löytynyt.** shows the statistics between age groups. In basic income support centre in southern insurance district most respondents are under 35 years of age (49 percent) and the share diminishes when going from younger to older. 21 percent of respondents are between 35-44 years of age, 18 percent between 45-54 years of age and only 11 percent between 55-63 years of age. No respondents were over 63 years of age. The age group over 63 years of age is due to the typical age of retirement.

Table 4. Respondents number of working years in the organisation (Kela 2018)

Unit	0-5 (%)	6-10 (%)	11-55 (%)	16-20 (%)	21-30 (%)	Over 30 (%)
Kela	40	18	11	12	10	10
Eteläinen vakuutuspiiri	44	18	9	12	8	9
Eteläinen toimeentuloturvan keskus	67	10	4	7	6	6
Eteläinen eläke-, opinto- ja perhekeskus	27	29	9	6	10	19
Eteläinen työ- ja toimintakykykeskus	24	17	14	20	12	13
Eteläinen terveydenhoitoetuuksien keskus	31	21	18	16	4	10
Eteläinen skannauskeskus						
Eteläinen asiantuntijalääkärikeskus	42	26	10	7	7	7
Työkyvyttömyyseläkkeiden ratkaisukeskus	24	34	15	15	8	4
Kansainvälisten asioiden keskus	20	26	14	21	11	9

Question 9 was about the number of working years in the organisation. Table 4 shows the employees number of working years in basic income support centre in southern insurance district. Most employees (67 percent) have less than five

years of experience in the organisation and only 10 percent have experience between six and ten years. The number of employees with more than 11 year of experience are 23 percent of total employees. This indicates that most employees are new to the organisation and tend to leave after five years.

Results from question 18 onwards will be shown between 2017 and 2018 results side by side per statement and their respective percentages.

Question 18 concerns contents of the work and possibilities to influence. It contains questions regarding how familiar employees are with tasks assigned to them, how they feel about their work and how work and personal life can be combined. The results are divided into two tables for easier readability. The question has multiple choices and are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5).

Question 18, 1/2

	2017	2018	2017	2018	2017	2018	2017	2018
	I am motivated and excited about my work		I can influence my work		I know the set objectives for me		My work is interesting and challenging	
Fully agree	20,6	15,7	7,1	9	64,7	63,3	27	23,5
Somewhat agree	44,4	48	37,9	34,6	30,9	32,1	53	52,6
Neither agree nor disagree	20,8	20,4	18,7	15	2,7	1,1	12,8	13,8
Somewhat disagree	12,1	12,1	28,1	32,4	1,1	2,9	6,3	8,6
Fully disagree	2,1	3,8	8,2	9	0,6	0,7	1	1,4
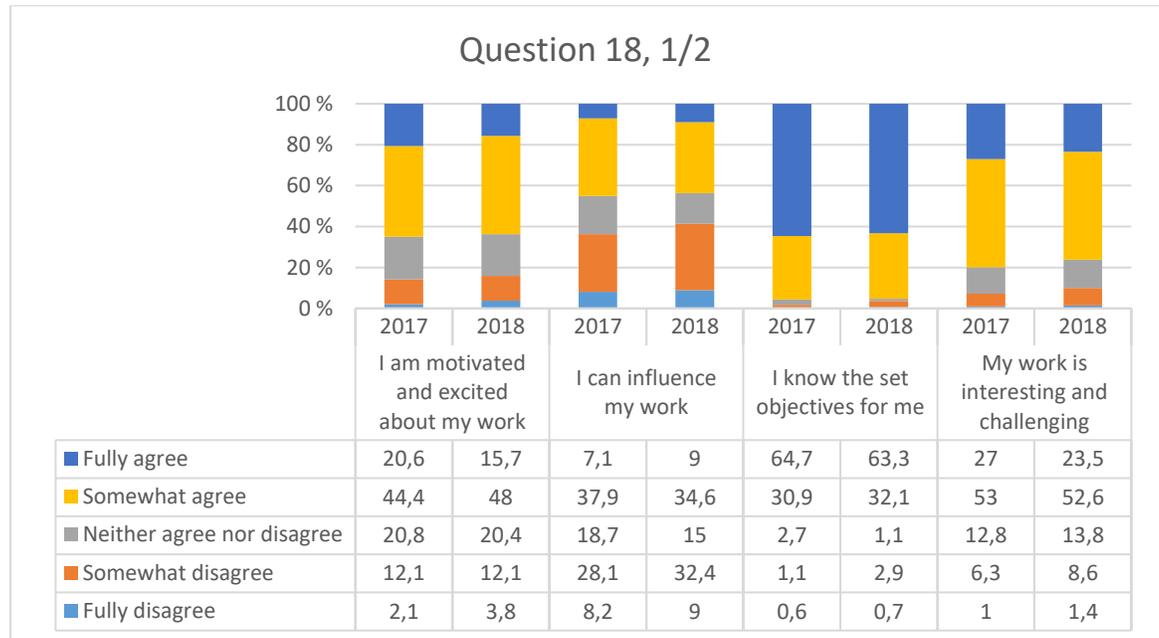
Figure 8. Motivation, influence, objectives and challenge

Question 18, 2/2

	2017	2018	2017	2018	2017	2018	2017	2018
	I can combine work and personal life		I trust the continuity of my employment		My salary is proportionate to the demand		My work is challenging enough for me	
■ Fully agree	41,5	43,7	38,4	40,4	5,2	3,8	25,4	23,4
■ Somewhat agree	38,8	41,9	42,8	42,4	30,5	25,2	50,9	50,3
■ Neither agree nor disagree	10,5	7,2	10,3	6	17,3	16,2	12,3	12,8
■ Somewhat disagree	7,6	5,8	6,7	8,1	32,1	36,4	9,4	10,8
■ Fully disagree	1,5	1,4	1,7	3,1	15	18,4	1,9	2,7

Figure 9. Combining work and personal life, continuity, salary and challenge

Figure 8 and 9 show the answers to question 18. The results show that the majority (63,7 percent) of employees are motivated about their work, while 15,9 percent are not to some extent. 94,4 percent know the set objectives for them. 76,1 percent feel that their tasks are interesting and challenging, and 73,7 percent feel that the tasks are in line with their personal level of skills. All of these have remained almost the same from 2017 answers with only marginal changes. On the contrary on how employees feel that they know their assigned tasks and that they are in line with their level of skills is that 47,1 percent feel their salary is not proportionate to the demand while only 34 percent feel they are. 16,2 percent neither agree nor disagree. Dissatisfaction to the salary has increased by 7,4 percentage points from 2017 results.

Question 19 was about satisfaction to work, and the answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5).

Question 19		
	2017	2018
How satisfied are you with your work?		
■ Very satisfied	15	15,3
■ Somewhat satisfied	64	58,6
■ Not satisfied nor dissatisfied	12,4	15,9
■ Somewhat dissatisfied	7,8	9
■ Very dissatisfied	0,8	1,3
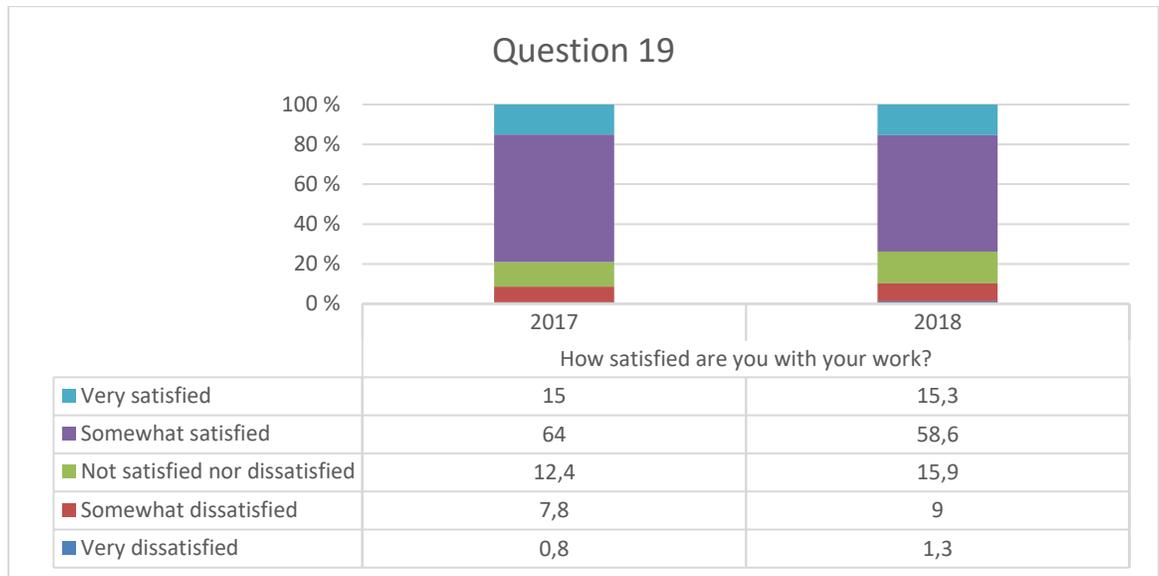
Figure 10. Work satisfaction

Figure 10 shows the results in question 19. 73,9 percent feel they are somewhat satisfied or satisfied to work while 10,3 percent are somewhat dissatisfied or very dissatisfied. Satisfaction to work has decreased by 5,1 percentage points while dissatisfaction has increased by 1,7 percentage points.

Question 20 was about skills, know-how and learning. The most rewarding and performance management related statements are chosen for analysis. These statements are "Kelpo-discussion help me do my work and improve my skills" and "interaction and discussion support my skills in the working community". The results are divided into two tables for easier readability. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5).

Question 20, 1/2

	I can learn and renew in my work		Kelpo-discussions help me do my work and improve my skills		My employer support me keeping my skills up to date and improving them	
	2017	2018	2017	2018	2017	2018
Fully agree	28,5	25,3	8,6	10,1	16,3	14,3
Somewhat agree	50,9	47,5	31,6	33,5	41,9	37,1
Neither agree nor disagree	11,3	12,1	34,1	28	20,5	20,8
Somewhat disagree	8,6	13,7	20,3	21,3	18,9	22,1
Fully disagree	0,8	1,4	5,4	7,1	2,5	5,8
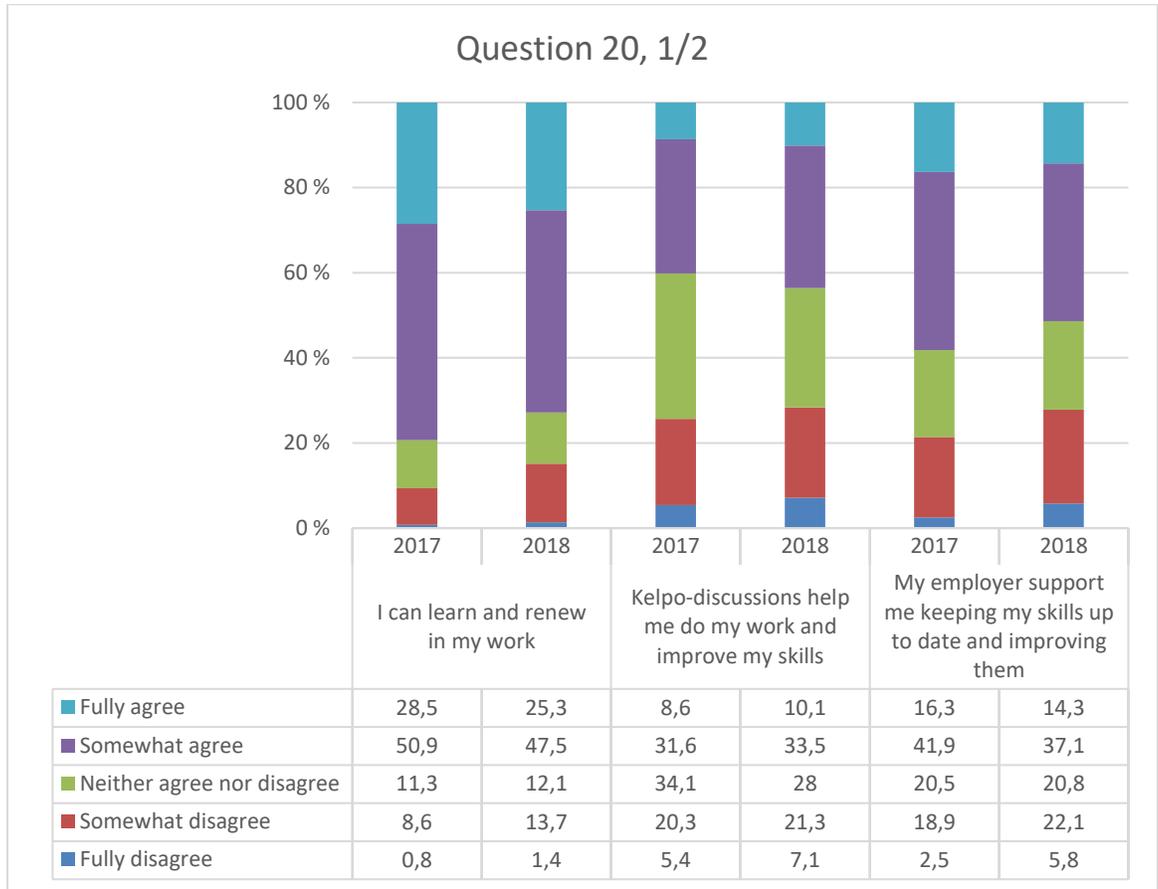
Figure 11. Learning, Kelpo-discussions and support
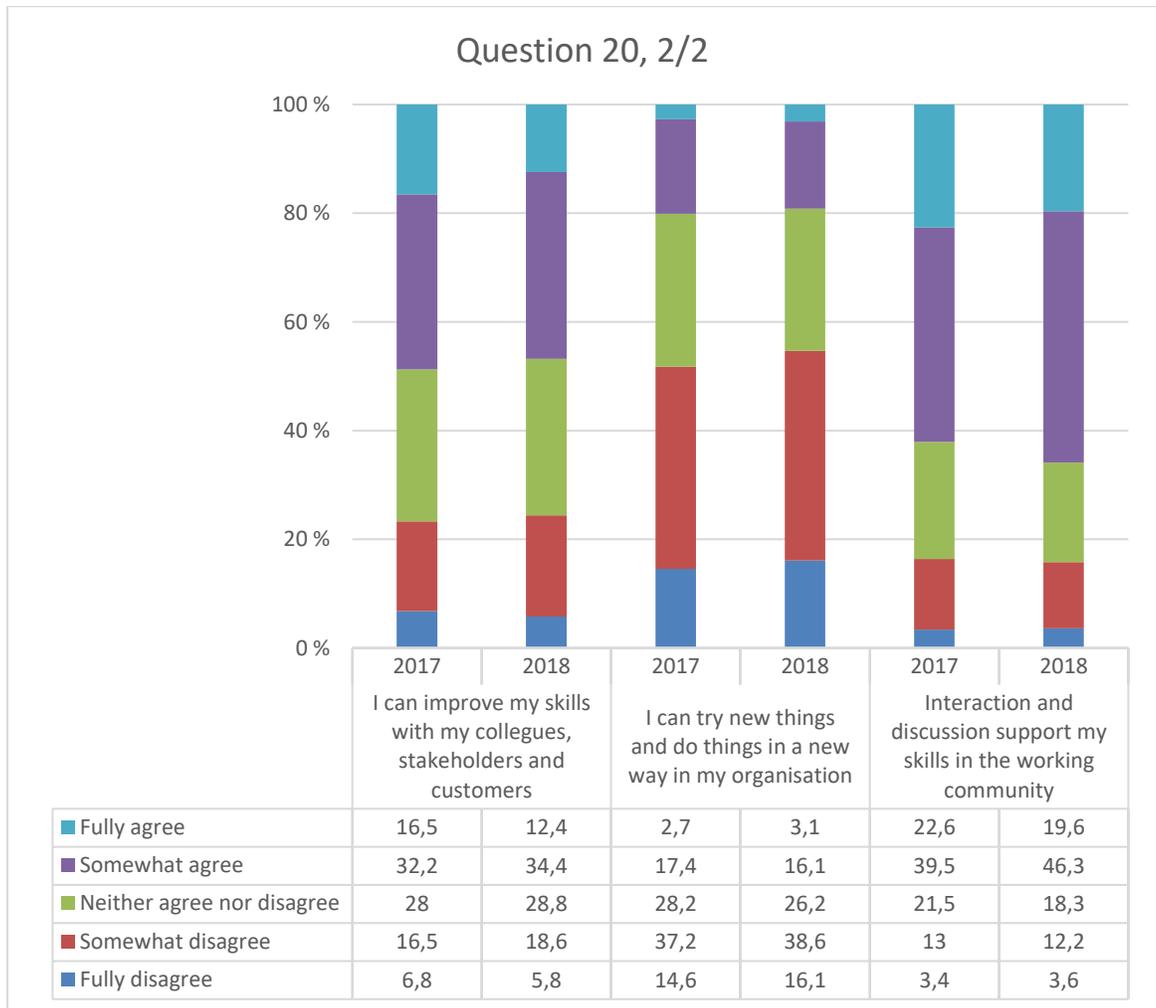
Figure 12. Improvement, trying new things, interaction and support

Figure 11 and 12 show the results on question 20. Kelpo-discussions are an early procedure, where the manager and employee can reflect the past year in terms of work and exchange ideas and thoughts. This is also closely related to rewarding as personal points are processed. Answers on "Kelpo-discussions help me do my work and improve my skills" are somewhat evenly distributed. 10,1 percent fully agree while 7,1 percent fully disagree. 28 percent have no clear opinion on this, and 33,5 percent somewhat agree while 21,3 percent somewhat disagree. The share of this who have no clear opinion on this has decreased from 34,1 percent to 28 percent and has distributed to all other opinions. 65,9 percent agree with interaction and discussions being helpful and this number has increased by 3,8 percentage points from 2017. In addition, the share of those disagreeing to some extent has decreased from 16,4 percent to 15,8 percent. These results indicate a positive trend.

Question 21 was about having the necessary and adequate skills at work. The answer options were from 1 to 3, 1 being (I need more training to do my current tasks), 2 (My current capabilities are in line with my tasks) and 3 (I am capable to do more demanding tasks). This question indicates how motivated and determined employees are.

Question 21

	2017	2018	2017	2018	2017	2018
	I need more training to my current tasks		My current capabilities are in line with my tasks		I am capable to do more demanding tasks	
■ 1					33,3	40
■ 2			56,9	49,5		
■ 3	9,8	10,5				
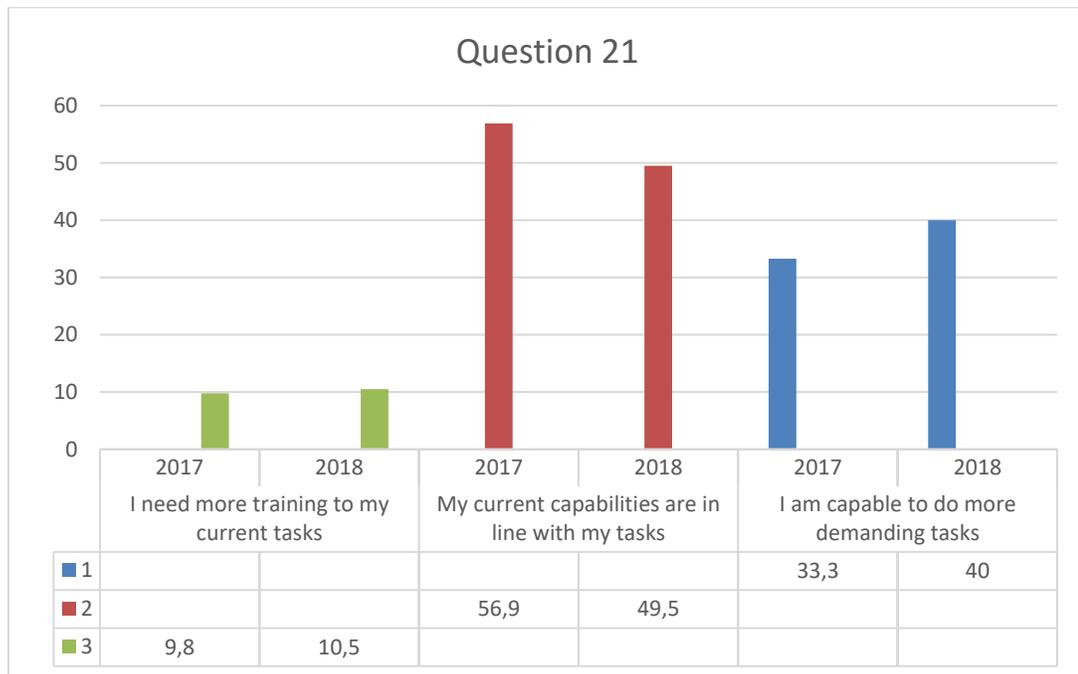
Figure 13. Current capabilities

Figure 13 shows that the need for more training did only change marginally, where roughly 10 percent of employees feel they need more training to do their current tasks. The capability to do more demanding tasks increased by 6,7 percentage points from 2017 to 2018 and that current capabilities are in line with tasks decreased by 7,4 percentage points. This indicates the employees feel they are more skilled and trained compared to 2017 results and are ready to accept more challenging tasks.

Question 23 was about work attraction. This question indicates employee satisfaction, motivation and how they feel about their work. The answers are divided into two tables for easier readability. The answer options were from 1 to 7 (1=daily, 2=few times a week, 3=once a week, 4=few times a month, 5=once a month, 6=few times a year and 7=never) on how often you feel a certain feeling.

Answers 1-3 can be described as often and regularly and answers 4-7 irregular or never and answer 3 being neither.

Question 23, 1/2

	2017 I am excited about my work	2018 I am excited about my work	2017 I feel good to go to work in the morning	2018 I feel good to go to work in the morning	2017 I feel myself strong and energetic in my work	2018 I feel myself strong and energetic in my work
Daily	29,7	26,2	37,4	36,3	27,4	26,5
Few times a week	38	39,6	37,4	39	46,4	43
Once a week	17,3	15,1	12,9	8,7	11,9	13,2
Few times a month	8,9	10,4	6,6	7,6	9,1	9,4
Once a month	3,5	4,9	2,5	4,5	2,9	4,5
Few times a year	1,5	2,5	1,5	2,4	1,9	2,2
Never	1,2	1,3	1,7	1,5	0,4	1,1

Figure 14. Excitement, feeling good and feeling energetic

Question 23, 2/2

	2017 I am proud of my work	2018 I am proud of my work	2017 I feel satisfied when I am focused to my work	2018 I feel satisfied when I am focused to my work	2017 When working, I am fully focused	2018 When working, I am fully focused
Daily	36,6	32,9	39,4	37,6	43,1	40,7
Few times a week	34,1	30,7	40,3	36,5	38,8	36,7
Once a week	11,4	11,5	10,6	11,2	8,9	8,9
Few times a month	10,8	14,4	6,4	9	5,4	8,7
Once a month	3,3	4,7	1,4	2,7	1,9	2
Few times a year	1,9	3,3	1,4	1,4	1,5	1,8
Never	1,9	2,5	0,6	1,4	0,4	1,3

Figure 15. Being proud of work, satisfaction and focus

Figure 14 and 15 show the results in question 23. Most employees are regularly excited (80,9 percent) and proud (75,1 percent) of their work. There is a slight increase in all the statements from 2017 to 2018 except "I feel good to go to work in the morning", where the share of respondents who answered 1-3 decreased by 3,7 percentage points and the answers between 4-7 increased by 1,8 percent. This indicates that employees feel positive about their work and are proud and excited about it. They feel strong and satisfied when focused to work in general.

Question 27 was about the workload and the answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). This question indicates how employees feel about their workload, how they feel towards the expected performance and how they feel about their work tasks.

