

## **Employee motivation at Tommy Bartlett, Inc.**

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<p>This Bachelor's thesis discusses the state of employee motivation at Tommy Bartlett, Inc. , a company located in Wisconsin Dells, USA. The study also deals with the major factors affecting staff motivation at the target company. Employee motivation is extremely important for company productivity and keeping the employees working. Especially in the tourism and hospitality industry motivated employees are vital. There are certain factors that affect employee motivation and certain standards that need to be met before any other action or factor will improve employee motivation any further.</p> <p>The primary aim of this thesis was to examine employee motivation and opinions of the employees concerning their work at Tommy Bartlett, Inc., and to find out and if there was something that should be done in order to further improve employee motivation and thus the productivity of the company.</p> <p>This thesis consists of a theoretical section discussing different theories concerning employee motivation, and an empirical section focusing on revealing the results of the quantitative research measuring the level of employee motivation. The empirical research was conducted during summer 2011 using a questionnaire and a total of 31 respondents took part in the study. The results were analyzed using SPSS statistical software.</p> <p>This research reveals that employee motivation is on a good level in general at Tommy Bartlett, Inc., and indicates that most employees are motivated and satisfied with their work. The work atmosphere and the employer's appreciation are desirable and the employees find their job interesting. However, some improvements should be executed in order to further improve the employee motivation; for example, some training for the managers could be offered.</p>	
<p>Keywords: Employee motivation, work motivation, tourism industry</p>	

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# 1 Introduction

Employee motivation can be described as a level of energy, commitment, and creativity that organization's employees apply to their jobs. The business environment is becoming more and more competitive all the time and managers feel pressured to find new ways to motivate their employees in order to keep them committed to the company and give their full performance. Many different theories and methods of employee motivation that range from monetary incentives to increased involvement and empowerment have come out over the years and of these theories are introduced in this thesis. To keep employees motivated and satisfied is very important for example in order to improve productivity. The employee motivation can be understood as meeting of employees' certain needs to keep them motivated.

## 1.1 Definition of the Research Problem, the Purpose of the Research

The research problem for this thesis is to study employee motivation at Tommy Bartlett Inc. Tommy Bartlett, Inc. is a company in Wisconsin Dells, USA and it consists of Tommy Bartlett Show and Tommy Bartlett Exploratory. About 100 people work at Tommy Bartlett, Inc. during the summer season that lasts from the last weekend of May through the first weekend of September. There are also some year-round employees and the Exploratory is always open. There are several occupations for employees, such as exploratory hands-on attendant, concessions worker, retail assistant, operations and maintenance and water skier among others. It will be researched what are the main factors affecting the employee motivation and is there something that should be done in order to improve it. Also the differences in work motivation in different occupations, age groups, nationalities and genders will be studied.

The research will be accomplished mainly as a quantitative research with some qualitative features. The main purpose of this thesis is to define how motivated the employees of Tommy Bartlett, Inc. are and what are the factors affecting their work motivation. The owner of Tommy Bartlett, Inc. Mr Tom Diehl, is the employer of this thesis and he will benefit from the results by getting new information how motivated his employees are and is there something else that should be done in order to get even better

productivity in his company. The theoretical context of employee motivation including the factors affecting it will be studied first and then the field research at the company will be introduced.

The major research questions for this study are: *Are the employees motivated at work at Tommy Bartlett, Inc.?* ; *What are the main factors affecting employee motivation?* ; and *What could be done in order to improve employee motivation?*

All the employees were tried to get interviewed but the number of respondents was a total of 31 out of 104 employees.

## **1.2 Research Methods**

A questionnaire is applied for collecting the data needed in the research and SPSS statistical program will be utilized when analyzing it. Thus, the research will mainly be quantitative. I will personally deliver the questionnaire to all the employees and ask to answer the questions. At the same time I confirm that all the questions have been understood right. There will be some open questions too. I will interview the employer about his views of the employee motivation in his company and this will be the qualitative part of the research. The validity of this research is good because it will give the answer for the research problem and the sample will be comprehensive enough to represent all the employees at the company. The reliability of this research is also good because it is repeatable and understanding of the research questions is ensured.