Question 27, 1/3

	Too little time to do my work properly		Too much information to adopt		Unreasonable expectations of performance	
	2017	2018	2017	2018	2017	2018
Fully agree	25	31,2	21,4	21,3	23,7	21,7
Somewhat agree	39,5	40,4	42	41,8	33,7	34,6
Neither agree nor disagree	12,8	10,5	14,9	17	17,7	22,3
Somewhat disagree	16,8	12,7	17,4	16,1	17,7	13,6
Fully disagree	5,9	5,3	4,4	3,8	7,3	7,8
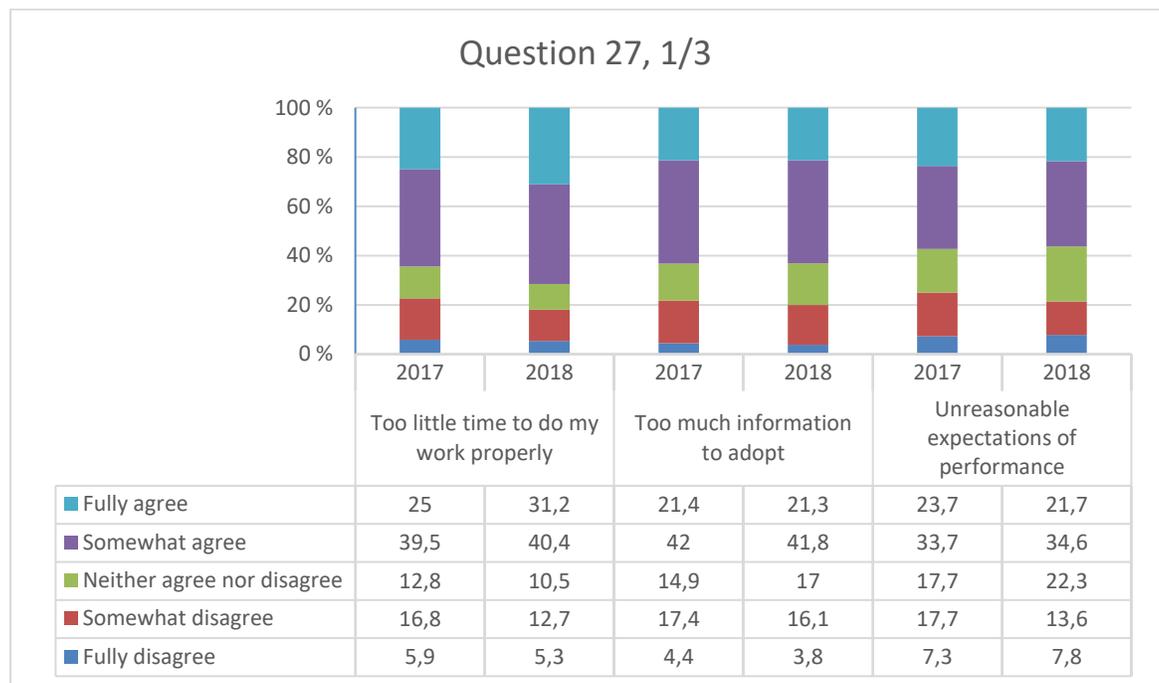
Figure 16. Time to do the work, information adoption and expectations

Question 27, 2/3

	Disturbing noise		Repeating interruptions		Monotonous work	
	2017	2018	2017	2018	2017	2018
Fully agree	6,3	6,7	8	6,1	3,6	5,2
Somewhat agree	20,9	16,8	21,6	26	17	22,2
Neither agree nor disagree	14,2	15	19	19,1	20,8	16,9
Somewhat disagree	29,1	31,5	31,6	31,9	34,7	33
Fully disagree	29,5	30,1	19,7	16,8	23,9	22,7
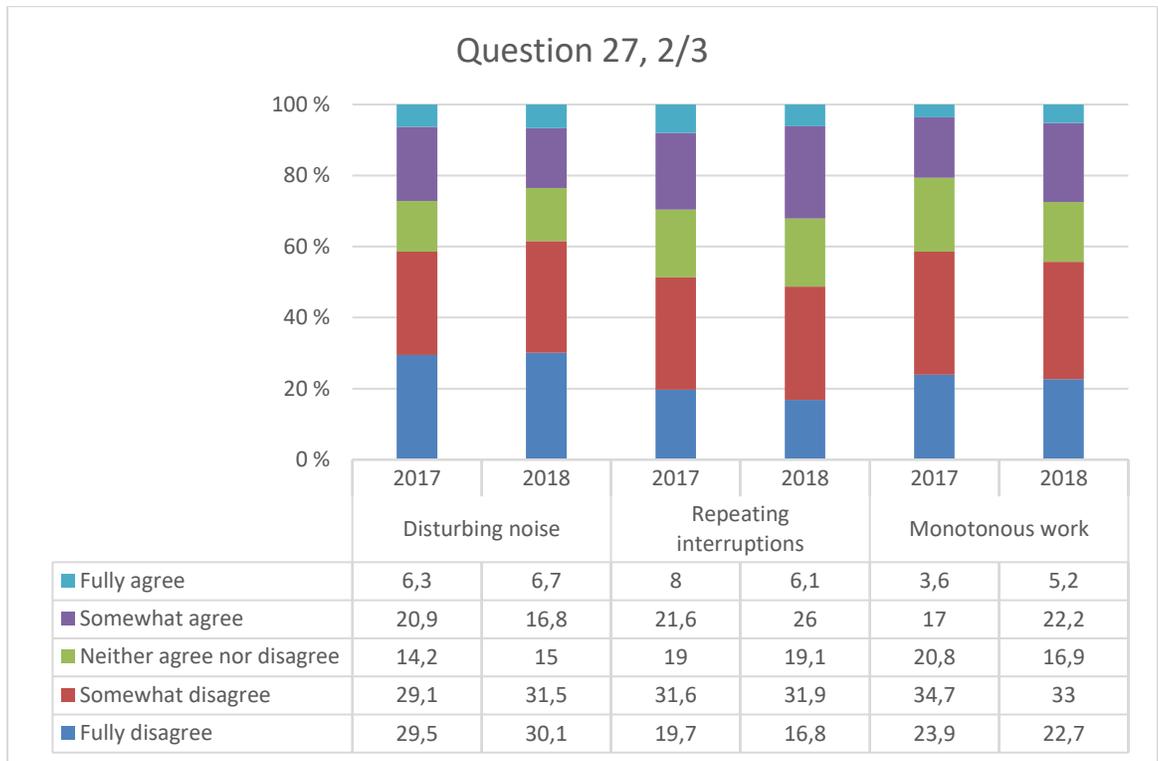
Figure 17. Noise, interruptions, monotonous work

Question 27, 3/3

	Lack of communality		Too much responsibility		Unequal treatment	
	2017	2018	2017	2018	2017	2018
Fully agree	9,4	7,1	1,3	0,9	3,3	8,9
Somewhat agree	19,1	24,2	5,2	5,1	15,5	16,5
Neither agree nor disagree	17,6	18,8	20	20,4	21,4	20,8
Somewhat disagree	26,8	24,8	38	42,7	21,4	18,8
Fully disagree	27,2	25,1	35,5	30,9	38,4	35,1
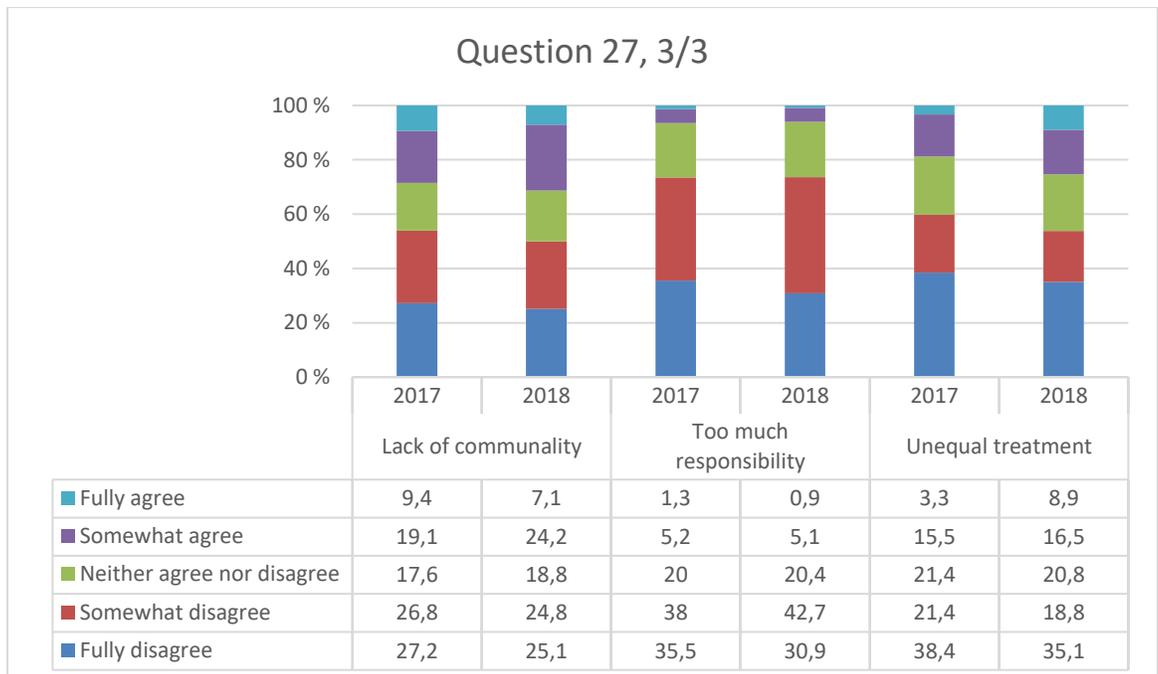
Figure 18. Level of community, responsibility and unequal treatment

Figure 16 to 18 show the results on question 27. The majority (71,6 percent) feel they have too little time to do their work properly and this has increased by 7,1 percentage points from 2017. 63,1 percent feel they have too much information to

adopt. This is directly related to the feeling of unreasonable performance, where 56,3 percent feel there is unreasonable expectation towards their expected performance. 27,4 percent feel their work is monotonous and this has increased by 6,8 percentage points. 73,5 percent feel they disagree with that they have too many responsibilities, and this has polarized from 2017 results. These results indicate that even though there is too little time to do the work properly, employees feel they don't have too many responsibilities and the work is more monotonous than in 2017. This indicates that that employees feel they are capable of having more responsibilities and want more variating tasks.

Question 28 was about the work community and how it functioned and was limited to the responsible field of employee's manager. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. This question indicates how employees feel about the clarity of expectations set to them, rewarding compared to the tasks, employee-manager relations and how this affect motivation in relation to their manager.

Question 28, 1/3

	I know how well I am expected to perform		Employee - manager - relations		Team spirit		Openess	
	2017	2018	2017	2018	2017	2018	2017	2018
10	20,7	20,3	18,7	17,3	14,1	14,8	10	10
9	37,9	40	33,7	35,9	32,6	30,5	28	25
8	28,2	30,4	25,6	25,5	29,3	28,9	30,1	29
7	10,3	7,4	13,1	12,6	15,4	18,2	17,6	22,6
6	1,9	0,9	4,2	4,5	6,2	4,7	9,8	8
5	0,6	0,5	3,5	2,7	1,7	2	4,1	3,6
4	0,4	0,5	1,2	1,4	0,6	0,9	0,4	1,8

Figure 19. Expectations, relations, team spirit and openness

Question 28, 2/3

	2017	2018	2017	2018	2017	2018	2017	2018
	Equal ditribution of work		Getting mutual help and support		Information sharing		Mutual respect of colleagues' work	
10	12,4	11,1	23,2	24,5	7,3	6	14,1	15,2
9	30,8	29,9	40,4	37	23,2	18,3	32,3	31,3
8	30,9	31,5	23,4	24,5	27,6	31	31,7	28
7	17	16,1	8,1	8,7	23,2	25,4	14,1	15,4
6	4,8	6,9	3,3	4,5	12,5	12,9	3,9	7,4
5	2,9	3,3	1,2	0,7	4,4	3,8	2,5	1,8
4	1,2	1,3	0,4		1,7	2,7	1,4	0,9
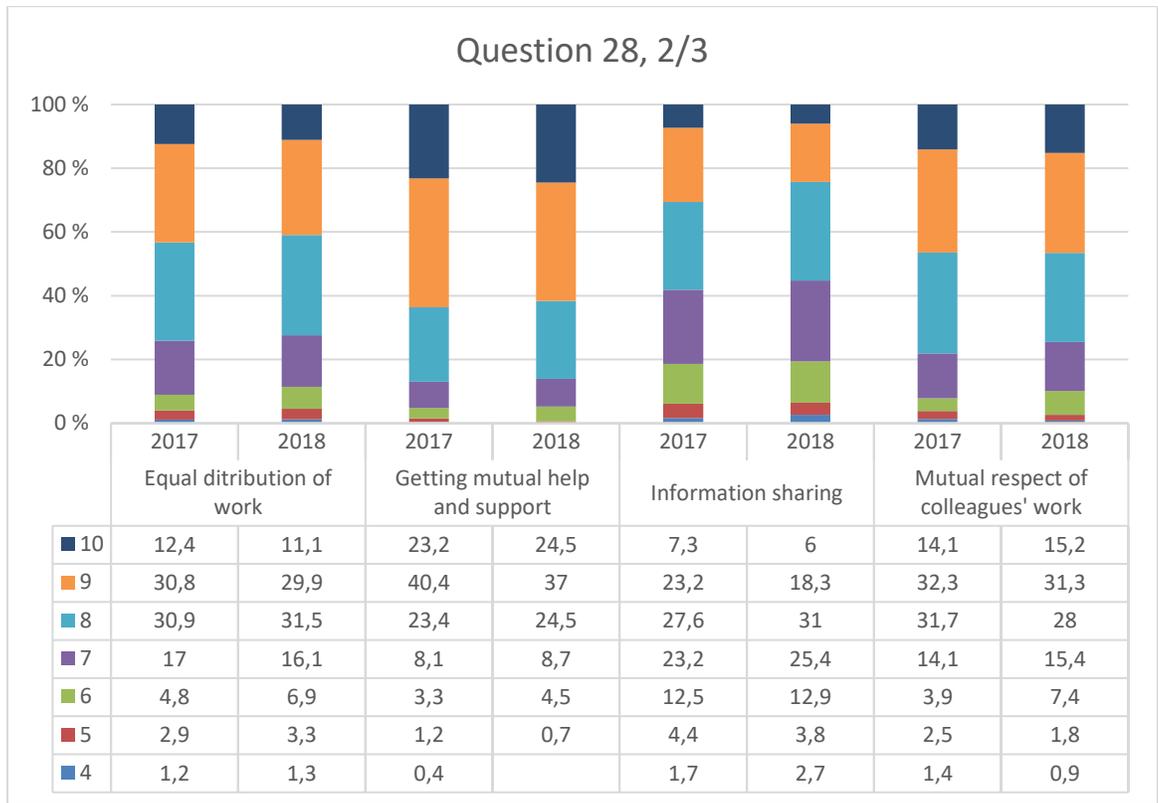
Figure 20. Work distribution, support, information sharing and respect

Question 28, 3/3

	2017	2018	2017	2018	2017	2018	2017	2018
	Comfortable working environment		Encouragement and rewarding		Functioning work organising		Work motivation	
10	11,4	9,6	4,3	3,3	11,8	11	11,4	8,1
9	27,9	27,8	9,6	9	28,9	27,6	28	26,9
8	34,1	32,7	21,3	19,7	32,8	31,6	32,8	31,8
7	14,5	18,1	18,6	26	17,1	18,4	17,4	20,6
6	7,1	7,2	21,5	16,6	5,2	7,2	5,6	7,2
5	3,9	3,6	12,9	13,6	2,9	2,9	3,5	4,2
4	1,2	0,9	11,9	11,8	1,2	1,3	1,4	1,1

Figure 21. Working environment, encouragement and rewarding, work organising and motivation

Figure 19 to 21 show the results on question 28. The most rewarding related statements are chosen for analysis. These statements are "I know how well I am expected to perform, employee-manager relations, encouragement and rewarding and work motivation. Employee – manager relations was scored good by 78,7 percent and this increased by 0,7 percentage points from 2017. This relation is closely related to how clear the set expectations are and to encourage and rewarding. 90,7 percent are aware of how they are expected to perform. This increased by 3,9 percentage points. The manager is usually the one giving feedback and encouraging. Only 32 percent feel they are encouraged and rewarded well. This decreased by 3,2 percentage points. This indicates while employees are aware of how they should perform, they are not encouraged and rewarded accordingly. This has a direct impact on motivation, and interestingly 66,8 percent feel they are motivated. This decreased by 5,4 percentage points from 2017.

Question 29 included the same statements as question 28 but was limited to employees' own field of responsibilities. This question indicates how employees feel about the clarity of expectations set to them, rewarding compared to the tasks, employee-manager relatio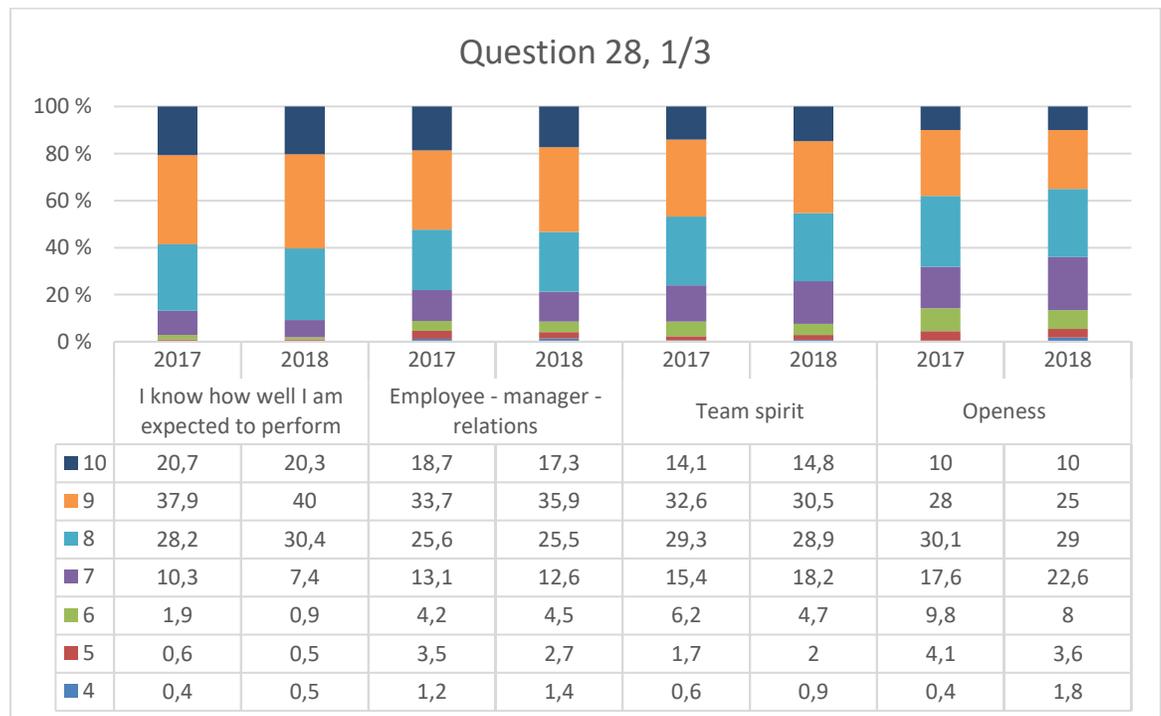ns and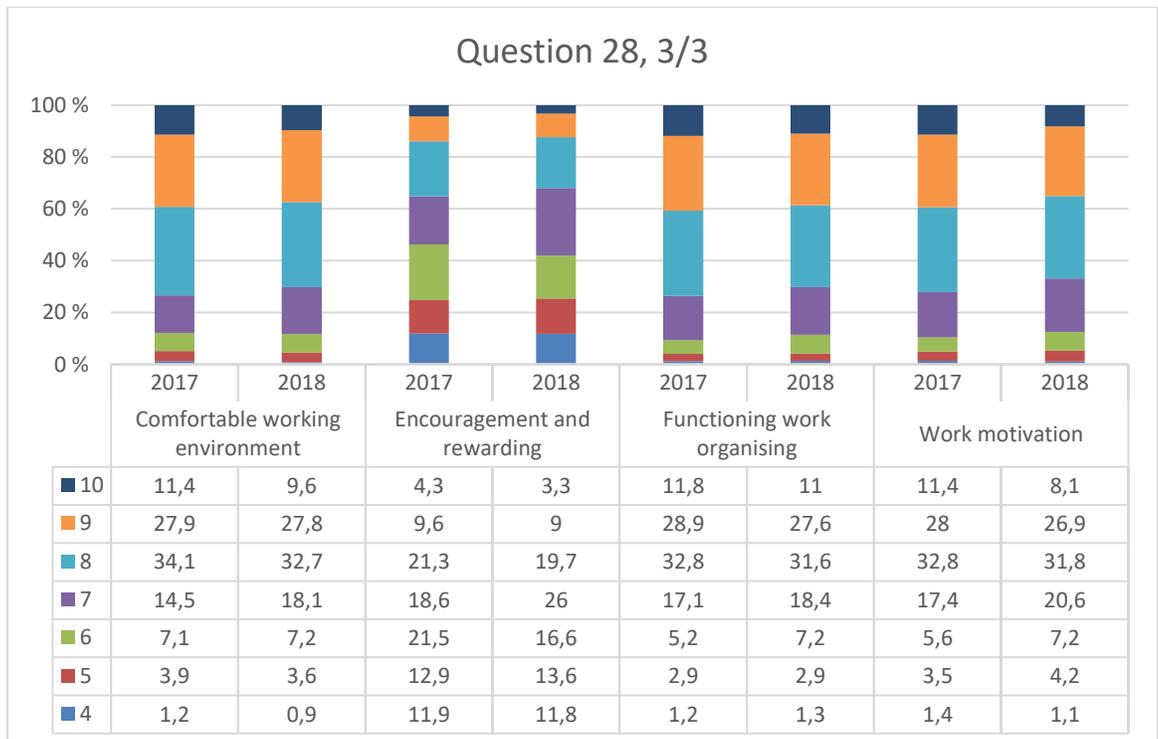 how this affect motivation in relation to their own responsible field without any effect from the managerial side. This question reflects the employees' attitude towards the given statements.

Question 29, 1/3

	Employee - manager - relations		I know how well I am expected to perform		Openess		Team spirit	
	2017	2018	2017	2018	2017	2018	2017	2018
■ 10	10	20	30	22,9	10	11,4	16,7	14,3
■ 9	60	51,4	36,7	51,4	50	42,9	46,7	45,7
■ 8	30	28,6	33,3	25,7	33,3	34,3	30	34,3
■ 7					6,7	5,7	6,7	5,7
■ 6						5,7		
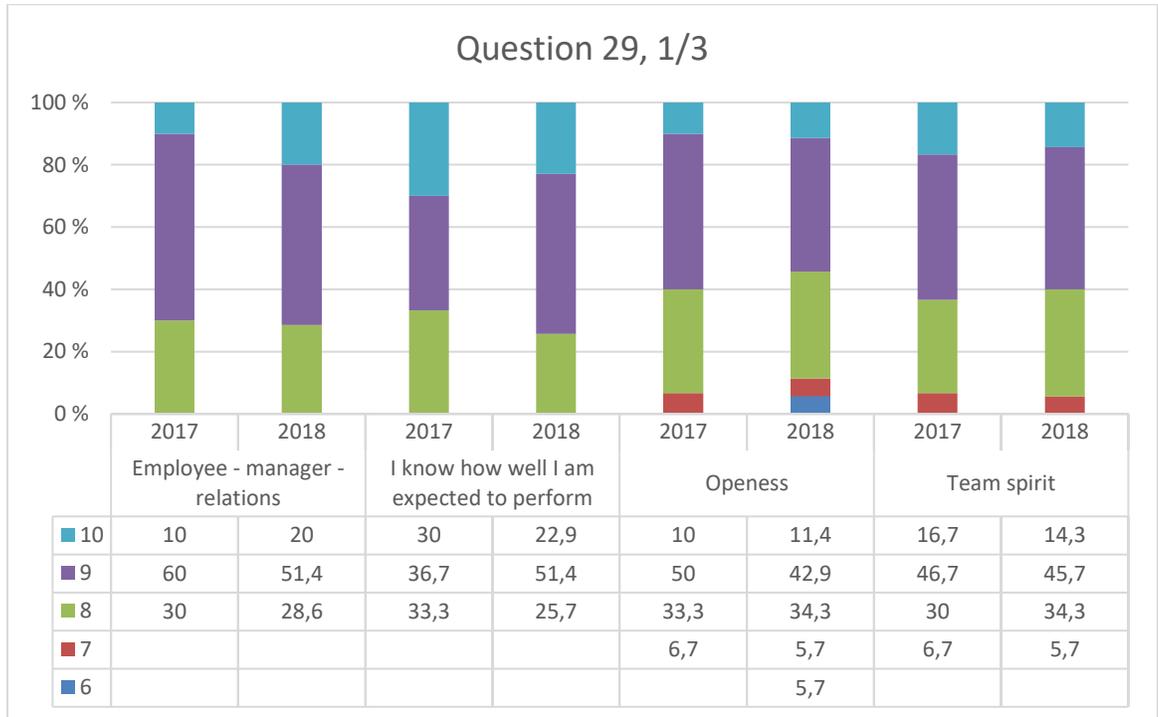
Figure 22. Relations, expectations, openness and team spirit

Question 29, 2/3

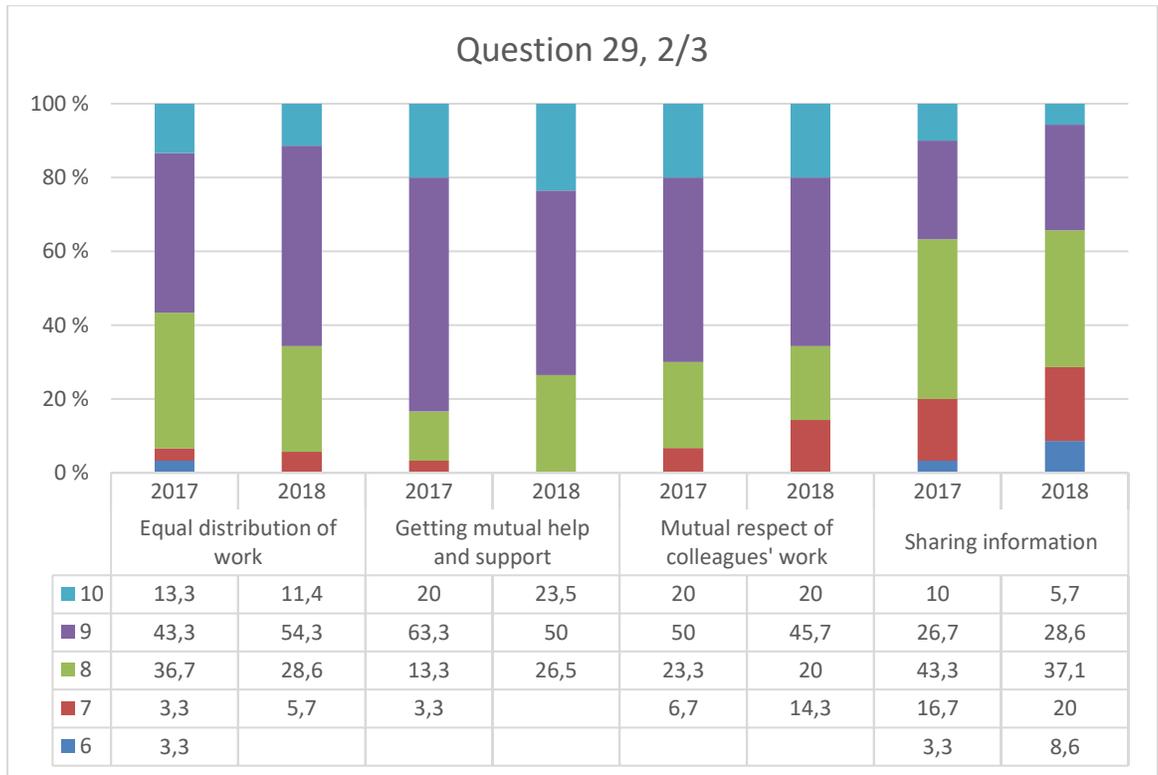|	Equal distribution of work		Getting mutual help and support		Mutual respect of colleagues' work		Sharing information	
	2017	2018	2017	2018	2017	2018	2017	2018
■ 10	13,3	11,4	20	23,5	20	20	10	5,7
■ 9	43,3	54,3	63,3	50	50	45,7	26,7	28,6
■ 8	36,7	28,6	13,3	26,5	23,3	20	43,3	37,1
■ 7	3,3	5,7	3,3		6,7	14,3	16,7	20
■ 6	3,3						3,3	8,6

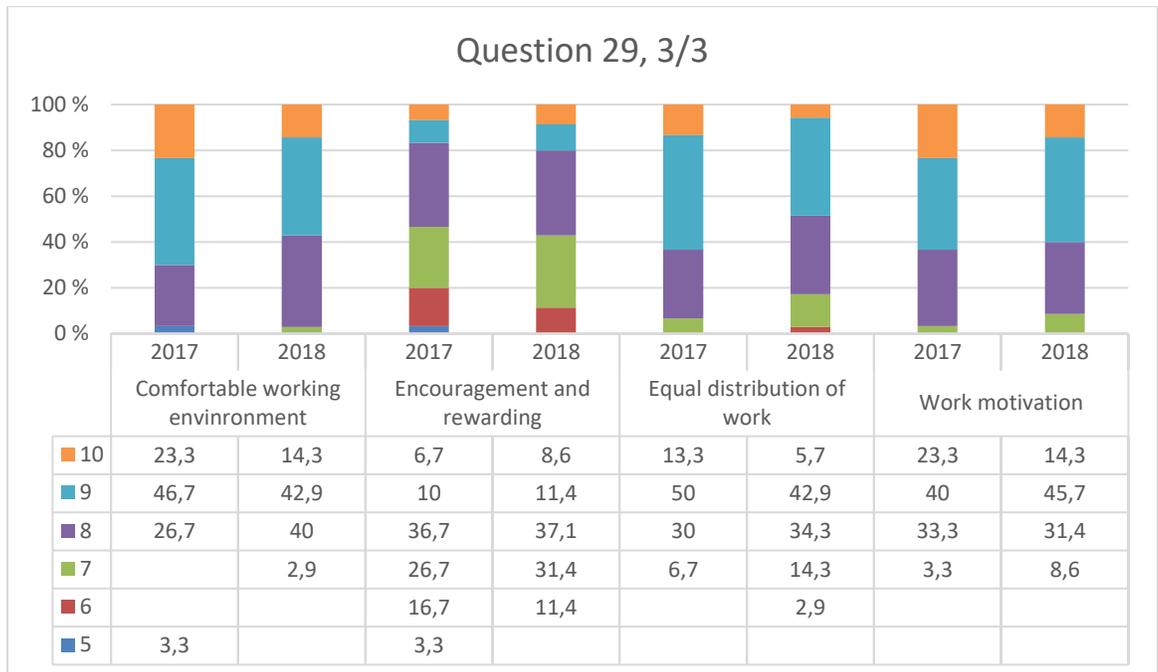Figure 23. Work distribution, support, respect and information sharing

Figure 24. Working environment, encouragement and rewarding, work organising and motivation

Figure 22 to 24 show the results in question 29. The most rewarding related statements are chosen for analysis. These statements are "I know how well I am expected to perform, employee-manager relations, encouragement and rewarding and work motivation. Employee – manager relations was scored well by 100 percent compared to the same statement in question 28 (78,7 percent). This indicates that when employees take the perspective from their own field instead of managers responsible field, all the respondents consider they have a good relation to their own manager. The same trend continues in the statement regarding "I know how well I am expected to perform", where all the respondents scored eight or higher. This indicates that when considering employees own field, all the respondents know what they are expected to achieve. Just as the previous statements, "encouragement and rewarding" follows the same trend. 57,1 percent scored eight or better and this increased by 3,7 percentage points. Overall, this statement received better scores than in 2017. Still, 31,4 percent scored seven and 11,4 percent six. This indicates that rewarding and encouragement needs to be improved. All the previous statements in this question are directly in relation to motivation. 91,4 percent evaluated the work motivation good or better. Those who scored ten in this statement decreased by nine percentage points and those who scored nine increased by 5,7 percentage points. This shows that although

	2017	2018	2017	2018	2017	2018	2017	2018
	Comfortable working envinronment		Encouragement and rewarding		Equal distribution of work		Work motivation	
10	23,3	14,3	6,7	8,6	13,3	5,7	23,3	14,3
9	46,7	42,9	10	11,4	50	42,9	40	45,7
8	26,7	40	36,7	37,1	30	34,3	33,3	31,4
7		2,9	26,7	31,4	6,7	14,3	3,3	8,6
6			16,7	11,4		2,9		
5	3,3		3,3					

the overall work motivation is on a good level, the number of fully motivated employees have decreased significantly.

Question 34 was about leadership and leading. The most rewarding related statements are chosen for analysis. These statements are "My manager has agreed with me with my set level of performance", "my manager treats me equally and just", "my manager is clear and consistent" and "my manager encourages me to develop in my work". The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). These statements indicate how employees feel about their manager how the manager acts at work.
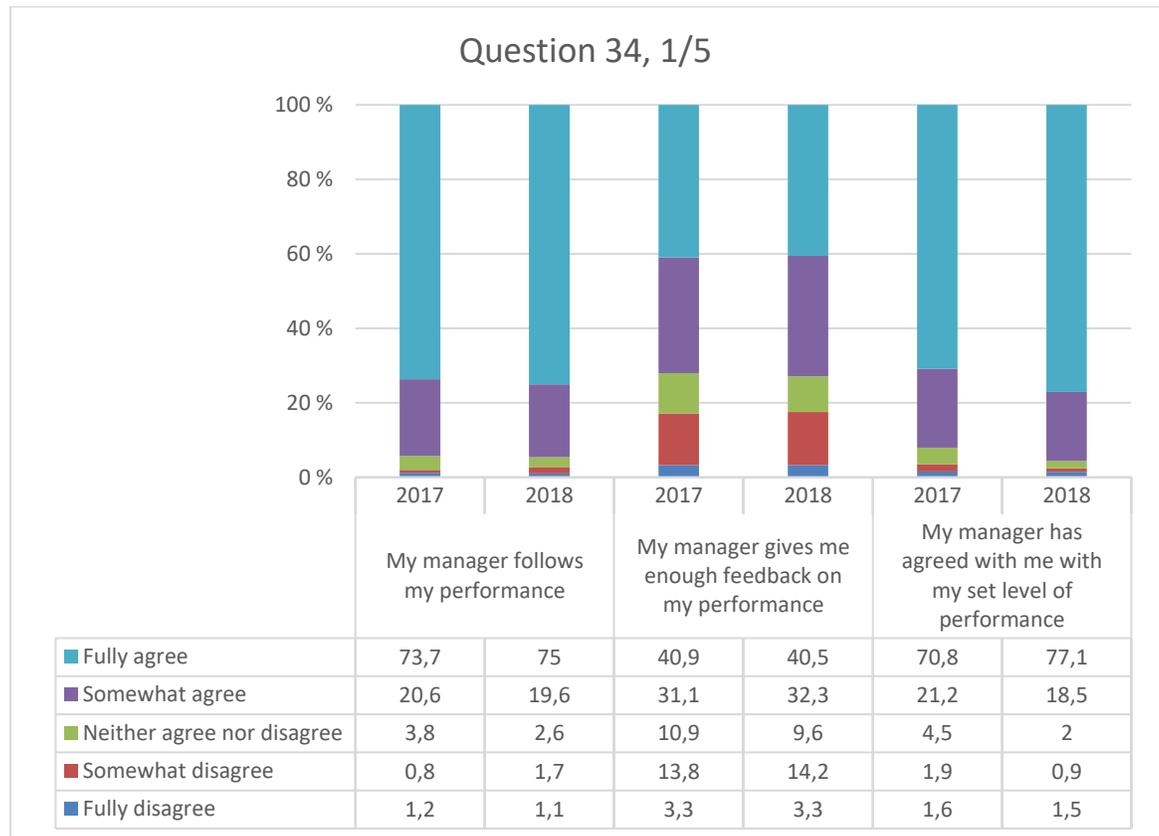
Question 34, 1/5

	2017	2018	2017	2018	2017	2018
	My manager follows my performance		My manager gives me enough feedback on my performance		My manager has agreed with me with my set level of performance	
Fully agree	73,7	75	40,9	40,5	70,8	77,1
Somewhat agree	20,6	19,6	31,1	32,3	21,2	18,5
Neither agree nor disagree	3,8	2,6	10,9	9,6	4,5	2
Somewhat disagree	0,8	1,7	13,8	14,2	1,9	0,9
Fully disagree	1,2	1,1	3,3	3,3	1,6	1,5

Figure 25. Manager-employee relations

Question 34, 2/5

	2017	2018	2017	2018	2017	2018
	My manager creates the conditions for succesfull operations		My manager takes care of matters regarding my employent		My manager treates me equally and just	
Fully agree	47,7	49,7	68,4	69,4	67,3	68,5
Somewhat agree	33,3	30,7	20,3	21,1	20,5	16,3
Neither agree nor disagree	10,3	12	5,7	4,9	6,5	7,4
Somewhat disagree	6,7	5,5	3,6	3,4	3,3	5,4
Fully disagree	2	2,1	2	1,1	2,4	2,4

Figure 26. Manager-employee relations

Question 34, 3/5

	2017	2018	2017	2018	2017	2018
	I can trust my manager even in the hardest matters		My manager is clear and consistent		My manager is takes into account my personal situation	
Fully agree	58,4	62,1	48,4	48,1	57,6	64,5
Somewhat agree	22,2	17	29,2	28,3	21,1	18,7
Neither agree nor disagree	9,5	9,8	11,3	10,7	12,6	10,6
Somewhat disagree	5,7	6,6	8,4	10,7	5	4,4
Fully disagree	4,2	4,5	2,7	2,2	3,7	1,8
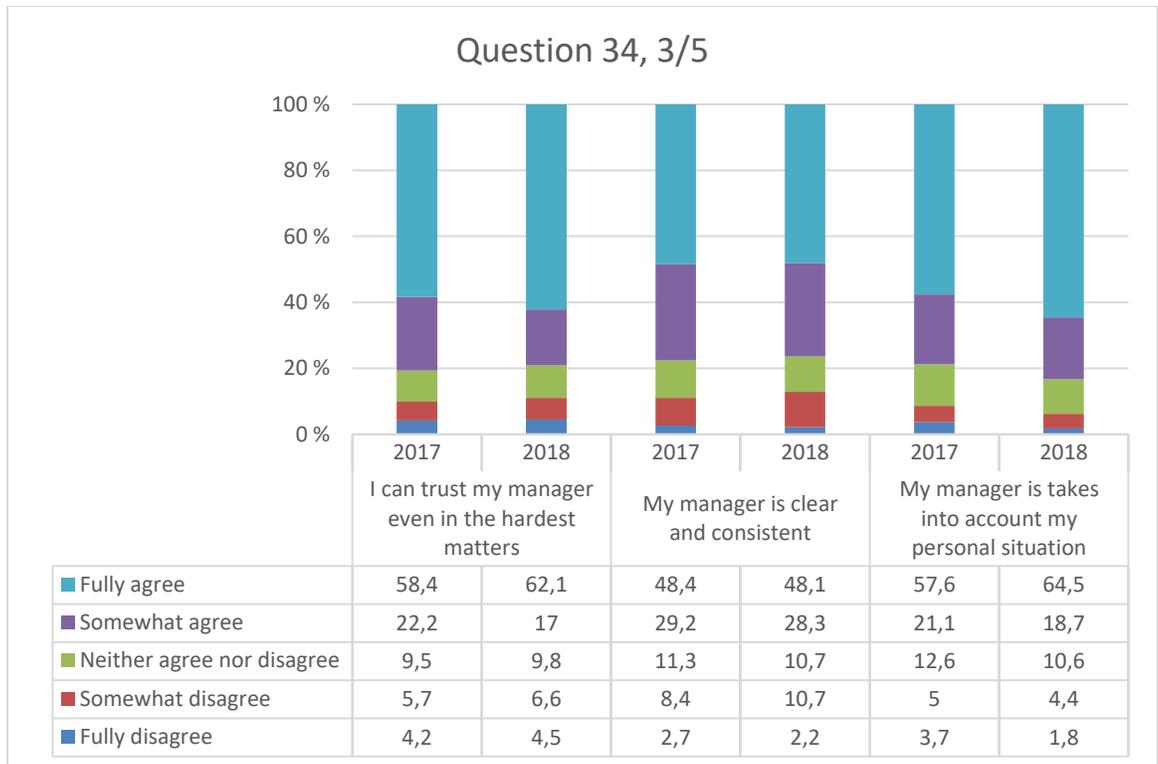
Figure 27. Manager-employee relations

Question 34, 4/5

	My manager acts openly and interactively		My manager encourages me to take responsibility and problem solving		My manager takes use of my skills diversely	
	2017	2018	2017	2018	2017	2018
Fully agree	52,5	50,5	54,3	51,5	39,3	37,4
Somewhat agree	26,1	26,9	27,6	26,1	29,2	30
Neither agree nor disagree	10,3	10,3	12,3	14,5	17	16,2
Somewhat disagree	6,9	8,7	3,4	4,6	9,7	11,3
Fully disagree	4,2	3,7	2,4	3,2	4,8	5,1

Figure 28. Manager-employee relations

Question 34, 5/5

	My manager encourages me to develop in my work		My manager encourages me to try and do things in a new way	
	2017	2018	2017	2018
Fully agree	41,1	40,1	34,2	31,6
Somewhat agree	28,2	31,1	27	29,2
Neither agree nor disagree	21	16,8	23	20,6
Somewhat disagree	7,3	7,4	11,2	11,7
Fully disagree	2,4	4,6	4,6	6,9
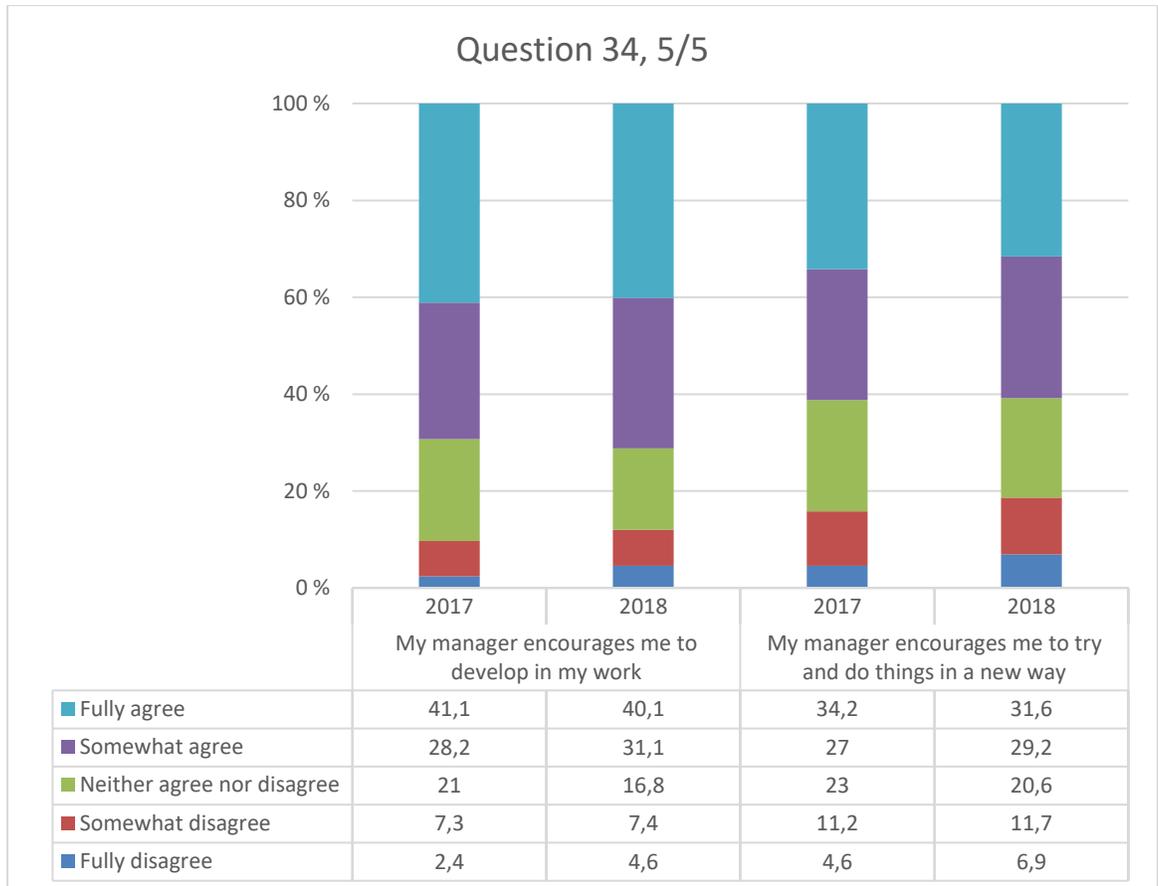
Figure 29. Manager-employee relations

Figure 25 to 29 show the results in question 34. All these statements were scored similarly to 2017 with only marginal changes. Majority of respondents (95,6 percent) agreed with the manager on their set level of performance. This indicates that the level has been mutually discussed and agreed on. 84,8 percent agreed with equal and just treatment from the manager. 76,4 percent agreed with their manager being clear and consistent at work. 71,2 percent agree with their manager encouraging them to develop in their work while only 12 percent disagree.

Question 39 was about the Social Insurance Institution of Finland as an employer. The most rewarding and performance-related statements are chosen for analysis. These statements are "operates economically and efficiently", "the organisation offers career development opportunities within the organisation", "the organisation offers opportunities to change to other positions within the organisation" and "I do not want to change employer on the near future". The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). These statements indicate how employees feel towards the Social Insurance Institution of Finland as an employer.
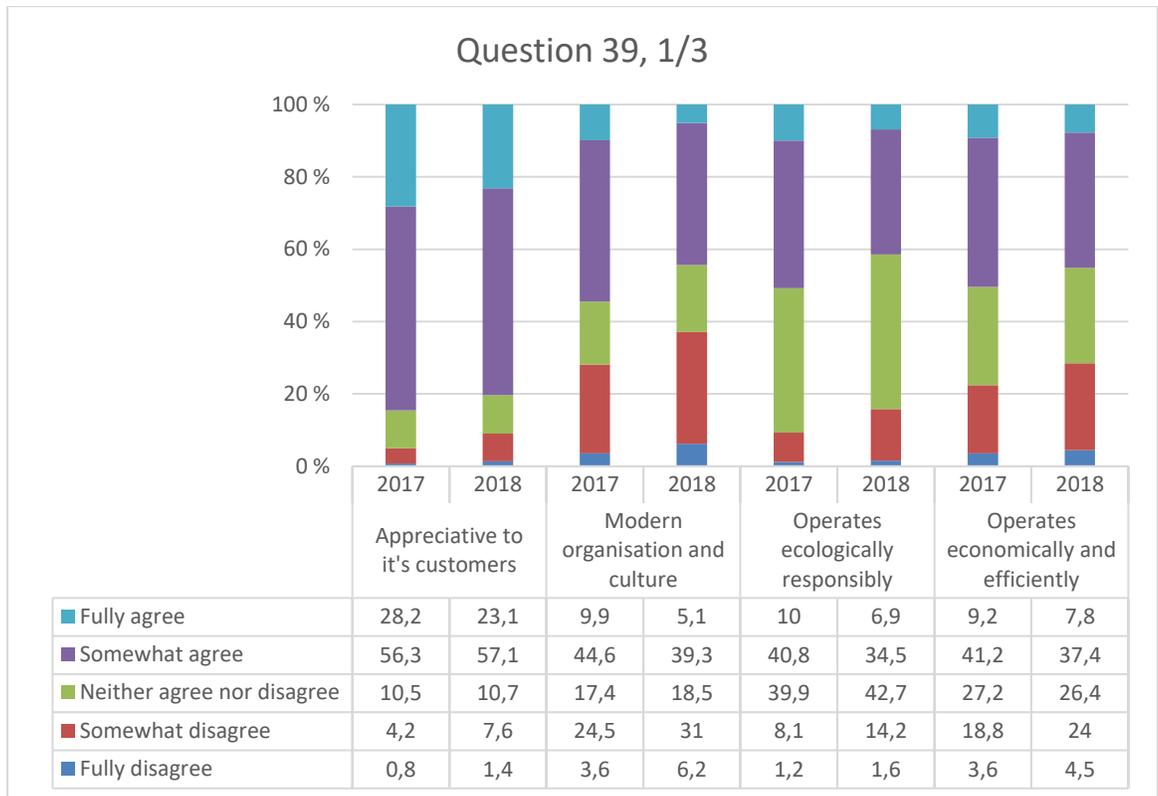
Question 39, 1/3

	2017	2018	2017	2018	2017	2018	2017	2018
	Appreciative to it's customers		Modern organisation and culture		Operates ecologically responsibly		Operates economically and efficiently	
Fully agree	28,2	23,1	9,9	5,1	10	6,9	9,2	7,8
Somewhat agree	56,3	57,1	44,6	39,3	40,8	34,5	41,2	37,4
Neither agree nor disagree	10,5	10,7	17,4	18,5	39,9	42,7	27,2	26,4
Somewhat disagree	4,2	7,6	24,5	31	8,1	14,2	18,8	24
Fully disagree	0,8	1,4	3,6	6,2	1,2	1,6	3,6	4,5

Figure 30. The Social Insurance Institution of Finland as an organisation

Question 39, 2/3

	2017	2018	2017	2018	2017	2018
	The highest management acts as an example		The organisation offers career development opportunities within the organisation		The organisation offers opportunities to change to another position within the organisation	
Fully agree	3,3	4,2	9	9,2	9,6	9,2
Somewhat agree	22,5	20,3	31,2	30,9	34,6	31,2
Neither agree nor disagree	47	44,7	34,5	30,7	33,1	30,6
Somewhat disagree	20,7	24,1	20,1	22,1	16,8	22,3
Fully disagree	6,5	6,7	5,2	7,1	5,9	6,7

Figure 31. The Social Insurance Institution of Finland as an organisation
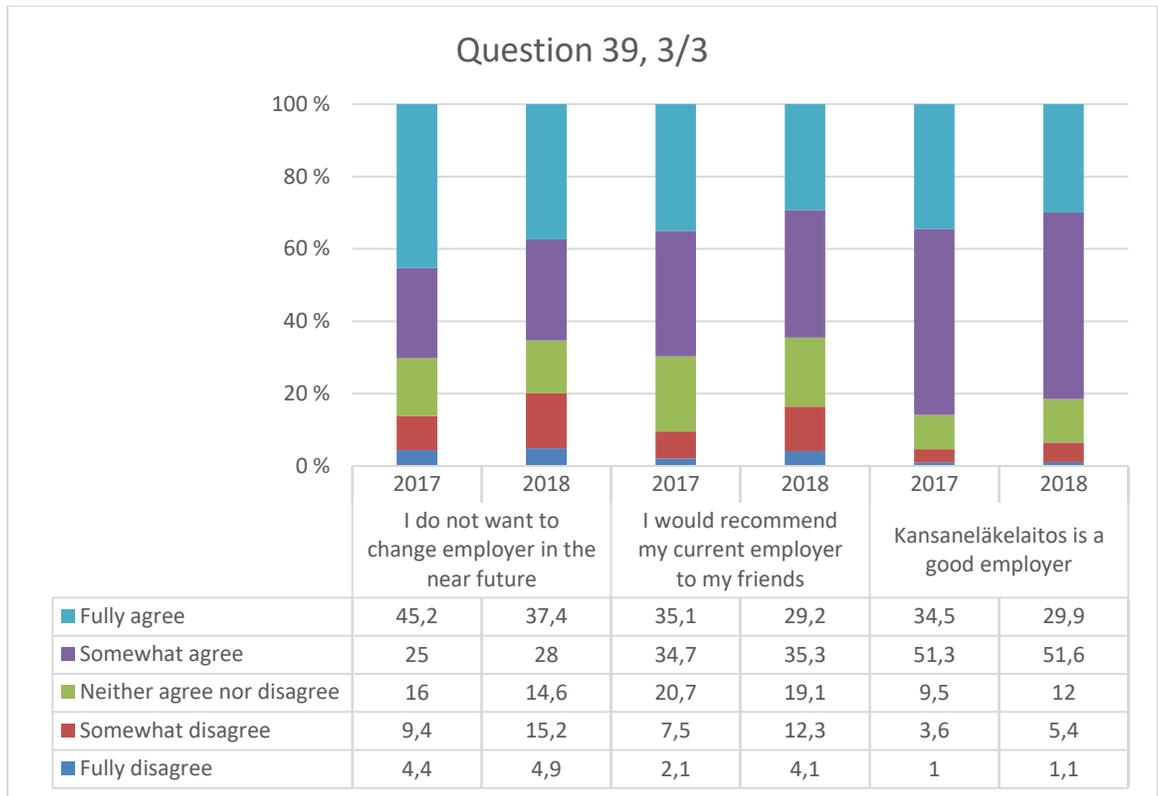
Figure 32. The Social Insurance Institution of Finland as an organisation

Figure 30 to 32 show the results in question 39. The statement "I do not want to change employer in the near future" is not directly related to rewarding or performance but is clearly a result of poor results and therefore significant data. 45,2 percent agree with the organisation working efficiently, and this has decreased by 5,2 percentage points while those disagreeing has increased from 22,4 percent to 28,5 percent. This shows that the level of performance has decreased. 40,1 percent agree with the organisation offering development opportunities within the organisation, and 40,4 percent agree with the organisation offering options to change positions. This states that more than 50 percent has no clear opinion or disagrees with this statement. All the questions stated earlier affect the statement regarding changing employer in the near future, where 65,4 percent do not want to change employer in the near future compared to 60,2 percent in 2017. However, in 2018, 14,6 percent have no clear opinion on this, and 20,1 percent consider changing the employer. As the Social Insurance Institution of Finland is a large employer, this number represents a significant share of all employers and

has a big economic impact on the organisation when the turnover of employees is high.

3.2 Barometer 2018 primary findings

The most significant finding is the low satisfaction of rewarding based on current tasks. This can be linked directly to the currently used payroll program, where salary classes are divided per work tasks. This indicates that currently the system is inefficient and own work tasks and level of performance does not meet the set salary class. The barometer analysis does not point out any significant changes from 2017 barometer results. The same problem points in 2017 are still present in 2018 and, in many statements, only marginal changes have taken place. Salary is one of the most delicate subjects, and 34 percent agree with salary being pro-portionate to the demand while 54,8 percent disagree. 16,1 percent have no clear opinion on this matter. The answers state a clear message and have polarized from 2017. Overall motivation has decreased slightly from 2017 and the share of somewhat satisfied or satisfied is at 73,9 percent. The trend here is worrying and decreases satisfaction to rewarding and discourages those affected.

Rewarding has remained somewhat the same from 2017 to 2018. Only 32 per-cent feel they are encouraged and rewarded well, while 42 percent disagree. Work motivation has slightly increased from 2017 and 66,8 percent feel they are motivated. This can be explained with other than immediate work-related reward-ing because there is no direct relation from the rewarding results.

Employees feel they have more capabilities to undertake more demanding tasks than in 2017. The share of those who think their current capabilities are in line with their tasks has decreased from 56,9 percent to 49,5 percent and that share has shifted to ones who think they are capable of doing more demanding tasks. This has increased from 33,3 percent to 40 percent. This trend is positive. The same trend can be seen when evaluating the level of responsibility, where 73,6 percent disagree with having too much responsibility.

The dissatisfaction to rewarding based on current tasks is related to disagreeing with the statement about having too much responsivity and needing more training to the job adequately or having too little responsibility. This means that while employees can do more demanding tasks and put their knowledge to best use, the current rewarding does not support that. This causes a lack of motivation and/or searching for it elsewhere. It also indicates that by doing more quantitatively and more demanding tasks that expected, there is no reward for it rendering the effort useless. Kelpo-discussions were also found inefficient and not found useful. This indicates that there are differences in points of view between employees and managers. The barometer also indicated that there is lack of feedback, this too can be related to Kelpo-discussions hampering the employees' possibilities to know on what to focus on and improve their job on a shorter period of time and clarifying their career goals on a longer period of time. These all causes lack of motivation, reduction in the level of performance and overall satisfaction.

3.3   Follow-up questionnaire

The follow-up questionnaire questions are derived from the 2018 barometer findings. The semi-structured questions are created in a way to give more detailed information regarding rewarding and meaningful ways of rewarding compared to previously conducted barometers in 2017 and 2018. Both the managers and employees had specifically detailed questions due to their role and had their own questionnaires. The themes were the same, but from a different point of view as each group has its own responsible areas at work. The questions were sent in Finnish (Appendix 3 for managers and 4 for employees). The questionnaire was sent only in Finnish due to that only single respondents are not native Finnish speaker, and insufficient English language skills could alter the answers useless as the questions might be misinterpreted or not understood at all.