## **2 Structure of the Thesis**

This thesis consists of a theoretical part followed by an empirical part and finally conclusions and discussion. The theoretical part introduces the company Tommy Bartlett, Inc. and area of Wisconsin Dells, the concept of motivation and particularly employee motivation and presents different theories and models about employee motivation.

The empirical part introduces the results of the employee motivation survey at Tommy Bartlett, Inc. conducted in summer 2011. First the research methods and building of the question form are presented and then the results are processed. In the end of the thesis there is discussion about the results and how they can be understood based on different motivation theories that are introduced earlier in this thesis. Conclusions and improvement suggestions are also presented in the final part of the thesis. The question form used in the survey and all the SPSS-tables and other raw material and answers are available in appendixis.

### **3 Tommy Bartlett, Inc. and Wisconsin Dells as a Tourism Destination**

In this section Tommy Bartlett, Inc. and Wisconsin Dells area as tourism destination are introduced in order to give better understanding of the company and its operational environment.

#### **3.1 Company Information**

The company now known as Tommy Bartlett, Inc. was first founded in 1952 by Tommy Bartlett, and it was then named The Tommy Bartlett Water Ski & Jumping Boat Thrill Show. Back then it was a travelling show out of Chicago, but already in year 1953 Tommy Bartlett made Lake Delton, located by Wisconsin Dells, a permanent location for his show and it is still performed in the same spot today. In the seventies show was expended significantly and was one of the main reasons why Wisconsin Dells became a major family holiday destination. In 1982 Tommy Bartlett opened his Tommy Bartlett's Robot World and Exploratory; today know as Tommy Bartlett Exploratory; which is an interactive science centre. Tommy Bartlett died in 1998 and company is now owned by his former co-partner Tom Diehl. The Exploratory is open year-round and the Tommy Bartlett Show is performed twice a day, rain or shine, from the last weekend of May, The Memorial day weekend, through the first weekend of September, the Labor day weekend. The 90-minutes show consists of two different kinds of parts. Water skiers perform their talented tricks during the first part of the show and after intermission there are stage acts, such as jugglers, comedians and acrobats for the audience to see. The company employs some year-round staff too, but most of the staff works only for the summer season. The total amount of employees working for the company is about 100 positioned for various occupations, such as water skiers, exploratory hands-on attendants and ticket sellers.

(Tommy Bartlett, Inc. 2011.)

The following figure 1 introduces an aerial photo of Tommy Bartlett Show site and audience.



Figure 1: Aerial photo of Tommy Bartlett Show (Tommy Bartlett, Inc. 2011)

The following figure 2 presents the organizational structure of the company. Thomas Diels is the president of the company and has three general managers leading different departments. All the different departments have own managers who are responsible for the everyday function of their own department and its employees. There are also assistant- and summer managers helping the managers.