Technically the questionnaire was formed by data-analysis department and was responsible for creating the questionnaire, collecting and managing the questionnaire data and for data protection. The questionnaire was conducted totally anonymous, and not a single respondent can be identified. The gathered data will only be used to the sole purposes of the study and will not be otherwise forwarded.

The collected data will be destroyed once the analysis is complete. Once the questionnaire was created, the data-analysis department sent the questionnaire link to the researcher to be forwarded.

The first e-mail sent on the questionnaire starting day included the cover letter (Appendix 2) with detailed information regarding the background of the research, information and instructions about the questionnaire and the link to the question-naire. Due to technical reasons of the questionnaire and platform (QuestBack), the e-mail including the cover letter and link to the questionnaire was forwarded to the managers for answering. The e-mail regarding employee questionnaire link was forwarded to responsible managers with instruction to be re-forwarded to their team members. This was because of the assumption that managers might me substituting someone else from various reasons and are responsible for knowing the members of their own or substituting team—this way the e-mail dis-tribution is done with correct members receiving the e-mail containing the link. In addition, the used platform would have required to individually type each re-spondent address which would have been wasting resources and time and would have been prone to typos leading the link to be sent to an invalid address and re-ducing the number of possible respondents. A reminder letter (Appendix 2) was sent one week after from starting date on 27th of March and again on 1st of April with the same distribution as the cover letter with the link. This was to make sure each respondent was given a chance to answer in time.

The questionnaire took place on a two-week period starting on the 20 March and ending on the 3 April. The questionnaire was sent to a total of 720 respondents, where 34 were managers and 686 employees. The number of receiving manag-ers was counted according to the given list of addresses to the researcher and removing duplicates and the number of employees was calculated according to the internal listing (Skype) of employees in each managers team. There is a small margin of error on the respondents list as there might be shorter- or longer-term absences but this is normal to any organisation and does not affect the outcome.

The questions (appendices 3 and 4) are divided into six sections and five themes;

Verification questions

Verification questions verify that the respondent belongs in the wanted respondent group and false or not wanted answers can be deleted. Working years in the organisation adds a point of view but is not directly related to verification questions.

1. Work-related questions

   Work-related questions (1) aim to give more detailed information on how the respondent experiences his/her current work tasks, how he/she is expected to perform, what his/her personal capabilities are and how the workload divides.

2. Rewarding related questions

   Rewarding related questions (2) aim to give more detailed information on how rewarding is seen within the Social Insurance Institution of Finland, how the personal contribution is experienced, how can one influence rewarding, what kind of rewarding is wanted and what management emphasises in rewarding.

3. Feedback related questions

   Feedback related questions (3) aim to give detailed information on feedback, whether it is sufficient, on-time and useful.

4. Current rewarding and payroll guide related questions and

   Current rewarding and payroll guide related questions (4) aim to give more detailed information on if a person is aware of on what current personal rewarding is based on, what it should be based on and how important it is, is the current system useful and efficient and what the most useful ways of rewarding currently in use are.

5. Wanted rewarding and payroll guide related questions.

   Wanted rewarding and payroll guide related questions (5) aim to give more detailed information on how the current system should be changed, what should be emphasized, should personnel be heard when designing or reviewing the system, should individual rewarding be also used in the future and should the Social Insurance Institution of Finland use a rewarding program in general as it is a tax-funded non-profit organisation.

3.4   Follow-up questionnaire analysis

The total number of questionnaire respondents was 720, where 34 were managers and 686 employees. The number of answers from managers was 10 out of 34 (29,41 percent) and 76 out of 686 (11,89 percent) resulting in 88 out of 720 and 12,22 percent overall response rate. As the overall response rate generally low, no definite interpretations can be made but the result can be used as a directive.

The questions were divided into five sections according to themes. Before themed questions were verification and general information, where the correct group of respondents was verified with the number of working years in the Social Insurance Institution of Finland. The results state that 100 percent of respondents did belong to the correct target group. In addition, there was a question about working years in the Social Insurance Institution of Finland.

	Employee	Manager
■ < 1	1,32%	0,00%
■ 1-5	64,47%	20,00%
■ 5-10	9,21%	10,00%
■ 10-19	10,53%	30,00%
■ < 20	14,47%	40,00%
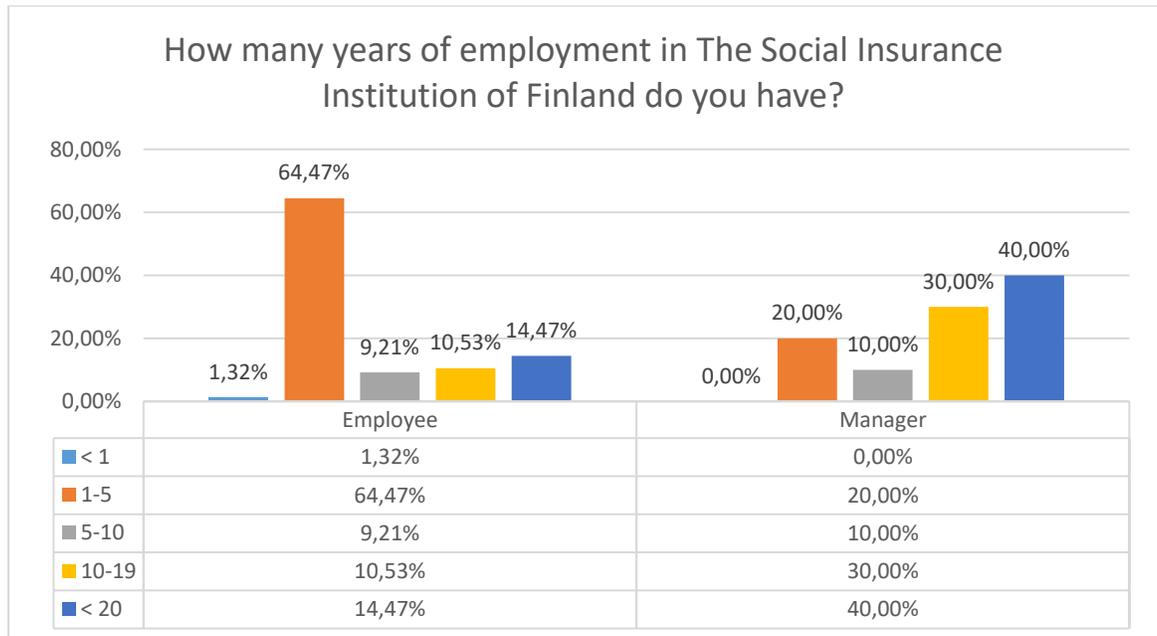
Figure 33. How many years of employment in The Social Insurance Institution of Finland do you have?

Figure 33 show the working years of respondents. The majority (64,47 percent) of employees have between one to five years in the Social Insurance Institution of Finland while managers are divided more evenly, where the majority (70 percent) have more than ten years. These answers do not represent the whole the Social

Insurance Institution of Finland Southern Insurance District managers and personnel working years but only the respondents working years.
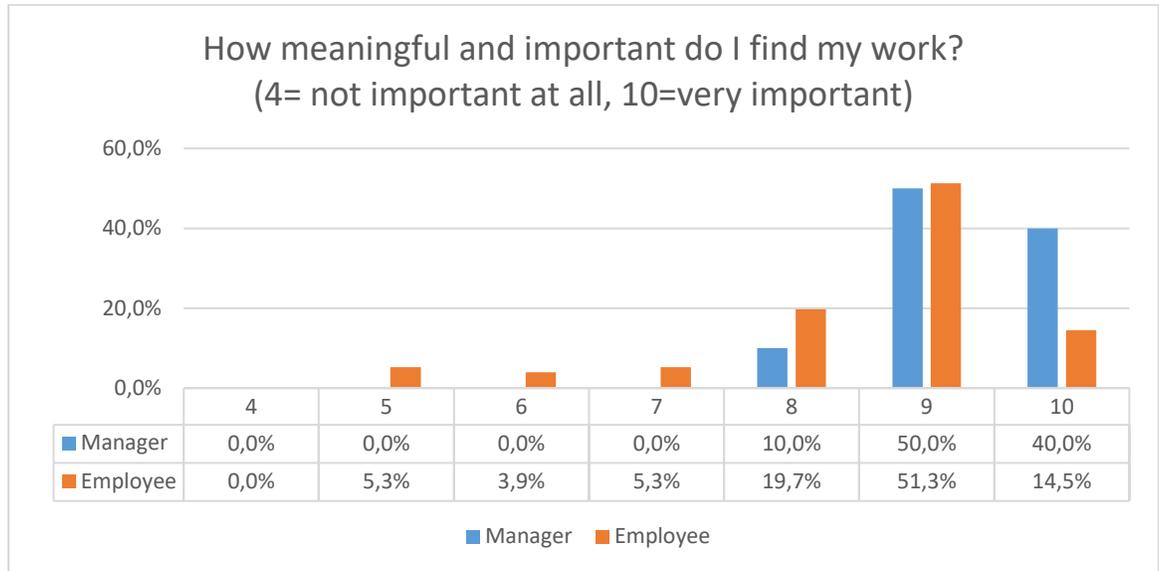

How meaningful and important do I find my work?
(4= not important at all, 10=very important)

	4	5	6	7	8	9	10
Manager	0,0%	0,0%	0,0%	0,0%	10,0%	50,0%	40,0%
Employee	0,0%	5,3%	3,9%	5,3%	19,7%	51,3%	14,5%

Figure 34. How meaningful and important do I find my work?

The first of the five themes consider work. Figure 34 shows the results in how meaningful and important the respondents find their work. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. Most of both managers (100 percent) and employees (85,5 percent) find their work meaningful and important. This question indicated that all respondents feel that their job is not insignificant. An open question followed, where the main rewarding criteria (1 to3) was asked to be specified from both employees and managers. The most answered criteria and those specifically worth mentioning are listed on appendix 9. Managers specified quantitative performance, quality and co-operations skills to be the most important criteria on rewarding. Employees also mentioned the same but added encouraging others, customer-orientation, motivation, attitude and trying one's best as important rewarding criteria. Both managers and employees share the same principals but from their own point of view.
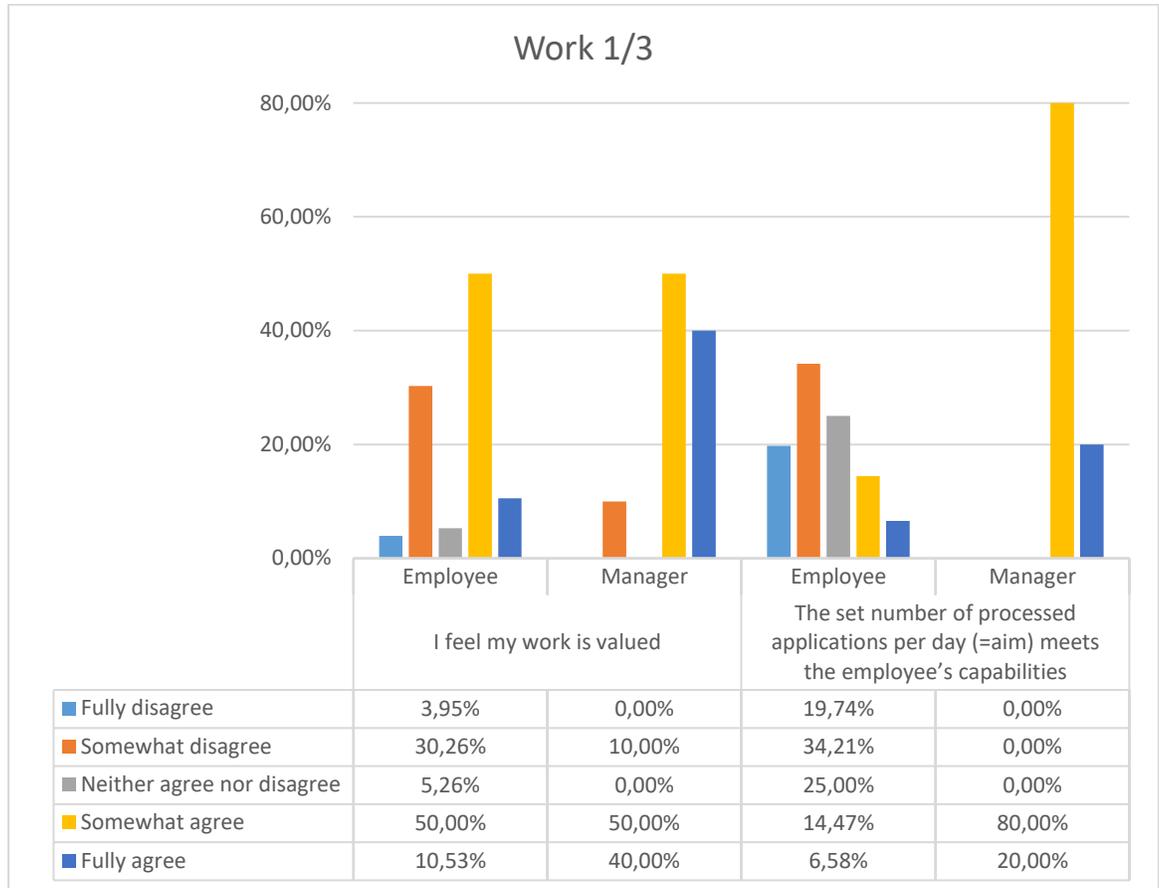
Work 1/3

	Employee	Manager	Employee	Manager
	I feel my work is valued		The set number of processed applications per day (=aim) meets the employee's capabilities	
▪ Fully disagree	3,95%	0,00%	19,74%	0,00%
▪ Somewhat disagree	30,26%	10,00%	34,21%	0,00%
▪ Neither agree nor disagree	5,26%	0,00%	25,00%	0,00%
▪ Somewhat agree	50,00%	50,00%	14,47%	80,00%
▪ Fully agree	10,53%	40,00%	6,58%	20,00%

Figure 35. Work 1/3

Figure 35 shows the results in how work is valued, and the set aim is in line with employee capabilities. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). Employees felt that 34,21 percent disagree to some extent that their work in not valued while 60,53 percent feel their work is valued. However, 90 percent of managers feel to some extent that their work is valued. Employees interpreted the set aim from their point of view as implementors and managers as aim setters. This is where there are differences. 53,95 percent of employees feel their set aim does not meet their capabilities being either too high or too low, while only 21,05 percent agree. 25 percent did not agree nor disagree. From the managers, 80 percent somewhat agree, and 20 percent fully agree. These answers indicate that there are differences of opinion between employees and managers.

Work 2/3

	Employee I know what my expected level of performance at work is	Employee The expectations set for me are too high
Fully disagree	2,63%	21,05%
Somewhat disagree	1,32%	27,63%
Neither agree nor disagree	2,63%	17,11%
Somewhat agree	40,79%	26,32%
Fully agree	52,63%	7,89%
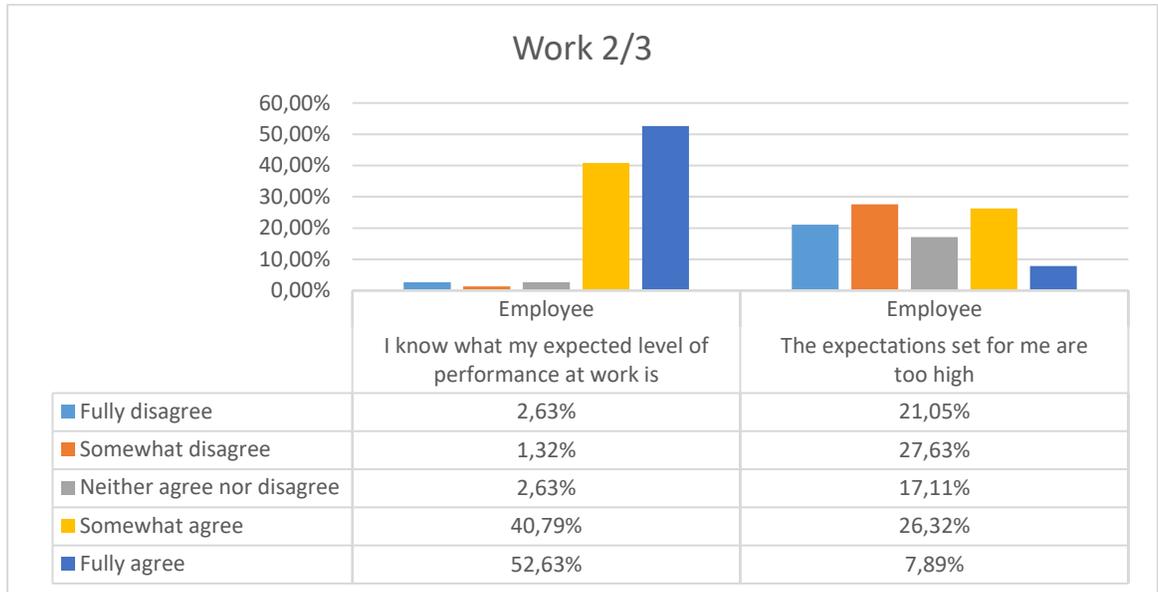
Figure 36. Work 2/3

Figure 36 show the results on how aware the employees are of their expected level or performance and of the set aim is too high or low. The latter clarifies the statement on table 28. Managers did not answer this. The majority (93,42 percent) feel they are aware of their expected level of performance. The expected level of that performance differs widely giving somewhat equal answers between all choices. 48,68 percent disagree to some extent that the set aim is too high indicating their capabilities are no used to full extent. 34,21 percent agree with they are expected more than they are capable of. 17,11 percent did not agree nor disagree. These statements indicate that while employees know what they are expected, the expectation does not meet their capabilities.

Work 3/3

	Everyone performs at a same level and contribution is equal		Workload is evenly distributed between team members	
	Employee	Manager	Employee	Manager
Fully disagree	10,53%	30,00%	19,74%	0,00%
Somewhat disagree	26,32%	50,00%	34,21%	20,00%
Neither agree nor disagree	19,74%	0,00%	25,00%	0,00%
Somewhat agree	35,53%	20,00%	14,47%	80,00%
Fully agree	7,89%	0,00%	6,58%	0,00%
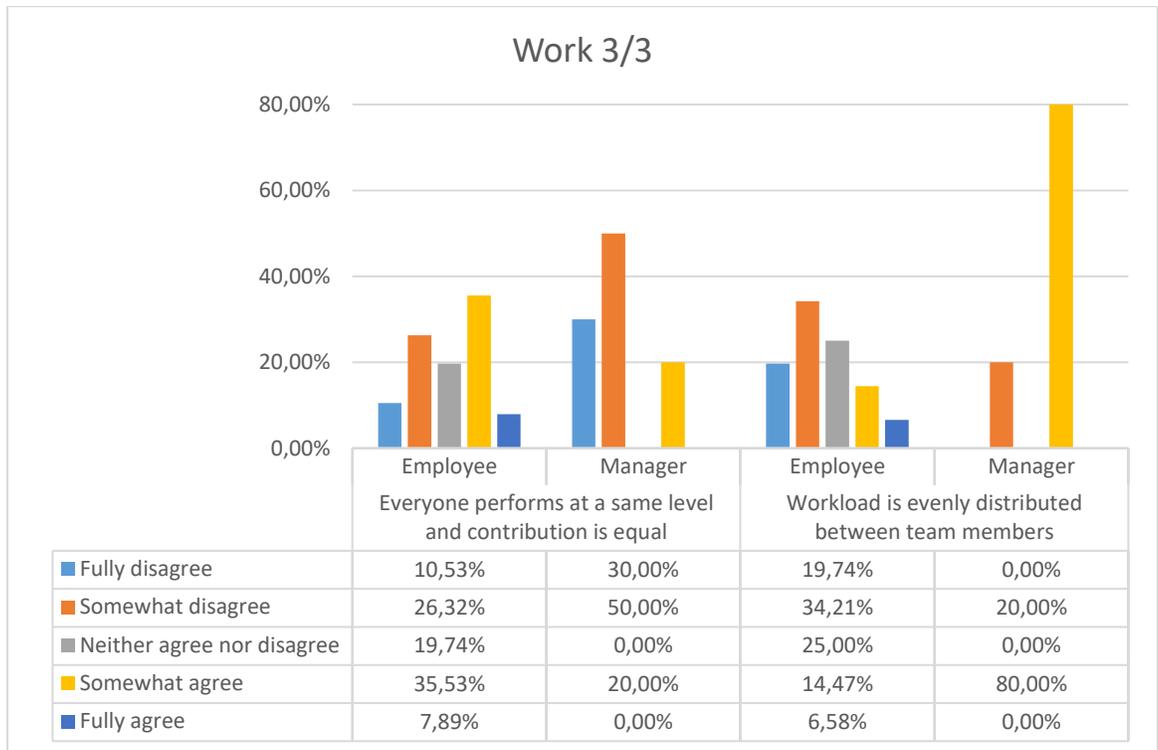
Figure 37. Work 3/3

Figure 37 shows the results of the level of performance and workload distribution. 36,85 percent of employees disagree to some extent that everyone performs at the same level while 43,42 percent agree to some extent. 19,74 percent did not agree nor disagree. 80 percent of managers disagree to some extent, while only 20 percent somewhat agree. 53,95 percent of employees disagree to some extent that workload is evenly distributed between team members, while 20 percent managers somewhat disagree. 21,05 percent of employees agree to some extent on even workload distribution, while 80 percent of managers feel the same way. These answers indicate that there are differences of opinion between employees and managers, especially on how workload is perceived to be distributed. It is interesting that while 80 percent of managers disagree to some extent that everyone performs the same, but at the same time, the same number feels that workload is evenly distributed.

The second theme considers rewarding where the aim was to give more detailed information on how rewarding is seen within the Social Insurance Institution of Finland, how the personal contribution is experienced, how can one influence rewarding, what kind of rewarding is wanted and what management emphasises in rewarding.

Rewarding 1/5

	Employee	Manager
How important do you see rewarding in Kansaneläkelaitos? (4= not important at all, 10=very important)		
10	36,84%	20,00%
9	30,26%	40,00%
8	17,11%	40,00%
7	5,26%	0,00%
6	2,63%	0,00%
5	3,95%	0,00%
4	3,95%	0,00%
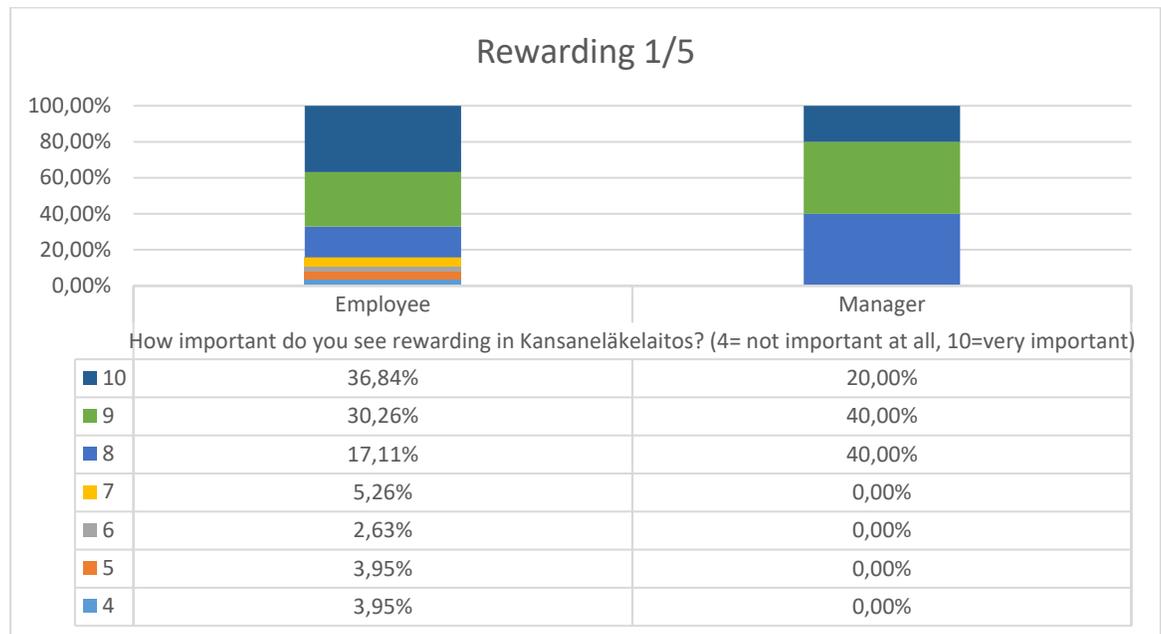
Figure 38. Rewarding 1/5

Figure 38 show the results on how important rewarding is seen in the Social Insurance Institution of Finland both by employees and managers. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. Most employees (84,21 percent) feel rewarding is important where 100 percent of managers feel the same way. This indicates that rewarding in the Social Insurance Institution of Finland should not be overlooked and that both employees and managers find it highly important.

Rewarding 2/5

	Employee I feel my contribution is valued	Employee I receive sufficient reward compared my contribution
■ Fully disagree	6,58%	36,00%
■ Somewhat disagree	25,00%	30,67%
■ Neither agree nor disagree	5,26%	21,33%
■ Somewhat agree	43,42%	9,33%
■ Fully agree	19,74%	2,67%
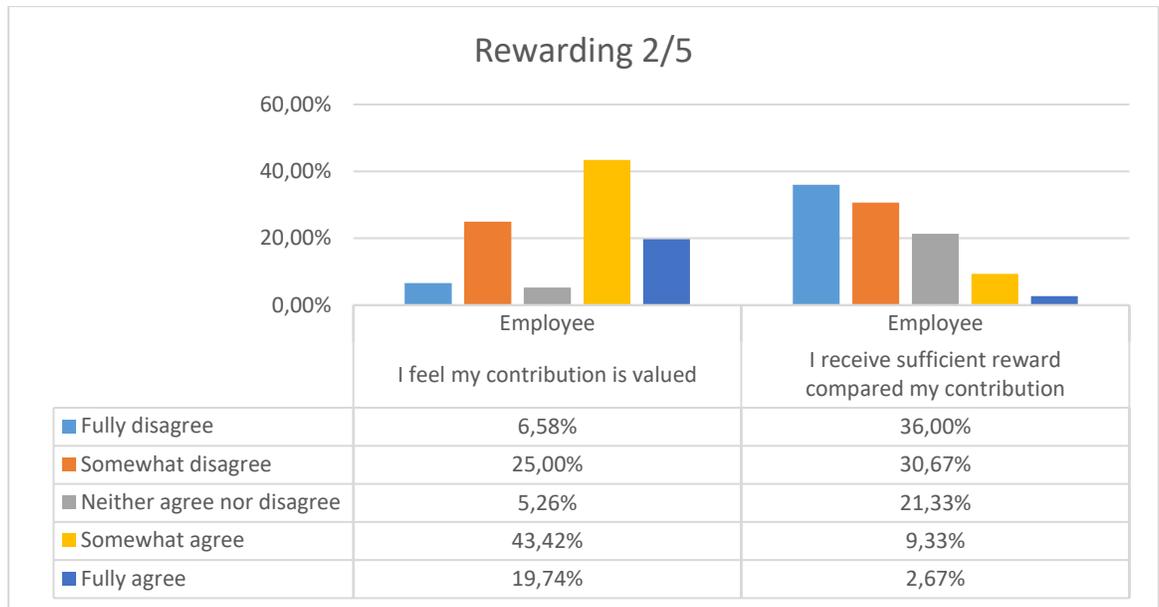
Figure 39. Rewarding 2/5

Figure 39 shows the results on how the contribution is valued and rewarded. This question was aimed only for employees. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). 31,56 percent disagree to some extent that their contribution is valued while 63,13 percent agree to some extent. 25 percent did not agree nor disagree. A majority (66,67 percent disagree to some extent that they do not receive sufficient reward for their contribution while only 12 percent agree to some extent. 21,33 percent did not agree nor disagree. This indicates that while most do agree that they are valued, they still do not receive sufficient reward for it. The value of their contribution is, therefore, different expressed that through rewarding.
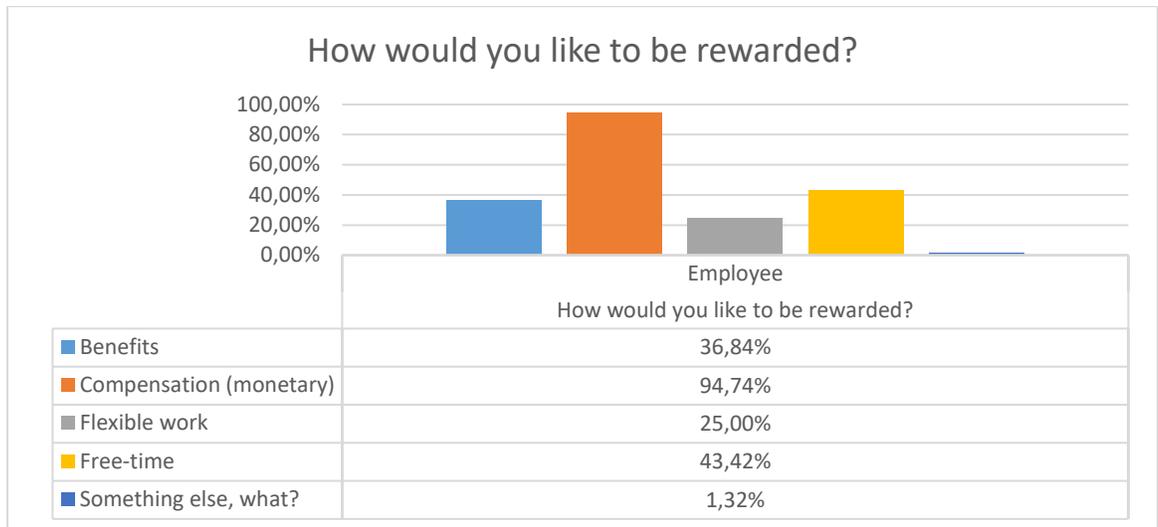
Figure 40. How would you like to be rewarded?

Figure 40 shows the results of how employees want to be rewarded. This question included multiple choices where more than one answer could be chosen. Almost all (94,74 percent) respondents chose monetary compensation as a wanted reward. Free-time, benefits and flexible work did also receive support. The choices also included an open answer, where a respondent could choose something else that pre-given options and identify it. One respondent (1,32 percent) chose this, where "appreciation from something else than quantitative performance would be appreciated".

Figure 41. Rewarding 3/5

	Being properly rewarded improves performance/productivity		One can affect on how he/she is rewarded	
	Employee	Manager	Employee	Manager
Fully disagree	1,32%	0,00%	52,63%	0,00%
Somewhat disagree	6,58%	0,00%	26,32%	30,00%
Neither agree nor disagree	6,58%	10,00%	6,58%	0,00%
Somewhat agree	43,42%	70,00%	13,16%	60,00%
Fully agree	42,11%	20,00%	1,32%	10,00%
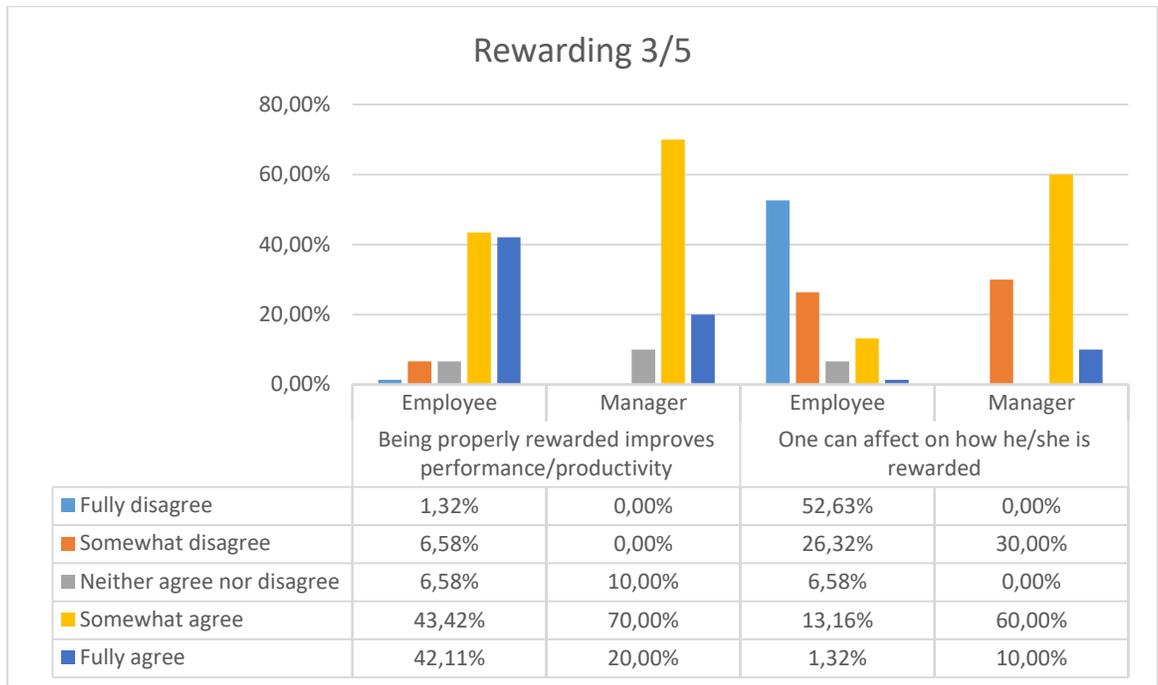
Figure 41 shows the results effects on proper rewarding and one's possibilities to effect on rewarding options. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5). The majority on both employees (85,53 percent) and managers (90 percent) agree to some extent that proper rewarding improves performance/productivity. Differences in possibilities to affect being rewarding can be seen between employees and managers as 78,95 percent of employees disagree to some extent that one can effect on how he/she is being rewarded while only 30 percent of manager disagree meaning 70 percent of managers agree to some extent. This indicates that there are differences of opinion between employees and managers on the possibilities to effect rewarding and/or what rewarding means to someone. For example, when a manager rewards a person, he/she might not feel being rewarded, resulting in this kind of outcome.
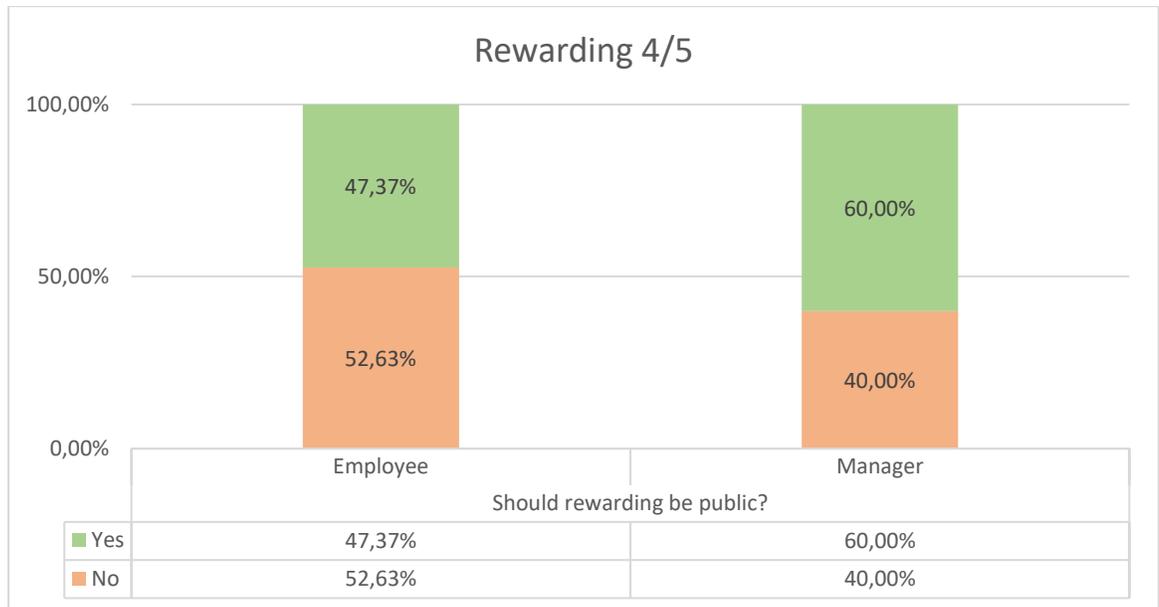
Figure 42. Rewarding 4/5

Figure 42 shows the results on opinions, whether rewarding should be public. This question received answers for and against somewhat equally as 47,37 percent of employees and 60 percent of managers said rewarding should be public. This question also had a follow-up question, where both yes- and no-answers were asked to be justified and the answers can be seen on appendices 5 and 6. The most answered justifications and those specifically worth mentioning are listed. From managers, answers for public rewarding were making others aware of what kind of activity is rewarded, learn from others and generally making rewarding visible. Statements from employees for public rewarding were much the same manager's for making rewarding criteria open and encouraging others but also creating equality, increasing engagement and making rewarding based on performance rather than personal relations. Statements against public rewarding from the managers were that it is personal, could bring up negative issues and envy and that organisational culture does not yet fully support public rewarding. From the employees, the answers were mostly the same but also included causing inequality between employees, creating unnecessary attention, certain kind of reputation and unnecessary competition. It was also stated that rewarding should be personal and, therefore, a competitive advantage.

Managers were asked how public rewarding would affect both the rewarded and those not rewarded. The most answered justifications and those specifically worth mentioning are listed and can be seen on appendix 7. Rewarded employees were thought to feel awkward but also joy and boost their confidence, encourage and motivate them. It was also mentioned that it highly depends on a person, and some might feel uncomfortable. The effects on not rewarded employees would be also highly dependent on the person. Believed effects were increased in faith towards management, help understand that job well done gets rewarded and motivate others too. It was also believed that some might feel envious and question the rewarding.

Employees were asked how public rewarding would affect their performance. The most answered justifications and those specifically worth mentioning are listed and can be seen on appendix 8. Public rewarding would help focus on the right things, create respect, increase quality and quantity of work, encourage to try harder and overall not negatively. As negative effects, only temporary motivation, envy from others and increased stress and unnecessary pressure was mentioned. It was also mentioned that it would not have a major effect.

This kind of question setup was created to find out differences in how managers and employees have seen the effects of public rewarding. The common factor in both was that it depends on the person, so rewarding manager needs to be aware of what kind of persons are in the team to reward correctly.

Rewarding 5/5

	Management invests in rewarding based on good qualitative performance/productivity		Management invests in rewarding based on good quantitative performance/productivity		Management invests in rewarding based on taking initiative	
	Employee	Manager	Employee	Manager	Employee	Manager
Fully disagree	38,16%	10,00%	14,47%	10,00%	28,95%	10,00%
Somewhat disagree	35,53%	30,00%	15,79%	20,00%	30,26%	30,00%
Neither agree nor disagree	5,26%	20,00%	6,58%	10,00%	19,74%	20,00%
Somewhat agree	15,79%	40,00%	34,21%	50,00%	19,74%	40,00%
Fully agree	5,26%	0,00%	28,95%	10,00%	1,32%	0,00%

Figure 43. Rewarding 5/5

Figure 43 shows the results on management involvement and the basis of rewarding. 73,69 percent of employees and 40 percent of managers disagree to some extent that management invests in qualitative performance-based rewarding while 21,05 percent of employees and 40 percent managers agree to some extent. 30,26 percent of employees and 30 percent of managers disagree to some extent that management invests in quantitative performance-based rewarding while 63,16 percent of employees and 60 percent of managers agree with to some extent. 59,12 percent of employees and 40 percent of managers disagree to some extent that management invests in initiative-based rewarding while 21,06 percent of employees and 40 percent of managers agree with to some extent. This indicates that from the employee side, the emphasis in rewarding basis is more on the quantitative side rather than the qualitative side. The same kind of trend can be seen on the manager side also but on a smaller scale. The biggest difference is in rewarding initiative. Since most employees disagree with rewarding initiative, this could indicate rather stiff and hierarchical organisation with little possibilities to have an impact on, for example, process development.

The third theme considers feedback where the aim was to give more detailed in-formation on how employees experience their received and manager experience their given feedback. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5).
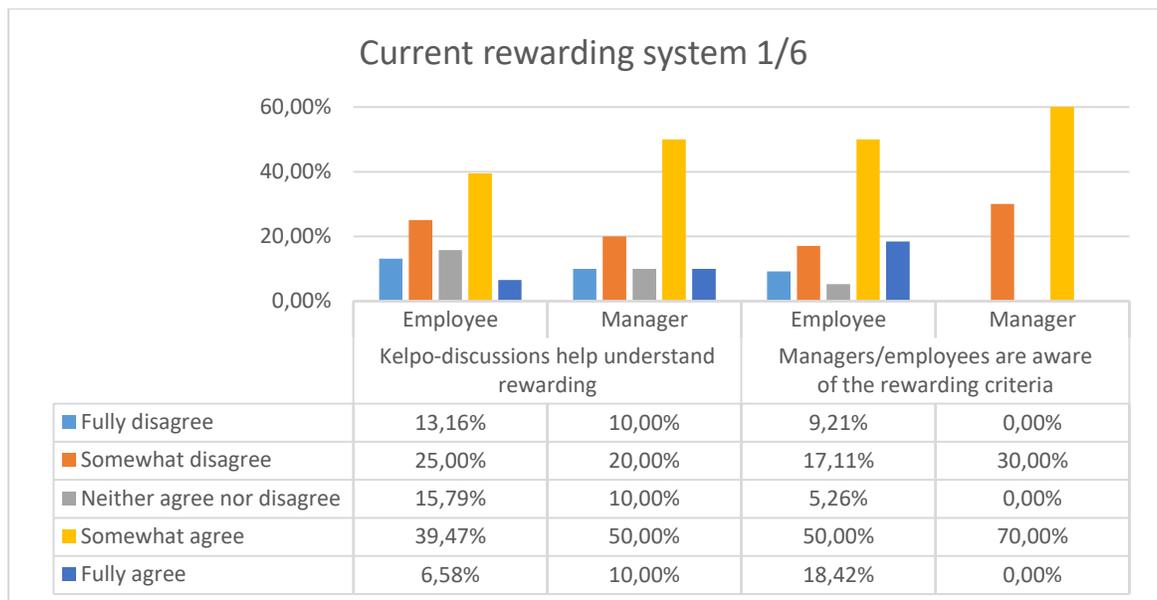
Feedback

	Employee	Manager	Employee	Manager	Employee	Manager
	Feedback is sufficient		Feedback is on-time		Feedback is useful and helps focus on right things	
■ Fully disagree	10,53%	0,00%	13,16%	0,00%	13,16%	0,00%
■ Somewhat disagree	23,68%	30,00%	31,58%	40,00%	19,74%	10,00%
■ Neither agree nor disagree	9,21%	20,00%	11,84%	0,00%	22,37%	0,00%
■ Somewhat agree	42,11%	40,00%	34,21%	40,00%	31,58%	80,00%
■ Fully agree	14,47%	10,00%	9,21%	20,00%	13,16%	10,00%
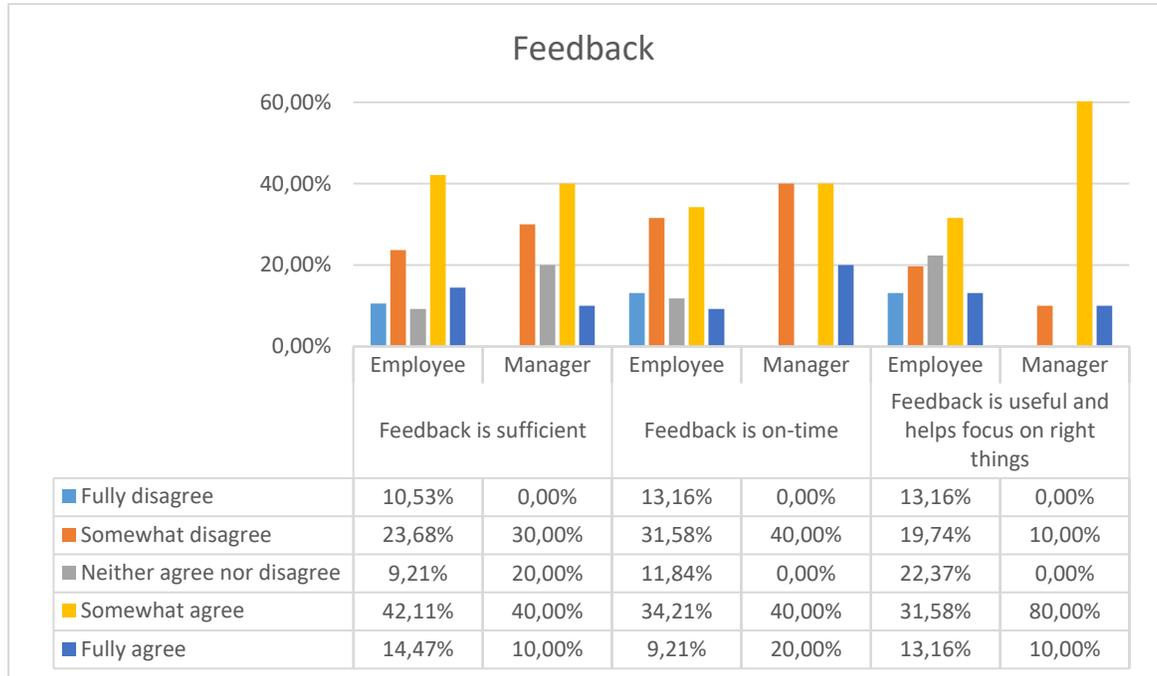
Figure 44. Feedback

Figure 44 shows the results on feedback related questions. 56,58 percent of em-ployees and 50 percent of managers agree to some extent that received or given feedback is enough while 34,21 percent of employees and 30 percent of manag-ers disagree to some extent. 34,32 percent of employees and 60 percent of man-agers agree to some extent that feedback is on-time and 44,47 percent of em-ployees and 90 percent of managers agree to some extent that feedback is use-ful and help focus on right things. Still, 42,90 percent of employees disagree with feedback being valuable and helpful. This indicates that both employees and managers generally receive or give enough feedback, but the feedback may be received late diminishing its impact. The most significant difference is in the qual-ity of the feedback while most managers feel the given feedback is useful, 55,27 percent of employees either disagree to some extent or do not have an opinion

on this matter. This could be explained by a lack of communication and interaction between employees and managers.

The fourth theme considers the current payroll and rewarding guide, and how it applies to practice, what the emphasis on it is, importance and satisfaction to it and whether is it worth pursuing for. The answers are scored as follows: fully disagree (1), somewhat disagree (2), neither agree nor disagree (3), somewhat agree (4) and fully agree (5).

Current rewarding system 1/6

	Kelpo-discussions help understand rewarding		Managers/employees are aware of the rewarding criteria	
	Employee	Manager	Employee	Manager
Fully disagree	13,16%	10,00%	9,21%	0,00%
Somewhat disagree	25,00%	20,00%	17,11%	30,00%
Neither agree nor disagree	15,79%	10,00%	5,26%	0,00%
Somewhat agree	39,47%	50,00%	50,00%	70,00%
Fully agree	6,58%	10,00%	18,42%	0,00%

Figure 45. Current rewarding system 1/6

Figure 45 shows the results on if Kelpo-discussions help to understand rewarding and are employees and managers aware of rewarding criteria. 46,05 percent of employees and 60 percent of managers agree to some extent that Kelpo-discussions help to understand rewarding, but still 38,16 of employees and 30 percent of manager disagree to some extent. 68,42 percent of employees and 70 percent of managers agree to some extent that they are aware of rewarding criteria, but still, 26,32 percent of employees and 30 percent of managers disagree to some extent. This indicates that while a lot of employees both benefit and do not benefit from Kelpo-discussions regarding rewarding, 60 percent of managers agree with them being beneficial. Generally, most of both employees and managers are

aware of the rewarding criteria, still, a notable amount on both are not making re-warding random and not seen important. However, the same trend between employees and managers can be seen on both statements.

Current rewarding system 2/6

	Rewarding in Kansaneläkelaitos takes individuals into consideration		Rewarding should be based on individual performance and contribution	
	Employee	Manager	Employee	Manager
Fully disagree	34,21%	20,00%	1,32%	0,00%
Somewhat disagree	32,89%	30,00%	9,21%	0,00%
Neither agree nor disagree	14,47%	10,00%	10,53%	10,00%
Somewhat agree	14,47%	40,00%	51,32%	60,00%
Fully agree	3,95%	0,00%	27,63%	30,00%

Figure 46. Current rewarding system 2/6

Figure 46 shows the results of individual rewarding. 67,10 percent of employees and 50 percent of managers disagree to some extent that rewarding takes individuals into consideration while only 18,42 percent of employees and 40 percent of managers agree with to some extent. Still, 78,95 percent of employees and 90 percent of managers agree with to some extent that it should. This indicates that currently, the rewarding program does not serve the purpose both employees and managers believe it should, and the emphasis should be towards more individual approach, and that individual rewarding is seen important.

Regarding the current rewarding program, both managers and employees were asked what the most important rewarding criteria are currently in use. The most answered criteria and those specifically worth mentioning are listed and can be seen on appendix 9. Managers pointed out personal rewarding as in personal

points and team rewarding as used criteria along with feedback, encouragement and more demanding tasks as a career plan. Employees pointed out monetary rewarding, personal points and team rewarding but also free time, encouragement, gift cards/vouchers and personal development options were mentioned.

Current rewarding system 3/6
(4= not important at all, 10=very important)

	Employee	Manager
How important do you see individual rewarding?		
■ 4	0,00%	0,00%
■ 5	1,32%	0,00%
■ 6	1,32%	0,00%
■ 7	11,84%	0,00%
■ 8	14,47%	20,00%
■ 9	40,79%	60,00%
■ 10	30,26%	20,00%
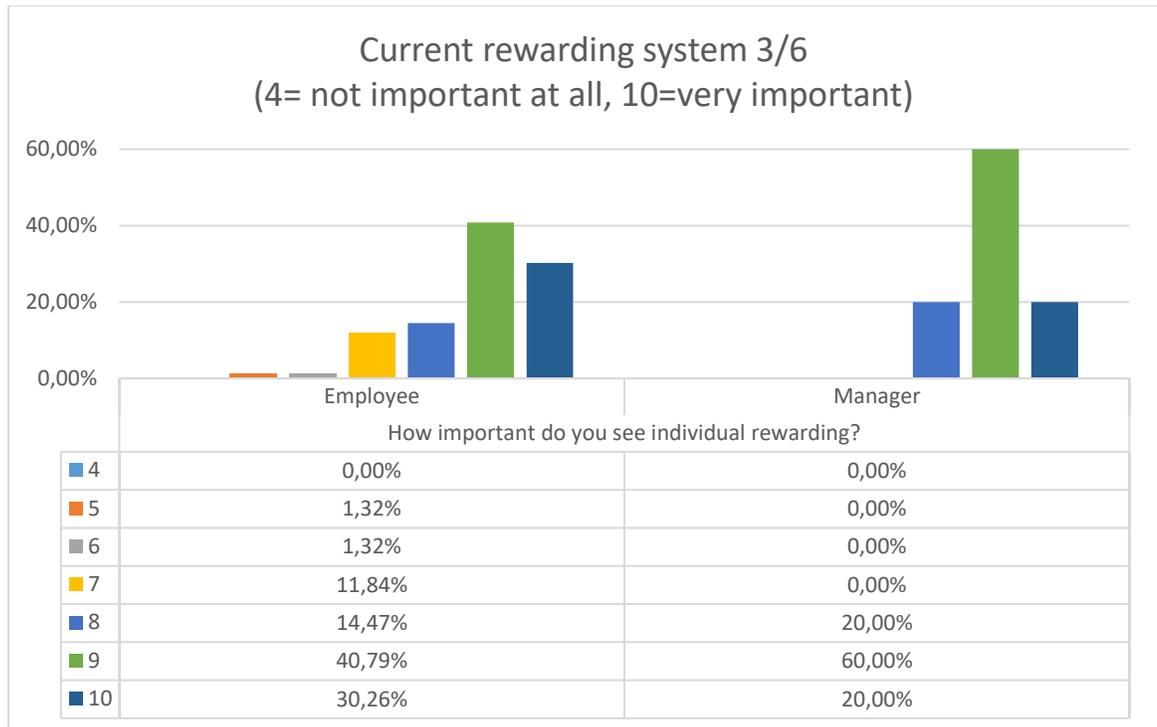
Figure 47. Current rewarding system 3/6

Figure 47 shows the results of how important individual rewarding is seen by both employees and managers. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. 85,52 percent of employees and 10 percent of managers think individual rewarding is important, indicating individual rewarding is wanted.

Current rewarding system 4/6

	Rewarding in Kansaneläkelaitos takes teams into consideration		Rewarding should be based on team performance and contribution	
	Employee	Manager	Employee	Manager
■ Fully disagree	23,68%	10,00%	15,79%	0,00%
■ Somewhat disagree	25,00%	50,00%	23,68%	20,00%
■ Neither agree nor disagree	19,74%	0,00%	19,74%	30,00%
■ Somewhat agree	30,26%	40,00%	31,58%	50,00%
■ Fully agree	1,32%	0,00%	9,21%	0,00%

Figure 48. Current rewarding system 4/6

Figure 48 shows the results of the team rewarding. 48,68 percent employees and 60 percent of managers disagree with to some extent that rewarding takes teams into consideration while 31,58 percent of employees and 40 percent of managers agree with to some extent. 40,79 percent of employees and 50 percent of managers agree with to some extent that rewarding should take teams into consideration while still 39,57 percent of employees and 20 percent of managers disagree with to some extent. This indicates that individual rewarding is seen to be more important than team-based rewarding, but both still should be considered.