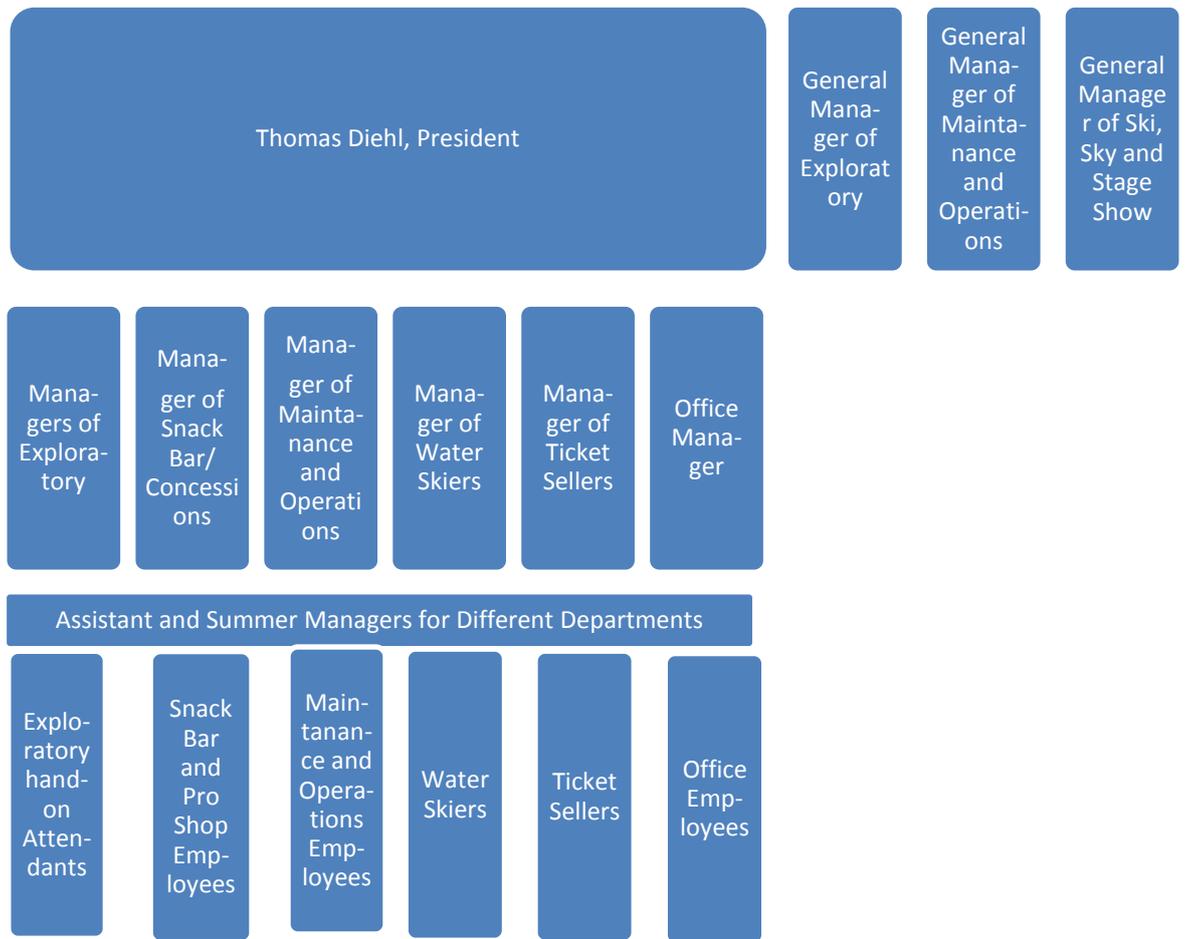


Figure 2: Organization chart of Tommy Bartlett, Inc.

### 3.2 Information about Wisconsin Dells

Wisconsin Dells is located 55 miles northwest of Madison in the state of Wisconsin, on the Wisconsin River, is the United States Midwest's 'most popular family vacation destination. There are only 5200 residents living in the Wisconsin Dells but estimated 3.1 million visitors come there each year to spend their vacation. Wisconsin Dells is called "The Waterpark Capital of the World" and besides many waterparks there is a diverse selection of attractions from traditional scenic tours and amusement parks to interac-

tive museums and mini-golf courses. The Wisconsin Dells area had its initial stages in tourism well over 150 years ago. The beauty of the Wisconsin River's rare sandstone cliffs drew visitors as early as the mid-1800s. Today, first-class lodging facilities, man-made attractions, restaurants and shops contribute to the continued success of the area. Wisconsin Dells has grown remarkably from the first sightseeing excursions on the Wisconsin River to a year-round travel destination offering more than 100 attractions and nearly 100 restaurants and retail shops. Wisconsin Dells can accommodate more than 55,000 visitors a night in its 140 hotels and 18 campgrounds.

(Wisconsin Dells Tourism Info 2011)

Every year about 40 students from Finnish universities and universities of applied sciences go to work for different hospitality businesses in Wisconsin Dells for the summer season via student exchange program which is organized in Finland by The League of Finnish American Societies (SAYL). The application period for the following summer ends usually in the end of January.

(SAYL 2012)

## 4 Work Motivation

In this section of this thesis the theoretical context of employee motivation will be introduced and different theories about motivation and factors affecting the motivation are discussed.