Current rewarding system 5/6
(4= not important at all, 10=very important)

How important do you see team rewarding?	Employee	Manager
4	3,95%	0,00%
5	0,00%	0,00%
6	5,26%	0,00%
7	19,74%	10,00%
8	28,95%	60,00%
9	21,05%	30,00%
10	21,05%	0,00%
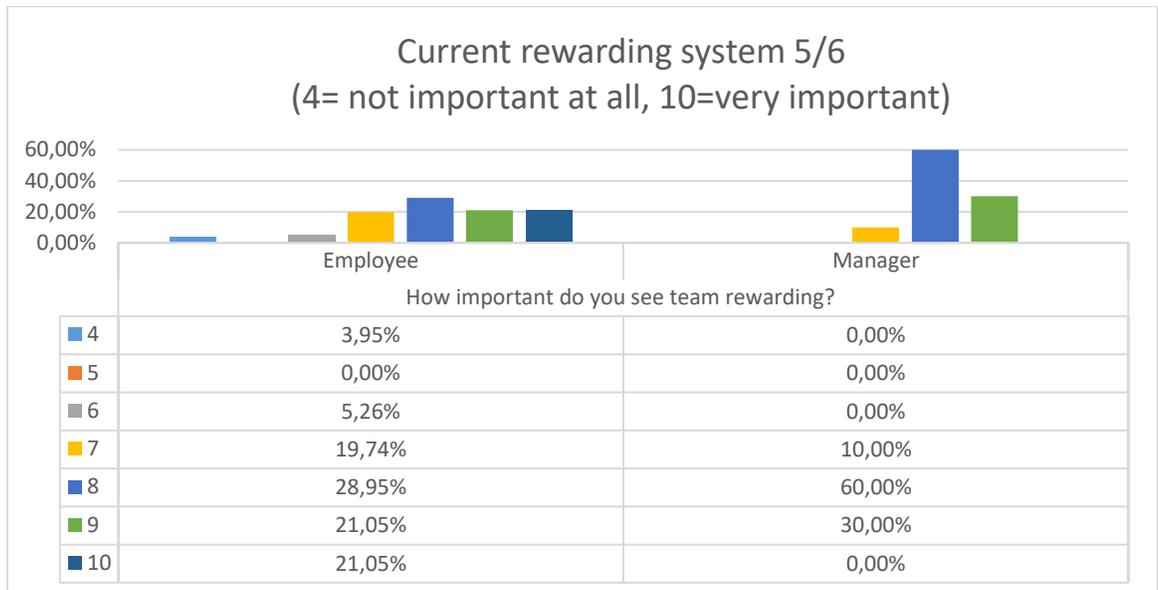
Figure 49. Current rewarding system 5/6

Figure 49 show the results on how important team rewarding is seen by employees and managers. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. 71,05 percent of employees and 90 percent of managers see team rewarding important indicating that while individual rewarding is seen more important, team rewarding should not be forgotten.

Current rewarding system 6/6

	Currently an employee can be notably and effectively rewarded		Currently rewarding is significant enough to pursue better performance/productivity	
	Employee	Manager	Employee	Manager
Fully disagree	55,26%	40,00%	50,00%	40,00%
Somewhat disagree	27,63%	60,00%	30,26%	60,00%
Neither agree nor disagree	11,84%	0,00%	11,84%	0,00%
Somewhat agree	3,95%	0,00%	5,26%	0,00%
Fully agree	1,32%	0,00%	2,63%	0,00%

Figure 50. Current rewarding system 6/6

Figure 50 shows the results of the current rewarding system – is it capable of adequately reward and worth pursuing. 82,89 percent employees and 100 percent of managers disagree with to some extent that currently, the rewarding system is not capable of rewarding effectively. As the results are so clear, 80,26 percent of employees and 100 percent of managers feel that the current system is not worth pursuing for. This indicates that both employees and managers feel the same about the current rewarding system is ineffective and will not motivate to perform better.

How satisfied are you with the current rewarding program? (4=very dissatisfied, 10=very satisfied)

	Employee	Manager
4	14,47%	10,00%
5	17,11%	10,00%
6	26,32%	60,00%
7	21,05%	0,00%
8	18,42%	20,00%
9	2,63%	0,00%
10	0,00%	0,00%
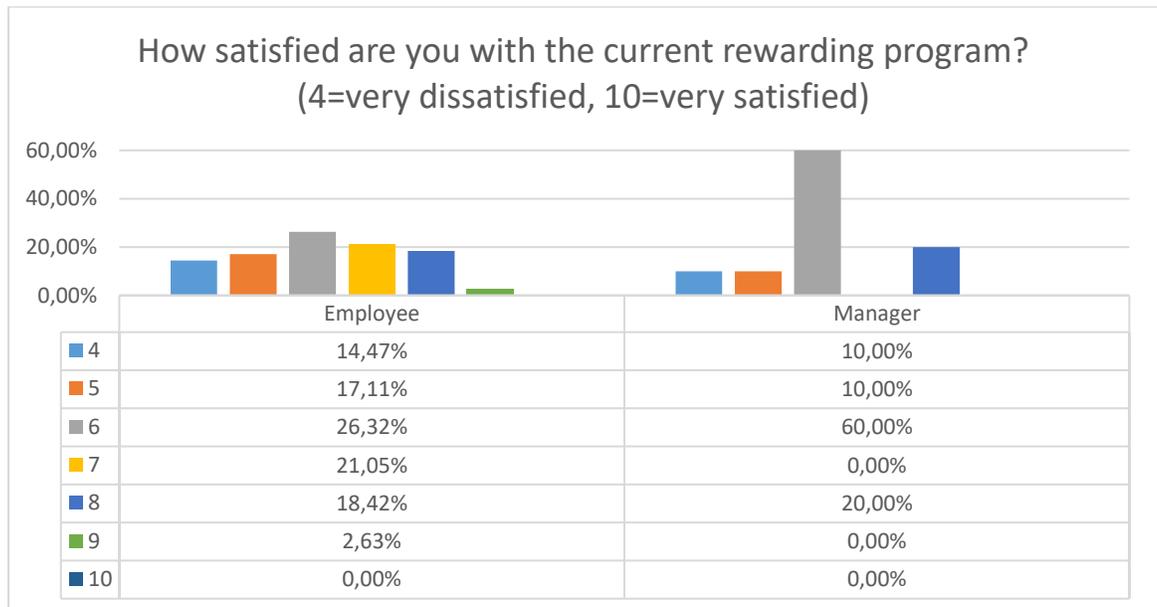
Figure 51. How satisfied are you with the current rewarding program?

Figure 51 shows the results of how important team rewarding is seen by employees and managers. The answers were scored from 4 (worst) to 10 (best). Scores 4-6 can be described bad, scores 8-10 good and 7 as neither. This question received answers from almost all options by employees. 57,90 percent of employees and 80 percent of managers are not satisfied with the current rewarding program while only 21,5 percent of employees and 20 percent of managers are. This clearly indicates that much rework on the current system is needed for it to be both effective and satisfactory.

Both managers and employees were asked how they would change the current rewarding program. The most answered changes and those specifically worth mentioning are listed and can be seen on appendix 10. Managers would change

the personal point and work task specification system or remove them as they do not work, remove the whole task classification, enable more specific rewarding and increase the amount for those deserving it, make it on-time and change it to be more genuine and cost-efficient. Employees did answer many of the same changes but also make it compete with the private sector, more personal and focused on individuals, support personal development shift the emphasis from quantity to quality and increase rewarding options. It is also worth mentioning that performance-based bonuses were mentioned several times.

The previous question was followed by an open question for both managers and employees about what should be emphasized on rewarding. The most answered points of emphasis and those specifically worth mentioning are listed and can be seen on appendix 11. Managers chose feedback, personal development, good performance, positive behaviour with social and working skills. Employees did choose similar points but also innovativeness, customer-orientation, helpfulness, skills, knowledge and openness on problems and their solutions.

Wanted rewarding program

	Should employees and managers be heard more when designing and reviewing rewarding programs?		Should individual rewarding be used also in the future?		Should Kansaneläkelaitos use rewarding programs?	
	Employee	Manager	Employee	Manager	Employee	Manager
■ Yes	100,00%	90,00%	93,42%	100,00%	81,58%	90,00%
■ No	0,00%	10,00%	6,58%	0,00%	18,42%	10,00%
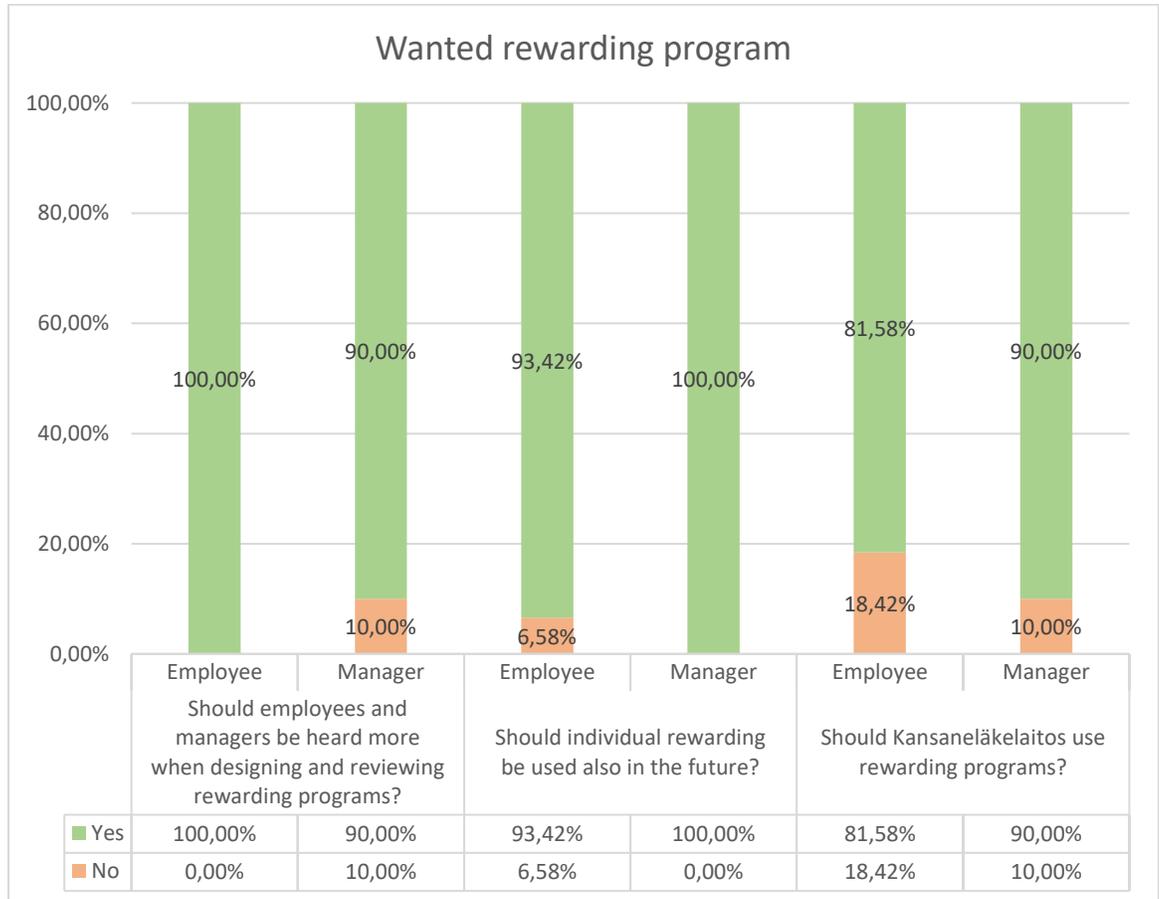
Figure 52. Wanted rewarding system

The fifth theme considers wanted questions regarding the wanted rewarding program. Figure 52 shows the results on employee/manager engagement on designing and reviewing the rewarding program, should individual rewarding still be used in the future and should the Social Insurance Institution of Finland as an organisation use rewarding programs. The received answers clearly point out the importance of engagement. 100 percent of employees and 90 percent of managers think both parties should be included in designing and reviewing the program. Individual rewarding in the future is also supported by 93,42 percent of employees and 100 percent of managers. The same trend can be seen on should the Social Insurance Institution of Finland use rewarding programs, where 81,58 percent of employees and 90 percent of managers support the use also in the future.

Each of the three statements in Figure 52 was asked to be justified by both managers and employees. The most chosen statements and those specifically worth

mentioning are listed and can be seen on appendices 12-14. All employees and 90 percent of managers think both should be involved when designing and reviewing rewarding program. Managers stated it would bring knowledge on what employees expect and how managers can act accordingly, could provide important development ideas and what works and what doesn't and could improve acceptance on rewarding. Employees mentioned that employees and managers know the field and what it takes to do the job, it could provide new ideas and practises making the end-product better and remove practices that don't work. Both managers and employees could provide new points of view. Only one answer specified managers and employees should not be involved, and justification to that statement was, that they already have chosen their representatives doing what they are empowered to do.

Appendix 13 lists the statements on "Should individual rewarding be used also in the future?". The most chosen statements and those specifically worth mentioning are listed. The same kind of trend continues as in the previous statement and 100 percent of managers and 93,42 percent of employees agree with that individual rewarding should be used also in the future. Managers pointed out, that rewarding increases motivation to develop, do their work better and improve the personal level of performance. Employees chose the reasons but also mentioned that it should be used together with team rewarding, creates a feeling of appreciation and accomplishment and that one can affect their own salary, increases satisfaction and that it is the most important way of rewarding. From the employees, two disagreeing statements were made stating that team rewarding increases co-operation and team spirit, and everyone's input is important and not just some individuals.

Appendix 14 lists the statements on "Should the Social Insurance Institution of Finland use a rewarding program?". The most chosen statements and those specifically worth mentioning are listed. 90 percent of managers and 81,52 percent of employees agree that rewarding program should be used in the Social Insurance Institution of Finland. Managers pointed out that through rewarding programs motivation, acceptance of rewarding, commitment to quality and well-being at work

can be improved. Employees chose the same reasons with also mentioning it supplements the base salary, increases appreciation towards the organisation, motivates oneself and that it is present and the Social Insurance Institution of Finland as an organisation is a forerunner so it should also implement this kind of program. There were also a few "No"-answers. Managers stated that measurable criteria alone are not a good basis for rewarding and employees stated that rewarding is not necessary to be done separately, could complicate things, does not take each type on individuals into consideration, is too formal and is not based on true skills and knowledge.

Follow-up questionnaire analysis conclusions

The most significant findings of the follow-up questionnaire from the first theme regarding work were the differences in points of view on even workload distribution and that the set aim is in line with employees' capabilities. Generally, managers agreed to some extent that the workload is evenly distributed and meet the employee's capabilities, but employees mostly disagreed with this. This indicates that while discussions between managers and employee are frequent, the set aim is experienced differently. To reduce this difference, more open and individual discussions are needed.

The most significant findings on the second theme regarding rewarding were the differences in points of view in that employees can affect their rewarding and that management invests in qualitative performance. Employees strongly disagreed with that they can affect their rewarding while most managers felt they could. Most employees felt that management does not invest in rewarding based on qualitative rather than quantitative performance while most managers agreed with this. This indicates that the received feedback from management or rewarding criteria is not clear or is controversial. The open answers supplemented the results giving more detailed reasons behind the answer stating, that rewarding criteria should be open, clear and transparent. To reduce the differences, more open conversation is needed, and the rewarding criteria should be clarified.

The most significant finding on the third theme regarding feedback was the differences in points of view in feedback given or received being useful and help focus on the right things. Most managers felt their given feedback is useful, while still most of the employees agreed to some extent, there are differences. To reduce the differences, more open conversation is needed

The most significant findings on the fourth theme regarding current rewarding program were the differences in points of view in being aware of rewarding criteria and satisfaction to current rewarding program. 70 percent of the managers agreed to some extent, being aware of rewarding criteria while 68,42 percent of employees agreed to some extent. As this is a good starting point, still 30 percent of managers and almost 20 percent of the employees disagreed to some extent. To increase the awareness, rewarding criteria should be clarified and openly discussed. However, the answers were somewhat consistent between managers and employees in most parts. Generally, individual rewarding was seen slightly more important than team rewarding but both did receive support. As managers are responsible for their team performance, it is understandable that team rewarding is more supported while employees place emphasis on individual rewarding. The open answers supplemented the results giving more detailed reasons behind the answer on how both managers and employees would change the current rewarding program. Managers would change the personal point system while and base rewarding on real involved tasks and employees to make it more competitive to private sector and shift emphasis based on quality and personal skills. To reduce the differences, the rewarding system needs updating and clarification, where all parties should be included.

The most significant findings on the fifth theme regarding wanted rewarding program were that both managers and employees answered almost the same with only individual differences present. Both parties would include all parties to be heard when designing or reviewing the rewarding system and would use individual rewarding and a rewarding program also on the future. The open answers supplemented the results giving more detailed reasons behind the answer. The

answers were similar between managers and employees, while both stated hearing would give new ideas, remove unusable or ineffective practices and improve motivation when rewarded properly.

When this type of questionnaire is conducted, certain risks are involved regarding the process and received data. The following risks could be identified in this matter. Salary has always been a kind of a taboo in Finnish culture, and the same applies here. The subject is delicate and must be addressed accordingly. Salary is not much discussed openly but much on a personal level and seem to be very important to individuals. As the questionnaire is much about rewarding, including salary and monetary rewarding, it could cause respondents not to answer the questionnaire as some might think they are being targeted and cause certain kinds of assumptions towards. It could also be that, despite the anonymity of the questionnaire, respondents do not want to take a stand on the matter just to stay impartial or neutral. The current social and economic situation (the corona-virus pandemic) could also play a part in the questionnaire results and the number of received answers. Even though the thesis topic is closely related to organisation and the rewarding program included and the aim is to offer important information on the current and wanted rewarding program, management instructed the questionnaire to be answered outside working hours. Even though the questionnaire approximately took 10-15 minutes, this has an impact on the answer percentage as generally, employees do not integrate on the clock-working hours to personal free time. It must also be mentioned that due to technical reasons, the questionnaire link was originally sent to managers in the target group to be forwarded to their responsible team employees. This makes it impossible for the researcher to stay up to date with employees receiving the link. To reduce this risk, clear instructions on the cover letter both for managers and employees was included. Additionally, two reminder letters were sent in the time period the questionnaire was active to contact as many respondents as possible on-time.

4   RESULTS

Both barometer results in 2017 and 2018 with the follow-up questionnaire on 2020 state that the current system is inefficient and needs to be reviewed. Multiple suggestions on how to improve was made and provide valuable information for the company. The suggested changes mentioned performance-based salary and bonuses based on a good performance. These are not currently in use, but many pieces of research support the hypothesis that rewarding from good performance does improve performance/productivity. This is a good point of view for the Social Insurance Institution of Finland for many reasons. By implementing a performance-based rewarding or a bonus system, it also takes all kinds of employees in consideration and rewards those performing well and keeping motivation high but does not reduce the salary of those not exceeding set aim. Because the number of employees is such high, paying close attention to each employees' performance and focusing on needed areas, the effect is multiplied by the number of employees. This could improve the number of decisions per employee in relation more than the given bonus increases personnel costs, leading to improved performance per employee and lower salary costs in relation. This is supplemented by a reduction in employee turnover rate as they are motivated to stay in the organisation and are satisfied and hiring new employees is always more expensive as the knowledge is already in the organisation in the current employees and new employees always take their time to orient and even that does not make sure they will stay for a longer period of time. This all contributes to organisation image improving its value and desirability as an employer.
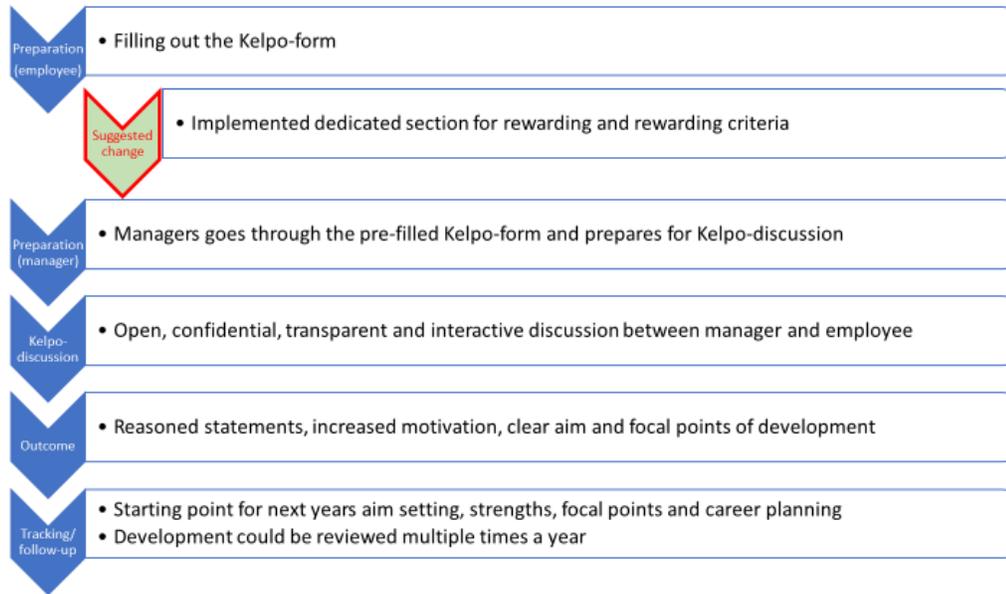
Figure 53. Suggested change 1

Figure 53 shows the suggested changes in how rewarding should be included in Kelpo-discussion and to everyday work. According to the research findings, suggestions can be done in two ways. The first suggestion includes smaller changes and can be done using current practises in use but taking full advantage of them according to the research findings. Firstly, currently, Kelpo-discussion is based on a self-filled form for the manager to go through and fill after the discussions. This is on an acceptable level where only the required information is dealt with. However, when done on a minimum required level, much of the capabilities is not utilized to its full potential. As the research points out, Kelpo-discussions are only useful to some extent and individual preferences, such as skills, knowledge, are often left without necessary attention. This causes the feeling of not getting acknowledged enough or not treated as an individual employee but as one employee in a team. When done with enough time, the important matters and strengths of an employee can be found out and get to use. This also strengthens the feeling of being important affecting motivation positively. Secondly, the research pointed out that a part of both managers and employees are not aware of rewarding criteria. This area should be paid more attention to Kelpo-discussions. This could mean having a whole section dedicated to rewarding and company strategy with either creating a whole new form or adding rewarding and company strategy an essential part of it. This would help for both parties to be aware of on

what basis rewarding is done to what direction would the employee have to change his/her working to be rewarded and what the company puts importance on and supports the company strategy. The only downside here would be the increased usage of time but that is something that will not have to be so thoroughly yearly and will eventually pay off and effect positively on multiple fields.
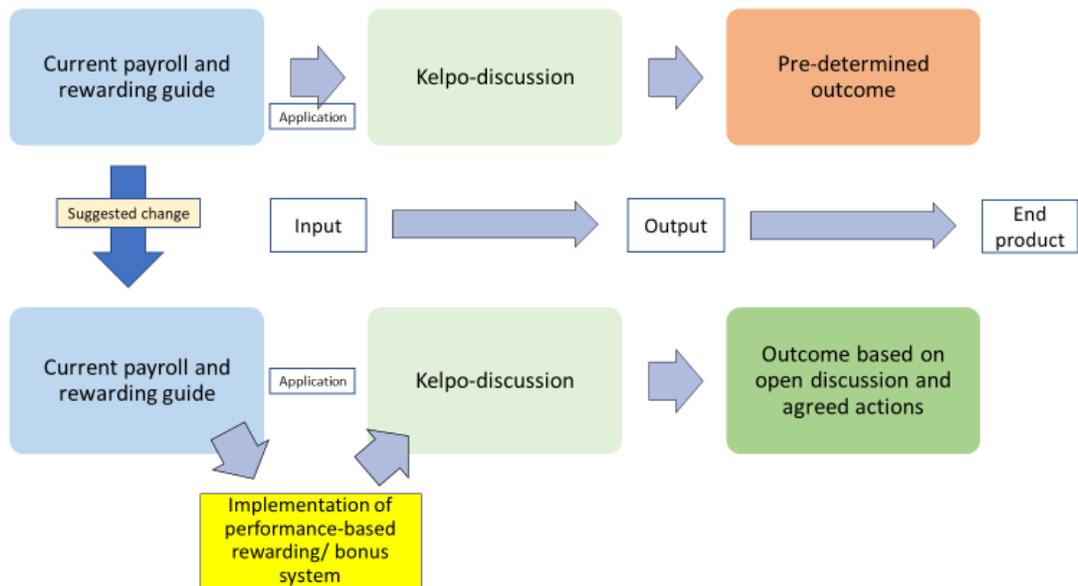
Figure 54. Suggested change 2

Figure 54 shows the suggested change in how to make rewarding more effective. As the research pointed out, performance-based rewarding is not directly in use but is wanted. Other researches mentioned in this thesis also support the hypothesis that it improves performance and motivation. Performance-based rewarding can be seen included in rewarding based on quantity but not necessarily that much on quality. This suggestion requires much bigger changes to be made on an organisational level and includes implementing a whole new rewarding system to the current payroll and rewarding guide. It would also mean putting more weight on it at Kelpo-discussion and dedicating an own section to it. Just as the first suggestion, this would also improve the knowledge and awareness on rewarding criteria but also make it more precise on what basis rewarding is done and when. This would help a motivated employee focus on the right things and therefore improve the level of performance. This also has many indirect effects. The most significant ones would be the improved motivation and satisfaction

which in turn makes employees capable of affecting directly to their salary, increasing the feeling of acknowledgement and appreciation and reduce the possibility of losing motivation and eventually leaving the employer. This would also help the managerial level to make it easier to reward when the criteria are clear for everyone, and the goal is met. This helps keep motivated employees in the company with their quiet information benefiting the company. The downside here would be the increased cost in personnel but as mentioned earlier in this thesis, according to the researcher, performance-based salary is a temporary increase in costs. This can also be applied to reduced costs in hiring as it is easier to calculate the needed number of personnel reducing recruitment processes and costs as employees are already trained.

5   CONCLUSIONS

The results will benefit the company and improve both the level of performance and the level of employee satisfaction when results are considered when designing or reviewing the payroll and rewarding guide in the future. The aim of the thesis as to find out the weak points and possibilities in the current rewarding system to improve the employee satisfaction, performance and commitment. All these mentioned fields are closely related to and affect each other.

The primary aim was to find out what are the options employees value the most and have the biggest impact in the previously mentioned fields. This way the current rewarding system can be re-evaluated and applied to practice for better results if suitable means are available and applicable. There is a possible option that the outcome of the research indicates too big of a gap between employees and employer regarding the current rewarding system. This means that the current system is unable to provide the necessary reward and therefore, the motivation for the employee to keep the level of performance, satisfaction and commitment and possible even reduce them. This leads to underperformance that is not because of a lack of skills but not willing to perform at best possible level because of little to no return of the investment the employee makes for the employer. In this case, the current system is inefficient and inappropriate for its sole purpose.

Company level

This thesis could potentially have a major impact on the performance of the organisation and therefore reduce the organisational costs and improve the performance of its employees. The performance jump is affected by multiple reasons; by rewarding well-performing employees, they generally tend to stay within the company because of increased happiness and motivation. This also improves the company "brand" and increase its attraction to apply for open positions. This, in turn, keeps the best talents wanting to apply.

Societal level

As the Social Insurance Institution of Finland is a leading organisation in distributing social benefits, this thesis could have a major impact on the whole society. Because the Social Insurance Institution of Finland is responsible for multiple benefits ranging from all different age groups vertically from the beginning until the end of the lifeline as well as horizontally from student, family, sickness, unemployment and pensioners benefits, it is clear, that by enhancing the performance, the effects are far-reaching. The effects also have a multiplying effect because the Social Insurance Institution of Finland is only one link in the social benefit chain. When something in the chain changes, everything after the link is affected. When the change is positive, it also makes it possible to improve and change the latter links in the chain.

Personal level contribution

This thesis topic is important to the author personally. The author has a background and working experience from a wide range of companies, both from non-profit and profit-oriented companies. This has shown that motivated employees are the ones creating the value for the company itself and, no company can succeed without good employees. If a skilled and capable employee is not treated the way the employee deserves, at some point, the company loses an asset as well as it has a direct impact on the company. If the rewarding is used correctly, it

creates healthy competition within the company making the employees do their best and constantly improve themselves. This has multiple positive effects in motivation, performance, continuity and even reducing the number of sickness leaves. When appreciated, an employee does the same towards the company. The authors personal level contribution is to create more detailed information for the board to make use when evaluating the next payroll and rewarding guide from 2021 onwards. For the managerial level, the aim is to offer different points of view when assessing the performance of an employee and rewarding them accordingly. In addition, more detailed information about personal appreciations and preferences are offered to take a more approach to the evaluation.

Managerial implications

This research produced relevant information on how effective both managers and employees see the current rewarding and payroll guide. Also, the most mentioned problem points were pointed out by both parties. In addition, both managers and employees suggested tangible propositions on how to change the current program in use. The information altogether is important for the company when evaluating its level of performance and how to increase it. As the Social Insurance Institution of Finland is a large employer and socially significant institution, it's in both its and whole society's best interest to keep it running efficiently. The received data from this research is based on valid theories and received answers from the questionnaire support these theories and the validity of the research.

Future research

The questionnaire results pointed out multiple problem points in the current rewarding system with improvement suggestions. As these may not be directly applicable and would require a different amount of effort to be taken to use in the payroll and rewarding guide, they are something that should be considered when reviewing the payroll and rewarding guide at the end of its validity period. This thesis offers a good example of what kind of results can be achieved when engaging all related parties. This research pointed out multiple problem points on

current practices but also suggested solutions to these problems. The suggested solutions come from the performing level and those applying the current rewarding and payroll guide to practice. Therefore, these suggestions are supported by experience from the field and cannot be overlooked easily.

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Appendix 1.

Henkilöstöbarometri 2018

Kustannuspaikkasi nimi:
Kustannuspaikkanumerosi:
Lähiesimiehesi:
Tahdin mukainen / ensisijainen toimipisteesi:

1) Onko taustatietosi oikein?

◯ Kyllä
◯ Ei

2) Korjaa tähän kustannuspaikkasi nimi:
3) Korjaa tähän kustannuspaikkanumerosi:
4) Korjaa tähän esimiehesi nimi:
5) Korjaa tähän tieto Tahdin mukaisesta (ensisijaisesta) toimipisteestäsi:

6) Oletko esimies?

◯ Kyllä
◯ En

7) Sukupuolesi?

◯ Mies
◯ Nainen

8) Ikäsi?

◯ Alle 35 vuotta
◯ 35-44 vuotta
◯ 45-54 vuotta
◯ 55-63 vuotta
◯ Yli 63 vuotta

9) Kuinka monta vuotta olet yhteensä ollut Kelan palveluksessa?

◯ 0-5 vuotta
◯ 6-10 vuotta
◯ 11-15 vuotta
◯ 16-20 vuotta
◯ 21-30 vuotta
◯ Yli 30 vuotta

10) Tahdin mukainen yleisnimikkeesi?

◯ Asiantuntijalääkäri
◯ Assistentti
◯ Palveluasiantuntija (esim. asiakaspalvelua hoitava palveluneuvoja)
◯ Palvelutoimihenkilö
◯ Ratkaisuasiantuntija (esim. etuuskäsittelijä, etuussuunnittelija, perintäkäsittelijä ja tulkkauspalvelun palveluneuvoja)
◯ Suunnittelun asiantuntija

11) Mihin Kelan johtamisjärjestelmän mukaiseen ryhmään kuulut?

◯ Ylin johto, yläjohto, keskijohto
◯ Lähiesimiehet (ryhmäpäälliköt, tiimipäälliköt)

12) Työsuhteesi muoto?

○ Vakinainen
○ Määräaikainen

13) Työaikasi?

○ Kokoaikainen
○ Osa-aikainen

14) Työskenteletkö samassa toimipisteessä esimiehesi kanssa?

○ Kyllä, aina
○ Kyllä, viikoittain
○ Harvemmin tai en koskaan

Etätyöllä tarkoitetaan ansiotyötä, jota tehdään varsinaisen työpaikan ulkopuolella niin, että siitä on sovittu työnantajan kanssa.

Kuinka monta päivää kuukaudessa teet keskimäärin kotietätyötä?

15) Kotietätyöpäivien lukumäärä (0–21 pv/kk)

○ 0
○ 1
○ 2
○ 3
○ 4
○ 5
○ 6
○ 7
○ 8
○ 9
○ 10
○ 11
○ 12
○ 13
○ 14
○ 15
○ 16
○ 17
○ 18
○ 19
○ 20
○ 21

Kuinka monta päivää kuukaudessa teet keskimäärin etätyötä muualla kuin kotona (nk. Kela-etätyö)?

16) Kela-etätyöpäivien lukumäärä (0-21 pv/kk)

○ 0
○ 1
○ 2
○ 3
○ 4
○ 5
○ 6
○ 7
○ 8
○ 9
○ 10
○ 11
○ 12
○ 13
○ 14
○ 15
○ 16
○ 17
○ 18
○ 19
○ 20
○ 21

17) Työpisteeni on

○ yhden hengen huone.
○ kahden hengen huone.
○ useamman kuin kahden henkilön huone.
○ avo- tai tiimityötila.
○ monitilatoimisto, jossa minulla on nimetty työpiste.
○ monitilatoimisto, jossa työpisteeni vaihtelee.

Kela-työ

18) Työn sisältö ja vaikuttamismahdollisuudet työhön.

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Tiedän työni tavoitteet.	○	○	○	○	○
Voin vaikuttaa työhöni.	○	○	○	○	○
Työni on mielenkiintoista ja haastavaa.	○	○	○	○	○
Motivoidun ja innostun työstäni.	○	○	○	○	○
Palkkaukseni on oikeassa suhteessa työni vaativuuteen.	○	○	○	○	○
Luotan palvelussuhteeni jatkuvuuteen.	○	○	○	○	○
Työni on voimavaroihini nähden sopivan haasteellista.	○	○	○	○	○
Voin sovittaa yhteen työni ja yksityiselämäni.	○	○	○	○	○

Työtyytyväisyys

19) Kuinka tyytyväinen olet työhösi kokonaisuudessaan?

○ Erittäin tyytyväinen
○ Melko tyytyväinen
○ En tyytyväinen enkä tyytymätön
○ Melko tyytymätön
○ Erittäin tyytymätön

Osaaminen

20) Osaaminen, oppiminen ja uudistuminen

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Voin oppia ja uudistua työssäni.	○	○	○	○	○
Työnantajani tukee osaamiseni ylläpitoa ja parantamista henkilöstökoulutuksella ja/tai muilla tavoin (työssä oppiminen, koulutukset, parityöskentely, mentorointi, työnkierto, omaehtoinen opiskelu jne.).	○	○	○	○	○
Kelpo-keskustelut auttavat minua työni tekemisessä ja osaamiseni kehittämisessä.	○	○	○	○	○
Voin organisaatiossani kokeilla ja tehdä asioita uudella tavalla.	○	○	○	○	○
Vuorovaikutus- ja keskustelutilanteet työyhteisössäni tukevat osaamistani ja uudistumistani.	○	○	○	○	○
Voin kehittää osaamistani kollegojen, sidosryhmien ja asiakkaiden kanssa verkostoitumalla.	○	○	○	○	○

Valmiudet työssä

21) Mikä seuraavista vaihtoehdoista kuvaa parhaiten omia valmiuksiasi työssäsi?

○ Minulla on valmiuksia selviytyä vaativammistakin tehtävistä.
○ Työtehtäväni vastaavat tämänhetkisiä valmiuksiani.
○ Tarvitsisin lisäkoulutusta selvitäkseni hyvin työtehtävistäni.

Yksilövoimavarat

22) Millaiseksi arvioit oman työhyvinvointisi kouluarvosanoin 4-10? (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

○ 4 ○ 5 ○ 6 ○ 7 ○ 8 ○ 9 ○ 10

Työn imu

23) Kuinka usein sinulla on seuraavien väittämien kaltaisia tuntemuksia tai ajatuksia?

	En koskaan	Muutaman kerran vuodessa	Kerran kuussa	Muutaman kerran kuussa	Kerran viikossa	Muutaman kerran viikossa	Päivittäin
Tunnen itseni vahvaksi ja tarmokkaaksi työssäni.	○	○	○	○	○	○	○
Aamulla herättyäni minusta tuntuu hyvältä lähteä töihin.	○	○	○	○	○	○	○
Olen innostunut työstäni.	○	○	○	○	○	○	○
Olen ylpeä työstäni.	○	○	○	○	○	○	○
Tunnen itseni tyytyväiseksi, kun olen syventynyt työhöni.	○	○	○	○	○	○	○
Kun työskentelen, työ vie minut mukanaan.	○	○	○	○	○	○	○

Työkyky ja palautuminen

Työkykyä ja palautumista koskevat tulokset raportoidaan, jos vastaajia on ollut vähintään 20.

24) Oletetaan, että työkykysi on parhaimmillaan saanut 10 pistettä. Minkä pistemäärän antaisit nykyiselle työkyvyllesi asteikolla 1-10? (1= täysin työkyvytön... 10= työkyky parhaimmillaan)

○ 1 ○ 2 ○ 3 ○ 4 ○ 5 ○ 6 ○ 7 ○ 8 ○ 9 ○ 10

25) Kuinka hyvin koet yleensä palautuvasi työn aiheuttamasta kuormituksesta työpäivän/työvuoron jälkeen?

○ Hyvin
○ Melko hyvin
○ Kohtalaisesti
○ Melko huonosti
○ Huonosti

Työn kuormittavuus

Stressillä tarkoitetaan tässä tilannetta, jossa ihminen tuntee itsensä jännittyneeksi, levottomaksi, hermostuneeksi tai ahdistuneeksi taikka hänen on vaikea nukkua asioiden vaivatessa jatkuvasti mieltä.

26) Tunnetko sinä nykyisin tällaista stressiä?

○ En lainkaan
○ Vain vähän
○ Jonkin verran
○ Melko paljon
○ Erittäin paljon

27) Koetko seuraavien asioiden kuormittaneen sinua työssäsi viimeisen vuoden aikana? (Valitse kunkin väittämän kohdalla lähinnä mielipidettäsi oleva vaihtoehto.)

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Liian vähän aikaa työn tekemiseen kunnolla	○	○	○	○	○
Liian paljon omaksuttavaa tietoa	○	○	○	○	○
Kohtuuttomat suoritustavoitteet	○	○	○	○	○
Yksitoikkoinen työ	○	○	○	○	○
Toistuvat keskeytykset	○	○	○	○	○
Työpaikalla esiintyvä häiritsevä melu	○	○	○	○	○
Liian paljon vastuuta	○	○	○	○	○
Eriarvoinen kohtelu	○	○	○	○	○
Yhteisöllisyyden puute	○	○	○	○	○

Työyhteisö

Työyhteisön toimivuus

28) Arvioi kouluarvosanoin (4–10) oman työyhteisösi (lähiesimiehesi vastuualueen) toimintaa ja tilannetta alla mainituissa asioissa. (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

	4	5	6	7	8	9	10
Tavoitteiden tuntemus		○	○	○	○	○	○
Esimiesten ja alaisten suhteet	○	○	○	○	○	○	○
Yhteishenki	○	○	○	○	○	○	○
Ilmapiirin avoimuus	○	○	○	○	○	○	○
Tiedonkulku	○	○	○	○	○	○	○
Keskinäisen avun ja tuen saaminen	○	○	○	○	○	○	○
Keskinäinen toisten tekemän työn arvostus	○	○	○	○	○	○	○
Työtehtävien jakautumisen oikeudenmukaisuus	○	○	○	○	○	○	○
Työjärjestelyjen toimivuus	○	○	○	○	○	○	○
Työviihtyvyys	○	○	○	○	○	○	○
Työmotivaatio	○	○	○	○	○	○	○
Kannustus ja palkitseminen	○	○	○	○	○	○	○

Työyhteisö
Työyhteisön toimivuus

29) Arvioi kouluarvosanoin (4–10) oman työyhteisösi (oman vastuualueesi) toimintaa ja tilannetta alla mainituissa asioissa. (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

	4	5	6	7	8	9	10
Tavoitteiden tuntemus	○	○	○	○	○	○	○
Esimiesten ja alaisten suhteet	○	○	○	○	○	○	○
Yhteishenki	○	○	○	○	○	○	○
Ilmapiirin avoimuus	○	○	○	○	○	○	○
Tiedonkulku	○	○	○	○	○	○	○
Keskinäisen avun ja tuen saaminen	○	○	○	○	○	○	○
Keskinäinen toisten tekemän työn arvostus	○	○	○	○	○	○	○
Työtehtävien jakautumisen oikeudenmukaisuus	○	○	○	○	○	○	○
Työjärjestelyjen toimivuus	○	○	○	○	○	○	○
Työviihtyvyys	○	○	○	○	○	○	○
Työmotivaatio	○	○	○	○	○	○	○
Kannustus ja palkitseminen	○	○	○	○	○	○	○

Kiusaaminen, sukupuolinen häirintä, väkivalta- tai uhkatilanteet

Työpaikkakiusaaminen

Työpaikkakiusaamisella tarkoitetaan johdonmukaista, pitkään jatkunutta huonoa kohtelua, joka voi ilmetä muun muassa pelotteluna, ilkeinä ja vihjailevina viesteinä, väheksyvinä tai pilkkaavina puheina tai eristämisenä. Kiusaamista ei kuitenkaan ole satunnaiset erimielisyydet, satunnainen sopimaton kielenkäyttö tai muu vastaava satunnainen toiminta.

30) Koetko joutuneesi kiusaamisen kohteeksi työssäsi viimeisen vuoden aikana?

○ En ○ Kyllä, mutta tilanne on selvitetty ○ Kyllä, tilanne jatkuu edelleen

Sukupuolinen häirintä

Häirinnällä tarkoitetaan ei-toivottua ja yksisuuntaista sanallista tai fyysistä lähestymistä, johon voi liittyä painostusta tai muutoin negatiivisia seuraamuksia tai niiden uhkaa. Sukupuolisen kiinnostuksen osoittaminen muuttuu häirinnäksi, jos sitä jatketaan, vaikka kohteeksi joutunut ilmaisee pitävänsä sitä loukkaavana tai vastenmielisenä.

31) Koetko joutuneesi sukupuolisen häirinnän kohteeksi työssäsi viimeisen vuoden aikana?

○ En ○ Kyllä, mutta tilanne on selvitetty ○ Kyllä, tilanne jatkuu edelleen

Väkivalta- ja uhkatilanteet

Väkivalta- ja uhkatilanteilla tarkoitetaan toisen, esim. asiakkaan, taholta tapahtuvan fyysisen väkivallan tai sen uhan tai sillä uhkailun kohteeksi joutumista työtehtävien hoitamisen aikana tai työtehtäviin liittyen.

32) Oletko kokenut työhösi liittyviä väkivalta- tai uhkatilanteita lähimmän vuoden aikana?

○ En ○ Kyllä

Työ- ja toimintaympäristö

33) Arvioi seuraavia väittämiä.

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Työskentelytilani mahdollistaa sujuvan työskentelyn.	○	○	○	○	○
Työskentelyvälineeni mahdollistavat sujuvan työskentelyn.	○	○	○	○	○
Sinetti tukee sujuvaa työskentelyä.	○	○	○	○	○
Voin työssäni hyödyntää sujuvasti uusia toimintatapoja (mm. digitaalisuus, tieto- ja viestintäteknologia).	○	○	○	○	○
Saan helposti käyttööni työni kannalta oleellista tietoa ja osaamista.	○	○	○	○	○
Yhteistyö yli yksikkörajojen toimii hyvin.	○	○	○	○	○

Esimiestyö ja johtaminen

34) Seuraavaksi esitetään joitakin lähiesimiestäsi koskevia väittämiä. Arvioi henkilöä, jonka kanssa käyt Kelpo-keskustelun (kehitys- ja palkkakeskustelun).

	Täysin eri mieltä	Jokseenkin eri mieltä	En samaa enkä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä	En osaa sanoa
Lähiesimieheni on sopinut kanssani työni tavoitteista.	○	○	○	○	○	○
Lähiesimieheni seuraa työstä suoriutumistani ja tavoitteideni saavuttamista.	○	○	○	○	○	○
Lähiesimieheni antaa riittävästi palautetta siitä, miten olen onnistunut työssäni.	○	○	○	○	○	○
Lähiesimieheni kohtelee minua oikeudenmukaisesti.	○	○	○	○	○	○
Lähiesimieheni huolehtii työsuhteeseeni liittyvistä asioista esimiesroolinsa mukaisesti.	○	○	○	○	○	○
Lähiesimieheni luo edellytykset tulokselliselle toiminnalle.	○	○	○	○	○	○
Lähiesimieheni on selkeä ja johdonmukainen toiminnassaan.	○	○	○	○	○	○
Lähiesimieheni ottaa huomioon elämäntilanteeni työjärjestelyissä.	○	○	○	○	○	○
Pystyn luottamaan lähiesimieheeni vaikeissakin tilanteissa.	○	○	○	○	○	○
Lähiesimieheni toimii avoimesti ja vuorovaikutteisesti.	○	○	○	○	○	○
Lähiesimieheni kannustaa minua vastuunottoon ja ongelmaratkaisuun.	○	○	○	○	○	○
Lähiesimieheni hyödyntää monipuolisesti osaamistani ottaen huomioon koulutukseni ja työkokemukseni.	○	○	○	○	○	○
Lähiesimieheni kannustaa minua kehittymään työssäni.	○	○	○	○	○	○
Lähiesimieheni kannustaa minua kokeilemaan ja tekemään asioita uudella tavalla.	○	○	○	○	○	○

35) Voit halutessasi antaa palautetta johtamis- ja esimiestyöstä lähiesimiehellesi.

Esimiehen itsearviointi

Tulokset raportoidaan Esimiestyön arviointi -raportissa.

36) Arvioi seuraavaksi itseäsi lähiesimiehenä. Miten olet mielestäsi onnistunut johtamisen eri osa-alueilla?

	Täysin eri mieltä	Jokseenkin eri mieltä	En samaa enkä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä	En osaa sanoa
Olen sopinut alaisteni kanssa heidän työnsä tavoitteista.	○	○	○	○	○	○
Seuraan alaisteni työstä suoriutumista ja tavoitteiden saavuttamista.	○	○	○	○	○	○
Annan alaisilleni riittävästi palautetta siitä, kuinka he ovat onnistuneet työssään.	○	○	○	○	○	○
Kohtelen alaisiani oikeudenmukaisesti.	○	○	○	○	○	○
Huolehdin alaisteni työsuhteisiin liittyvistä asioista esimiesroolini mukaisesti.	○	○	○	○	○	○
Luon edellytykset tulokselliselle toiminnalle.	○	○	○	○	○	○
Olen selkeä ja johdonmukainen toiminnassani	○	○	○	○	○	○
Otan alaisteni elämäntilanteet huomioon työjärjestelyissä.	○	○	○	○	○	○
Alaiseni pystyvät luottamaan minuun vaikeissakin tilanteissa.	○	○	○	○	○	○
Toimin avoimesti ja vuorovaikutteisesti.	○	○	○	○	○	○
Kannustan alaisiani vastuunottoon ja ongelmanratkaisuun.	○	○	○	○	○	○
Hyödynnän monipuolisesti alaisteni osaamista ottaen huomioon heidän koulutuksensa ja työkokemuksensa.	○	○	○	○	○	○
Kannustan alaisiani kehittymään työssään.	○	○	○	○	○	○
Kannustan alaisiani kokeilemaan ja tekemään asioita uudella tavalla.	○	○	○	○	○	○

Kela työnantajana

37) Arvioi kouluarvosanoin (4-10) kuinka seuraavat Kelan arvot näkyvät oman työyhteisösi (lähiesimiehesi vastuualueen) toiminnassa. (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

	4	5	6	7	8	9	10
Osaava	○	○	○	○	○	○	○
Yhteistyökykyinen	○	○	○	○	○	○	○
Uudistuva	○	○	○	○	○	○	○
Ihmistä arvostava	○	○	○	○	○	○	○

Kela työnantajana

38) Arvioi kouluarvosanoin (4-10) kuinka seuraavat Kelan arvot näkyvät oman työyhteisösi (oman vastuualueesi) toiminnassa. (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

	4	5	6	7	8	9	10
Osaava	○	○	○	○	○	○	○
Yhteistyökykyinen	○	○	○	○	○	○	○
Uudistuva	○	○	○	○	○	○	○
Ihmistä arvostava	○	○	○	○	○	○	○

39) Arvioi Kelaa työnantajana

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Moderni organisaatio ja kulttuuri.	○	○	○	○	○
Arvostaa asiakkaitaan.	○	○	○	○	○
Toimii taloudellisesti ja tehokkaasti.	○	○	○	○	○
Toimii ekologisesti vastuullisesti.	○	○	○	○	○
Ylin johto toimii esimerkkinä ja suunnannäyttäjänä.	○	○	○	○	○
Tarjoaa mahdollisuuksia siirtyä toisiin tehtäviin organisaation sisällä.	○	○	○	○	○
Tarjoaa mahdollisuuksia urakehitykseen organisaation sisällä.	○	○	○	○	○
On hyvä työpaikka.	○	○	○	○	○
En halua vaihtaa työpaikkaa Kelan ulkopuolelle lähitulevaisuudessa.	○	○	○	○	○
Suosittelisin työpaikkaani ystävälleni.	○	○	○	○	○

Kelan strategisena tavoitteena on asiakkaan erinomainen asiakaskokemus.

Asiakkaalla tarkoitetaan tässä ulkoista ja sisäistä asiakasta.

40) Arvioi seuraavia väittämiä.

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Työlläni on vaikutusta asiakkaan palvelukokemukseen.	○	○	○	○	○
Toimintatapamme mahdollistavat hyvän asiakaskokemuksen tuottamisen.	○	○	○	○	○
Teemme yhteistyötä palvellaksemme asiakkaitamme erinomaisesti.	○	○	○	○	○

41) Anna kokonaisarvosana Kelalle työnantajana. (4=heikko, 5=välttävä, 6=kohtalainen, 7=tyydyttävä, 8=hyvä, 9=kiitettävä, 10=erinomainen)

	4	5	6	7	8	9	10
Kela työnantajana	○	○	○	○	○	○	○

42) Mitä muita mielipiteitä, kokemuksia tai kehittämisehdotuksia sinulla on ryhmäsi, yksikkösi, tulosyksikkösi tai Kelan toimintaan liittyen? Vastaukset toimitetaan tulosyksikön ja yksikön päällikölle ryhmittäin.

43) Voit tarvittaessa jatkaa vastaustasi tähän.

Appendix 2.

Arvoisa vastaanottaja

Olen Teemu Luoranen ja työskentelen ratkaisuasiantuntijana Kelassa. Opiskelen Kaakkois-Suomen ammattikorkeakoulussa (Xamk) ylempää ammattikorkeakoulututkintoa International Business Management-ohjelmassa. Tutkintonimikkeenä on MBA (Master of Business Administation).

Opinnäytetyöni aiheena on "Palkitseminen suorituksen parantamisen ja suorituksen johtamisen työkaluna Kansaneläkelaitoksessa ("Rewarding as a tool in improving productivity and performance management. Case: Kansaneläkelaitos (Kela)".

Palkkaus ja palkitseminen suoritukseen perustuen on yksi tehokkaimpia keinoja työntekijän sitouttamisessa ja suorituksen parantamisessa. Samalla se vähentää organisaation rekrytointikuluja ja henkilöstön vaihtuvuutta. Edellä mainittujen syiden perusteella valitsin tutkimusaiheen ja tutkimus toteutetaan opinnäytetyönä. Tutkimuksen tavoitteena on löytää keinoja, kuinka nykyistä palkkausjärjestelmäopasta voitaisiin hyödyntää paremmin.

Kysely on opinnäytetyöni viimeinen osuus ja sen tarkoituksena on löytää tarkempaa ja yksityiskohtaisempaa tietoa palkitsemisesta vuosien 2017 ja 2018 barometrituloksiin verraten.

Kysely vie arviolta n. 10-15 minuuttia. Kyselyyn vastaaminen on vapaaehtoista, mutta se hyödyttäisi suuresti minua opinnäytetyön tekijänä ja on lisäksi tärkeää palkkausjärjestelmäoppaan kehittämisessä.

Kyselyyn vastaaminen on täysin luottamuksellista ja vastaukset käsitellään anonyymisti. Tutkimuksella saatavia tietoja käytetään ainoastaan tämän tutkimuksen tarkoituksiin eikä niitä voida yhdistää yksittäiseen vastaajaan.

Tietopalvelujen yksikkö toteuttaa kyselyn tiedonkeruun ja vastaa siitä, että kyselyyn vastaaminen on vastaajille turvallista, luotettavaa ja tietoja käsitellään tietosuoja huomioiden. Tietopalvelujen yksikkö ei luovuta yksittäisten vastausten tunnisteellisia tietoja eteenpäin, eikä tietoja käsitellä turhaan.

Huomioithan, että kyselyyn vastaaminen tapahtuu omalla ajalla.

Kyselyyn voit osallistua tästä linkistä.

Viimeinen vastauspäivä kyselyyn on pe 3.4.2020

Kiitos ajastasi

Ystävällisin terveisin

Teemu Luoranen

Arvoisa vastaanottaja

Linkki kyselyyn lähetettiin sinulle 20.3.2020 koskien opinnäytetyötäni "Palkitseminen suorituksen parantamisen ja suorituksen johtamisen työkaluna Kansaneläkelaitoksessa ("Rewarding as a tool in improving productivity and performance management. Case: Kansaneläkelaitos (Kela)".

Tämä muistutuskirje lähetetään kaikille, koska ketään vastaajista ei voida yksilöidä eikä näin ollen voida tietää, kuka on jo vastannut kyselyyn.

Mikäli olet jo vastannut kyselyyn, tämä viesti ei edellytä sinulta toimenpiteitä. Kiitos vastauksistasi, ne tarjoavat tärkeää tietoa tutkimuksen.

Kyselyyn vastaaminen on täysin luottamuksellista ja vastaukset käsitellään anonyymisti. Tutkimuksella saatavia tietoja käytetään ainoastaan tämän tutkimuksen tarkoituksiin eikä niitä voida yhdistää yksittäiseen vastaajaan.