### 4.1 Motivation

Motivation can be described in many ways. Next some definitions of motivation are introduced.

Motivation can be depicted as internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job, role, or subject, and to exert persistent effort in attaining a goal. Motivation results from the interactions among conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal and (3) expectations of the individual. (Business Dictionary 2011)

There are two main kinds of motivation: intrinsic and extrinsic. Intrinsic motivation is internal. It occurs when people are compelled to do something out of pleasure, importance, or desire. Extrinsic motivation occurs when external factors compel the person to do something. However, there are many theories and labels that serve as subtitles to the definition of motivation. (Pan 2011)

Motivation has also been defined as: the psychological process that gives behavior purpose and direction (Kreitner. 1995, 9-10.); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner .1995, 323.); an internal drive to satisfy an unsatisfied need (Higgins .1994, 486.); and the will to achieve. (Bedeian .1993, 422.)

For the purpose of this thesis motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

## 4.2 Employee Motivation

According to Pinder (1998, 11) employee motivation can be described in a following way: Work motivation is a set of energetic forces that originates both within, as well as beyond an individual's being, to initiate work-related behavior and to determine its form, direction, intensity, and duration.

If employee motivation is good in a company it increases both effectiveness and productivity. To create a work environment in which an employee is motivated about work, involves both intrinsically satisfying and extrinsically encouraging factors. Employee motivation is the combination of fulfilling the employee's needs and expectations from work and the workplace factors that enable employee motivation. These variables can make motivating employees challenging. Employers have to understand that they need to provide a work environment that creates motivation in people. (Heatfield 2011.)

Good employee motivation can help with all the following issues: productivity improvement, employee commitment, smoother running processes, resource integration and management development. There is gap between individual's actual state and desired state and management is trying to reduce this gap. Motivation is a means to reduce and manipulate this gap in order to get everybody show their best performance. (Accel-team 2011)

A lot of research has been performed on job attitudes and motivation and it has been shown that the relation between satisfaction and performance is a complex one. Satisfaction is an indicator of an employee's motivation to come to work but influences job performance very indirectly. Performance can under certain conditions directly influence satisfaction. (Lawler 1970.)

According to Nohria, Groysberg and Lee (2008), motivation is a concept that includes four different driving forces and the degree to which they are satisfied, directly affects our emotions and, by extension, our behavior. These four drives are: the drive to acquire, the drive to bond, the drive to comprehend and the drive to defend. If we can fulfil these drives at work, it keeps us motivated.

### **4.3 Models and Theories Describing Employee Motivation**

There have been done a lot of research on how motivated employees are and what keep them motivated and based on these studies several motivation theories have been developed. In this thesis five major approaches that have led to our understanding of motivation are introduced. These five approaches are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

#### *Maslow's need-hierarchy theory*

According to Maslow, employees have five levels of needs (Maslow 1943 in Northcraft & Neal 1994, 106-109): physiological, safety, social, ego, and self- actualizing. Maslow disputed that lower level needs had to be satisfied before the next higher level need would motivate employees. From Maslow's theory of motivation, modern leaders and executive managers find means of employee motivation for the purposes of employee and workforce management by trying to meet the needs of the employees in certain order to keep them motivated all the time. In the next figure 3 Maslow's theory of motivation chart is introduced.