Tietopalvelujen yksikkö toteuttaa kyselyn tiedonkeruun ja vastaa siitä, että kyselyyn vastaaminen on vastaajille turvallista, luotettavaa ja tietoja käsitellään tietosuoja huomioiden. Tietopalvelujen yksikkö ei luovuta yksittäisten vastausten tunnisteellisia tietoja eteenpäin, eikä tietoja käsitellä turhaan.

Huomioithan, että kyselyyn vastaaminen tapahtuu omalla ajalla.

Kyselyyn voit osallistua tästä linkistä.

Viimeinen vastauspäivä kyselyyn on pe 3.4.2020.

Kiitos ajastasi

Ystävällisin terveisin

Teemu Luoranen

Appendix 3.

Työskenteletkö eteläisessä vakuutuspiirissä toimeentuloturvakeskuksessa (perustoimeentulotuki, työttömyysturva, yleinen asumistuki)?

- o Kyllä
- o En

Työskenteletkö esimiehenä?

- o Kyllä
- o En

Kuinka monta vuotta olet työskennellyt Kansaneläkelaitoksessa?

- o < 1
- o 1 < 5
- o 5 < 10
- o 10 < 19
- o 20 <

1. Työ
   1.1 Kuinka merkityksellisenä ja tärkeänä koet työsi? (4= en ollenkaan tärkeänä, 10=erittäin tärkeänä)
      o   4-10
   1.2 Tunnen, että työtäni arvostetaan
      o   Täysin eri mieltä
      o   Jokseenkin eri mieltä
      o   En samaa enkä eri mieltä
      o   Jokseenkin samaa mieltä
      o   Täysin samaa mieltä
   1.3 Työntekijälle asetetut tavoitteet ovat oikeassa suhteessa hänen kykyihinsä
      o   Täysin eri mieltä
      o   Jokseenkin eri mieltä
      o   En samaa enkä eri mieltä
      o   Jokseenkin samaa mieltä
      o   Täysin samaa mieltä
   1.4 Työkuorma jakaantuu tasaisesti kaikkien tiimin jäsenten kesken
      o   Täysin eri mieltä
      o   Jokseenkin eri mieltä
      o   En samaa enkä eri mieltä
      o   Jokseenkin samaa mieltä
      o   Täysin samaa mieltä
   1.5 Jokainen suoriutuu muiden kanssa samalla tasolla ja kaikkien työpanos on saman suuruinen
      o   Täysin eri mieltä
      o   Jokseenkin eri mieltä
      o   En samaa enkä eri mieltä
      o   Jokseenkin samaa mieltä
      o   Täysin samaa mieltä

2 Palkitseminen

2.1 Kuinka tärkeänä näet palkitsemisen Kansaneläkelaitoksessa? (4=en ollenkaan tärkeänä, 10=erittäin tärkeänä)
  - o   4-10

2.2 Mitkä mielestäsi ovat tärkeimmät palkitsemiskriteerit? (valitse enintään kolme (3) ja järjestä ne tärkeimmästä alkaen)
  - o   Avoin vastaus

2.3 Mitkä ovat palkitsemiskriteerit työntekijää palkitessa? (valitse enintään kolme (3) ja järjestä ne tärkeimmästä alkaen)
  - o   Avoin vastaus

2.4 Työntekijä voi vaikuttaa siihen, kuinka häntä palkitaan
  - o   Täysin eri mieltä
  - o   Jokseenkin eri mieltä
  - o   En samaa enkä eri mieltä
  - o   Jokseenkin samaa mieltä
  - o   Täysin samaa mieltä

2.5 Riittävä palkitseminen parantaa työntekijän suoriutumista
  - o   Täysin eri mieltä
  - o   Jokseenkin eri mieltä
  - o   En samaa enkä eri mieltä
  - o   Jokseenkin samaa mieltä
  - o   Täysin samaa mieltä

2.6 Johto panostaa palkitsemiseen, joka perustuu hyvään määrälliseen tulokseen
  - o   Täysin eri mieltä
  - o   Jokseenkin eri mieltä
  - o   En samaa enkä eri mieltä
  - o   Jokseenkin samaa mieltä
  - o   Täysin samaa mieltä

2.7 Johto panostaa palkitsemiseen, joka perustuu hyvään laadulliseen tulokseen
  - o   Täysin eri mieltä
  - o   Jokseenkin eri mieltä
  - o   En samaa enkä eri mieltä
  - o   Jokseenkin samaa mieltä
  - o   Täysin samaa mieltä

2.8 Johto panostaa palkitsemiseen, joka perustuu aloitekykyyn ja kehitysideoihin
  - o   Täysin eri mieltä
  - o   Jokseenkin eri mieltä
  - o   En samaa enkä eri mieltä
  - o   Jokseenkin samaa mieltä
  - o   Täysin samaa mieltä

2.9 Tulisiko palkitsemisen olla julkista?

- o Kyllä
  - Miksi
- o Ei
  - Miksi

2.10 Kuinka julkinen palkitseminen mielestäsi vaikuttaisi palkittuun työntekijään?

- o Avoin vastaus

2.11 Kuinka julkinen palkitseminen mielestäsi vaikuttaisi muihin kuin palkittuihin työntekijöihin?

- o Avoin vastaus

3 Palaute

3.1 Annan riittävästi palautetta työntekijän suoriutumisesta

- ○ Täysin eri mieltä
- ○ Jokseenkin eri mieltä
- ○ En samaa enkä eri mieltä
- ○ Jokseenkin samaa mieltä
- ○ Täysin samaa mieltä

3.2 Annan oikea-aikaista palautetta työntekijän suoriutumisesta

- ○ Täysin eri mieltä
- ○ Jokseenkin eri mieltä
- ○ En samaa enkä eri mieltä
- ○ Jokseenkin samaa mieltä
- ○ Täysin samaa mieltä

3.3 Antamani palaute on hyödyllistä ja auttaa työntekijää keskittymään oikeisiin asioihin

- ○ Täysin eri mieltä
- ○ Jokseenkin eri mieltä
- ○ En samaa enkä eri mieltä
- ○ Jokseenkin samaa mieltä
- ○ Täysin samaa mieltä

4 Nykyinen palkkaus- ja palkitsemisjärjestelmä

    4.1 Mielestäni työntekijät tietävät, mihin kriteereihin palkkaus ja palkitseminen perustuu
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    4.2 Kelpo-keskustelut auttavat työntekijää ymmärtämään, mihin hänen palkitsemisensa perustuu
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    4.3 Palkitseminen Kansaneläkelaitoksessa ottaa yksilöt huomioon
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    4.4 Palkitsemisen tulee perustua yksilön suoriutumiseen
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    4.5 Kuinka tärkeää mielestäsi on yksilön palkitseminen? (4=ei ollenkaan tärkeää, 10=erittäin tärkeää)
- 4-10

    4.6 Palkitseminen Kansaneläkelaitoksessa ottaa ryhmät/tiimit huomioon
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    4.7 Palkitsemisen tulee perustua ryhmän/tiimin suoriutumiseen
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

4.8 Kuinka tärkeää mielestäsi on ryhmän/tiimin palkitseminen? (4=ei ollenkaan tärkeää, 10=erittäin tärkeää)

- 4-10

4.9 Nykyinen palkkaus- ja palkitsemisjärjestelmä mahdollistaa riittävän ja tehokkaan palkitsemisen

- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

4.10 Nykyinen palkkaus- ja palkitsemisjärjestelmä motivoi suoriutumaan paremmin

- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

4.11 Mitkä ovat mielestäsi tehokkaimmat käytössä olevat palkitsemiskeinot (valitse enintään kolme (3) ja järjestä ne tärkeimmästä alkaen)

- Avoin vastaus

4.12 Kokonaisuutena arvioiden, kuinka tyytyväinen olet nykyiseen palkkaus- ja palkitsemisjärjestelmään? (4=erittäin tyytymätön, 10=erittäin tyytyväinen)

- 4-10

5   Tavoiteltava palkkaus- ja palkitsemisjärjestelmä

    5.1 Miten muuttaisit nykyistä järjestelmää?

- Avoin vastaus

    5.2 Mitä palkitsemisessa tulisi painottaa?

- Avoin vastaus

    5.3 Tulisiko työntekijöitä ja esimiehiä kuulla/osallistaa enemmän palkkaus- ja palkitsemisjärjestelmää suunniteltaessa ja arvioitaessa?

- Kyllä
  - Miksi
- Ei
  - Miksi

    5.4 Tulisiko yksilön palkitseminen olla käytössä myös tulevaisuudessa?

- Kyllä
  - Miksi
- Ei
  - Jos ei, mitä muuta palkitsemiskeinoa tulisi käyttää?

    5.5 Tulisiko Kansaneläkelaitoksella olla käytössä palkitsemisohjelma?

- Kyllä
  - Miksi
- Ei
  - Miksi

Appendix 4.

Työskenteletkö eteläisessä vakuutuspiirissä toimeentuloturvakeskuksessa
(perustoimeentulotuki, työttömyysturva, yleinen asumistuki)?

- Kyllä
- En

Työskenteletkö esimiehenä?

- Kyllä
- En

Kuinka monta vuotta olet työskennellyt Kansaneläkelaitoksessa?

- < 1
- 1 < 5
- 5 < 10
- 10 < 19
- 20 <

1. Työ
    1.1 Kuinka merkityksellisenä ja tärkeänä koet työsi? (4= en ollenkaan tärkeänä, 10=erittäin tärkeänä)
        o 4-10
    1.2 Tunnen, että työtäni arvostetaan
        o Täysin eri mieltä
        o Jokseenkin eri mieltä
        o En samaa enkä eri mieltä
        o Jokseenkin samaa mieltä
        o Täysin samaa mieltä

    1.3 Tiedän, millaista suoritustasoa minulta odotetaan
        o Täysin eri mieltä
        o Jokseenkin eri mieltä
        o En samaa enkä eri mieltä
        o Jokseenkin samaa mieltä
        o Täysin samaa mieltä

    1.4 Minulle asetetut tavoitteet ovat samalla tasolla kykyjeni kanssa
        o Täysin eri mieltä
        o Jokseenkin eri mieltä
        o En samaa enkä eri mieltä
        o Jokseenkin samaa mieltä
        o Täysin samaa mieltä

    1.5 Minulta odotetaan työssäni enemmän, kuin mistä suoriudun
        o Täysin eri mieltä
        o Jokseenkin eri mieltä
        o En samaa enkä eri mieltä
        o Jokseenkin samaa mieltä
        o Täysin samaa mieltä

1.6 Työkuorma jakaantuu tasaisesti kaikkien tiimin jäsenten kesken

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

1.7 Mielestäni jokainen suoriutuu muiden kanssa samalla tasolla ja kaikkien työpanos on saman suuruinen

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

2. Palkitseminen

    2.1 Kuinka tärkeänä näet palkitsemisen Kansaneläkelaitoksessa? (4=en ollenkaan tärkeänä, 10=erittäin tärkeänä)
- 4-10

    2.2 Mitkä mielestäsi ovat tärkeimmät palkitsemiskriteerit? (valitse enintään kolme (3) ja järjestä ne tärkeimmästä alkaen)
- Avoin vastaus

    2.3 Työpanostani arvostetaan
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    2.4 Voin vaikuttaa palkitsemiseeni
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    2.5 Palkitsemiseni on oikeassa suhteessa työpanokseeni
- Täysin eri mieltä
- Jokseenkin eri mieltä
- En samaa enkä eri mieltä
- Jokseenkin samaa mieltä
- Täysin samaa mieltä

    2.6 Kuinka haluaisit itsesi palkittavan (voit valita useamman vaihtoehdon)?
- Rahallinen palkitseminen
- Edut
- Vapaa-aika
- Joustavat työjärjestelyt
- Jokin muu, mikä
    - Avoin vastaus

2.7 Riittävä palkitseminen parantaa suoritustasoani

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

2.8 Johto panostaa palkitsemiseen, joka perustuu hyvään määrälliseen tulokseen

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

2.9 Johto panostaa palkitsemiseen, joka perustuu hyvään laadulliseen tulokseen

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

2.10 Johto panostaa palkitsemiseen, joka perustuu aloitekykyyn ja kehitysideoihin

- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

2.11 Tulisiko palkitsemisen olla julkista?

- o Kyllä
  - ▪ Miksi
- o Ei
  - ▪ Miksi

2.12 Kuinka julkinen palkitseminen vaikuttaisi suoriutumiseesi työssä?

- o Avoin vastaus

3   Palaute

 3.1 Saan riittävästi palautetta suoriutumisestani

  o Täysin eri mieltä

  o Jokseenkin eri mieltä

  o En samaa enkä eri mieltä

  o Jokseenkin samaa mieltä

  o Täysin samaa mieltä

 3.2 Saan oikea-aikaista palautetta suoriutumisestani

  o Täysin eri mieltä

  o Jokseenkin eri mieltä

  o En samaa enkä eri mieltä

  o Jokseenkin samaa mieltä

  o Täysin samaa mieltä

 3.3 Saamani palaute on hyödyllistä ja auttaa minua keskittymään oikeisiin asioihin

  o Täysin eri mieltä

  o Jokseenkin eri mieltä

  o En samaa enkä eri mieltä

  o Jokseenkin samaa mieltä

  o Täysin samaa mieltä

4   Nykyinen palkkaus- ja palkitsemisjärjestelmä

   4.1 Tiedän mihin kriteereihin palkkaus ja palkitseminen perustuu

   - Täysin eri mieltä
   - Jokseenkin eri mieltä
   - En samaa enkä eri mieltä
   - Jokseenkin samaa mieltä
   - Täysin samaa mieltä

   4.2 Kelpo-keskustelut auttavat minua ymmärtämään, mihin palkitsemiseni perustuu

   - Täysin eri mieltä
   - Jokseenkin eri mieltä
   - En samaa enkä eri mieltä
   - Jokseenkin samaa mieltä
   - Täysin samaa mieltä

   4.3 Palkitseminen Kansaneläkelaitoksessa ottaa yksilöt huomioon

   - Täysin eri mieltä
   - Jokseenkin eri mieltä
   - En samaa enkä eri mieltä
   - Jokseenkin samaa mieltä
   - Täysin samaa mieltä

   4.4 Palkitsemisen tulee perustua yksilön suoriutumiseen

   - Täysin eri mieltä
   - Jokseenkin eri mieltä
   - En samaa enkä eri mieltä
   - Jokseenkin samaa mieltä
   - Täysin samaa mieltä

   4.5 Kuinka tärkeää mielestäsi on yksilön palkitseminen? (4=ei ollenkaan tärkeää, 10=erittäin tärkeää)

   - 4-10

   4.6 Palkitseminen Kansaneläkelaitoksessa ottaa ryhmät/tiimit huomioon

   - Täysin eri mieltä
   - Jokseenkin eri mieltä
   - En samaa enkä eri mieltä
   - Jokseenkin samaa mieltä
   - Täysin samaa mieltä

4.7 Palkitsemisen tulee perustua ryhmän/tiimin suoriutumiseen
- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

4.8 Kuinka tärkeää mielestäsi on ryhmän/tiimin palkitseminen? (4=ei ollenkaan tärkeää, 10=erittäin tärkeää)
- o 4-10

4.9 Nykyinen palkkaus- ja palkitsemisjärjestelmä mahdollistaa riittävän ja tehokkaan palkitsemisen
- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

4.10 Nykyinen palkkaus- ja palkitsemisjärjestelmä motivoi suoriutumaan paremmin
- o Täysin eri mieltä
- o Jokseenkin eri mieltä
- o En samaa enkä eri mieltä
- o Jokseenkin samaa mieltä
- o Täysin samaa mieltä

4.11 Mitkä ovat mielestäsi tehokkaimmat käytössä olevat palkitsemiskeinot? (valitse enintään kolme (3) ja järjestä ne tärkeimmästä alkaen)
- o Avoin vastaus

4.12 Kokonaisuutena arvioiden, kuinka tyytyväinen olet nykyiseen palkkaus- ja palkitsemisjärjestelmään? (4=erittäin tyytymätön, 10=erittäin tyytyväinen)
- o 4-10

5 Tavoiteltava palkkaus- ja palkitsemisjärjestelmä

5.1 Miten muuttaisit nykyistä järjestelmää?
- Avoin vastaus

5.2 Mitä palkitsemisessa tulisi painottaa?
- Avoin vastaus

5.3 Tulisiko työntekijöitä ja esimiehiä kuulla/osallistaa enemmän palkkaus- ja palkitsemisjärjestelmää suunniteltaessa ja arvioitaessa?
- Kyllä
  - Miksi
- Ei
  - Miksi

5.4 Tulisiko yksilön palkitseminen olla käytössä myös tulevaisuudessa?
- Kyllä
  - Miksi
- Ei
  - Jos ei, mitä muuta palkitsemiskeinoa tulisi käyttää?

5.5 Tulisiko Kansaneläkelaitoksella olla käytössä palkitsemisohjelma?
- Kyllä
  - Miksi
- Ei
  - Miksi

Appendix 5.

Should rewarding be public?		
Managers	**Yes, why?**	Public acknowledgment that others are aware of, so the rewarding criteria is transparent and other can pursue the same criteria.
		Development ideas should be publicly rewarded to let everyone know, that suggesting ideas is useful and they are heard.
		It is good to point out that rewarding exists
		Being open is important and that rewarding is equal, and everyone has an opportunity to be rewarded.
		When the rewarding criteria are clear, it can be public, so everyone knows what is being rewarded
		We should learn to be happy for each other, give credit to co-worker and be proud that we can work with other good colleagues.
	No, why?	Rewarding is personal
		Public rewarding could bring up negative issues
		Management culture in the organisation does not yet support full publicity. There is still the idea, that the reward is out from others
		Public rewarding creates envy and unless justification is clear and still many can disagree.

Appendix 6.

Should rewarding be public?		
Employ-ees	**Yes, why?**	Clarifies the rewarding criteria
		Creates equality
		Openness and transparency create equality and makes it easier to adjust own behaviour
		Encourages others to try
		Could engage others to invest more on their work and creates a transparent workplace
		Publicity makes sure that the system is not misused
		Makes mandatory to specify, why and what basis someone is rewarded
		The number of decisions per day should not have anything to hide
		Whose work is appreciated and who's not
		Hiding on what basis someone is rewarded creates gossiping
		Would make clear, what the employer/organisation appreciates
		Everyone has a right to know, why someone is rewarded
		Current system only rewards quantity and not quality
		It is hard to pursue anything, if you don't know what is appreciated
		Creates equal pay
		On a general level, it would be good to know what is rewarded and how
		Creates rewarding based on work performance and not personal relations
		Would reduce guessing on why someone is rewarded
	No, why?	Employees with the same education can work on different tasks and therefore with different salary
		Public rewarding would only compare the starting point of each employee rather that their work
		Rewarding should be personal, not putting a person up on a pedestal
		Would cause inequality between employees
		Would cause envy, because usually there are only few rewarded persons
		Currently rewarding would differ greatly due to different work tasks and weaken working atmosphere
		Not everyone wants extra attention
		Might create a certain kind of a reputation and create performance pressure
		Rewarding should be compared to one's own development
		Creates unnecessary conversations and creates envy
		Rewarding favours certain kind of employees
		Rewarding is between employer and employee
		Rewarding does not have sufficient impact
		Creates unnecessary competition and stress
		Rewarding is a competitive advantage

Appendix 7.

How would public rewarding affect the rewarded employee?	
Managers	He/she might feel awkward, but joy and a boost to confidence in the end
	Depends on the person, some want to be more at the spotlight and some stay on the back
	Some could feel anxiety
	Depends on the persons nature, as shy persons might be uncomfortable
	Public rewarding encourages
	Motivate, increase performance and help keep going
	Boost confidence and help believe in own skills
How would public rewarding affect other than the rewarded employee?	
Managers	Depends on the person
	Could increase faith that management also wants to hear what others have to say
	Help believe, that all of us have a chance to affect their own work
	Help others understand, that job well done gets rewarded
	Could make others envious, but in the and be happy for the rewarded person
	Others might feel injustice or envy
	Could make employees do more quantity than quality
	Others might motivate too
	Could cause conversations and criticism unless being transparent on rewarding
	Could make others doubt that reward has been achieved
	Some might be happy and some envious
	Some might question the rewarding

Appendix 8.

How would public rewarding affect your performance?	
Employees	Could increase the number of envious colleagues
	Would help to focus on right things and know the rewarding criteria
	Would reduce performance, because every year the same persons are rewarded, and some cannot achieve that level
	No effect
	Would increase quality and quantity
	Would encourage me to try harder strengthening the open atmosphere
	Depends of person, rewarding culture does not yet support full transparency
	No effect, because I always try my best
	Would not necessarily have any effect but would be awkward and uncomfortable for myself
	Would temporarily increase motivation be more active
	Would increase performance and would make myself regularly excel myself
	Might cause envy and talking behind bad so it's hard to say
	Not negatively
	Would encourage to good job also in the future
	Would motivate to do more and better
	Would reduce enthusiasm
	Would increase respect
	Negatively, because others might not agree with rewarding criteria
	Would help me focus on when the line in rewarding goes
	No major effect
	A lot
	Would create pressure to do more and better
	Would have to prove myself every day and create healthy competition
	Would probably make myself less committed to what I do
	Would increase stress
	No effect because I know I do more than most others
	Would make those rewarded an example on what to do and lead others to the same

Appendix 9.

What are the most important rewarding criteria in use?			
	1st criteria	**2nd criteria**	**3rd criteria**
Managers	Raise Personal points Feedback Acknowledgement Team reward	Public acknowledgement Personal points Encouragement Small rewarding Raise Benefits/perks Team rewarding	More demanding tasks Team rewarding Team activities Personal career plan Positive feedback Gifts
Employees	Collective bargain increase Gift card Monetary rewarding Perks Raise Culture and Sport Vouchers Flexible work options Personal points Team reward	Culture and Sport Vouchers Free time Vacation Gift card Monetary rewarding Team rewarding Perks/benefits Manager encouragement	Free time Perks/benefits Flexible working hours Team rewarding Manager encouragement Raise More responsible tasks Options to develop myself

Appendix 10.

	How would you change the current rewarding program?
Managers	Change the personal point and task classification as it does not work
	Develop the whole system
	Remove strange/weird personal points and review the task classification
	Remove the points cap so that development is always possible to reward
	Remove the yearly point evaluation
	Update the old-fashioned system and remove unnecessary registering on forms
	Make rewarding freer within certain limits and make it on-time
	Remove personal points as they do not motivate employees and points are not earned but only given to those whose turn it is
	Zero to given points yearly and re-distribute, so they don't just go up automatically
	Yearly assessment should only be done when necessary
	Clarify the criteria on rewarding
	Change it to meet the real work tasks requirements
	Re-asses the given point pool to managers as they are not in line with employee pool
	Remove the yearly point evaluation, as it costs more than produces
	Change it to be more genuine
Employees	Make it compete with private sector
	To notice personal skills better
	More monetary rewarding and openly explained tasks at work
	More focus on teams than individuals
	To support more personal development and rewarding a good employee
	More options to affect rewarding
	More transparent, open and equal system with clear criteria on rewarding
	To make truly reflect personal skills
	To implicate performance-related pay
	More power to managers to increase pay/points
	Let employees affect the system
	Update the system to be transparent and reward those who deserve it
	To reward more from quality than quantity
	Reward from broad benefit knowledge than just one deep knowledge from a narrow field
	Change the responsible person rewarding to someone else than the closest manager
	To not the level of education and experience more
	More rewarding options to choose from and seniority pay
	To meet the real standards the work tasks require
	Remove the list-based rewarding and make it more just than equal
	Implement bonuses, where quality and quantity are specified

Appendix 11.

What should be emphasized on rewarding?

Managers	Receive more positive feedback and public acknowledgment
	Employee development
	Personal performance
	Well-performing team
	Good quality and quantity
	Positive behaviour
	Other than monetary rewarding
	Social and working skills
	Attitude towards work, colleagues and customers
Employees	Personal development and performance
	Quality and quantity meeting both targets
	Overall performance
	Co-operation skills
	Innovativeness
	Quality and quantity
	Quality over quantity
	Customer-orientation
	Special tasks
	Team's joined performance
	Skills, knowledge and helping others
	Level of education and experience
	Openness, pointing out problem points and solutions to them
	Sharing knowledge to others

Appendix 12.

Should managers/employees be heard when designing or reviewing rewarding program?		
Managers	**Yes, why**	To know, what employees expect and want and that managers can act accordingly
		Could provide important development ideas and new points of view
		Teams should choose the criteria on how to reward as quantity is overappreciated criteria
		Performing level should always be engaged and participated
		Provide information on what works and what doesn't
		Improve acceptance on rewarding
		Could make it more truthful and diverse
	No, why?	Both managers and employees have chosen their representatives and they do what they are empowered to do.
Employees	**Yes, why?**	Especially worker association should be involved
		Employees know best what they do and what it requires
		They give practical information supporting the theory
		Managers and employees have a different perspective
		Employees know what motivates them
		Managers know what strengths employees have
		Managers might have the best know-how on developing the system
		Managers know the problem points
		The end-product could be better
		New ideas to think of
		To find new practises
		Managers and employees know what the real tasks involve as they do the work
		Employees and managers are experts in their own field
		They have the knowledge on how to commit and motivate them
		To remove current practises that don't work
	No, why?	---

Appendix 13.

Should individual rewarding be used also in the future?		
Managers	**Yes, why?**	If an employee is not rewarded, he/she might not be motivated to develop
		Motivates to do their work
		Should be used more and more often than once a year
		Important when motivating and regarding well-being at work
		Improve the personal level of performance and reward for a job well done
		Encourages on a personal level
		Supports the good performance
	No, why?	---
Employees	**Yes, why?**	Together with team rewarding
		Rewarding individuals must be available in the future for motivation
		Helps achieve set level of performance
		To motivate individual employees
		Creates feeling of appreciation and accomplishment
		This kind of work is done individually
		It is the most important way who to reward
		Team rewarding alone does not motivate individuals
		Those who perform well must be rewarded
		Everyone who does good is worth rewarding
		Personal investment to work must be rewarded
		Creates a feeling that one can affect their salary
		To note personal input
		One of the only ways to increase commitment in the organisation
		Increases satisfaction within employees
	No, why?	Team rewarding increases co-operation and team spirit
		Everyone's work is important, not just some individuals

Appendix 14.

Should the Social Insurance Institution of Finland use a rewarding program?		
Managers	**Yes, why?**	Increases work motivation Creates rules and criteria for rewarding Creates certain rules Everyone in the organisation work by the rules and makes new managers orientation easier Improves acceptance and increases commitment to quality Helps motivate and reward and also supports well-being at work Guides to coherent actions and equalises rewarding to be accessible to everyone
	No, why?	Measurable criteria on rewarding alone is not a good basis for rewarding
Employees	**Yes, why?**	Supplements the basic salary Increases appreciation towards organisation So each individual knows what kind of activity is rewarded Kela is a big organisation and a forerunner, so why not here Performance-based salary is a good addition Motivates better to try one's best Good work deserves a good reward A clear program takes notes everyone and makes it transparent Helps notice good performance outside Kelpo-discussions Would take individuals into consideration It is present
	No, why?	Not necessary to be done separately Could complicate things No, because it can't be done equally and taking each type of employee into consideration No to formality Current rewarding program is not based to real skills and knowledge