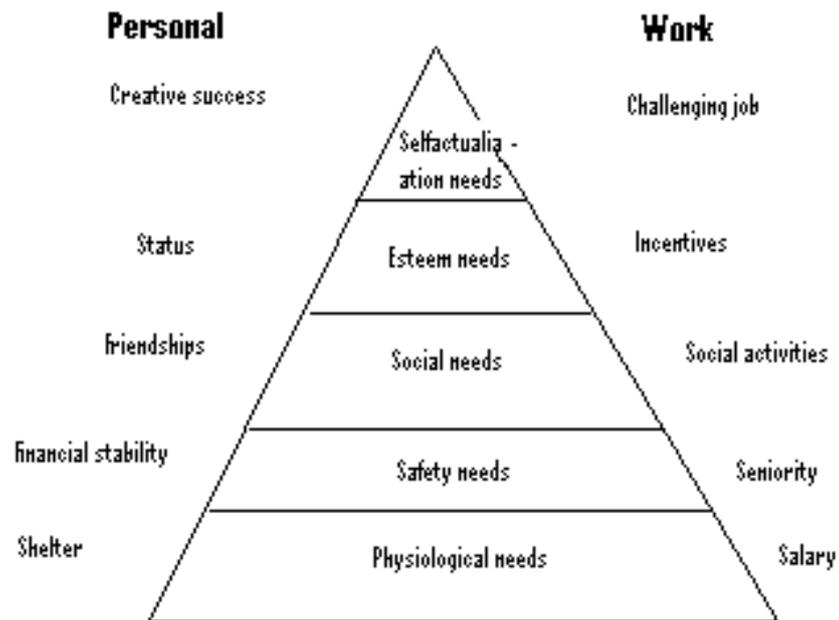


Figure 3: Maslow's hierarchy of needs chart (Collins 2009)

According to Maslow, there are two factors that have to be taken under consideration when using his model. First we must satisfy lower-level needs before we seek to satisfy higher-level needs and secondly once we've satisfied a need, it no longer motivates us; the next higher need to take its place.

Herzberg's two-factor theory

Herzberg's work characterized motivation into two factors: motivators and hygiens. (Herzberg, Mausner, & Snyderman 1959 in Vecchio 1991, 183-185.) Motivator or intrinsic elements, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

The following figure 4 introduces the basic principle of Herzberg's Two-factor-theory.

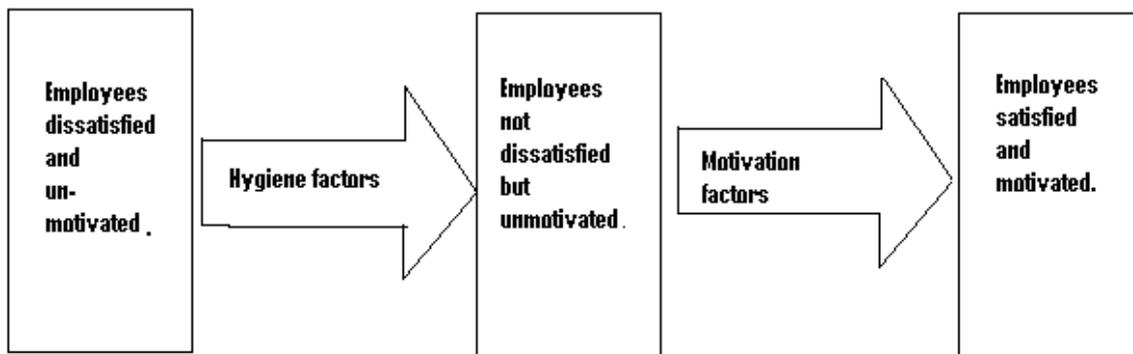


Figure 4: Herzberg's Two Factor Theory (Herzberg 1959)

The following figure 5 presents typical hygiene- and motivation factors described by Herzberg.

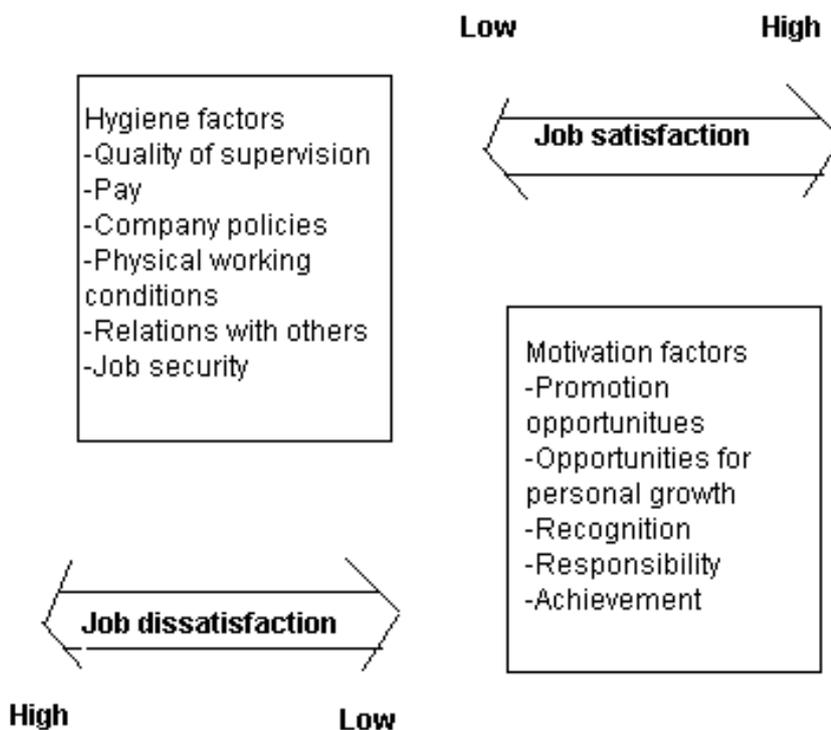


Figure 5: Typical Hygiene and Motivation Factors (Collins 2009)

According to Herzberg, motivation requires a twofold approach: eliminating dissatisfiers and enhancing satisfiers. (Collins 2009.)

### Vroom's expectancy theory

Vroom's theory is based on the belief that employee determination will lead to performance and performance will lead to rewards. (Vroom 1964.) Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. In the next figure 6 Vroom's expectancy theory at work places will be introduced.

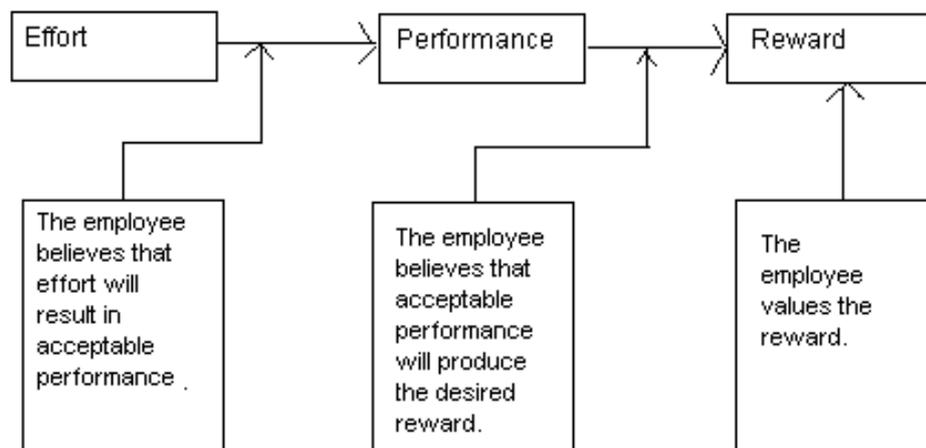


Figure 6: Vroom's expectancy theory at workplaces (Collins 2009)

### Adams' equity theory

Adams' theory (1965 in Lindner 1998.) suggests that employees attempt for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. Applied to the work environment, this theory proposes that employees analyze their contributions or job inputs (hours worked, education, experience, work performance) and their rewards or job outcomes (salary, benefits, recognition). Then they create a contribu-

tions/rewards ratio and compare it to those of other people. The basis of comparison can be any one of the following:

- Someone in a similar position
- Someone holding a different position in the same organization
- Someone with a similar occupation
- Someone who shares certain characteristics (such as age, education, or level of experience)
- Oneself at another point in time.

#### Skinner's reinforcement theory

Skinner's reinforcement theory (1953 in eNotes 2012 and Lindner 1998) is a way of modifying behavior by controlling the implications of the behavior. In reinforcement theory a mix of rewards and/or punishments is utilized to support desired behavior or to stop the kind of behavior that is not wanted. Reinforcement theory concentrates on the association between the behavior and the associated consequences. Skinner's theory simply proposes those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated. Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

#### **4.3.1 Process model of work motivation**

Locke (1997) noted that each of the different theoretical orientations offers a unique perspective and can be combined to form a general model. A simplified model is presented in the following figure 7.

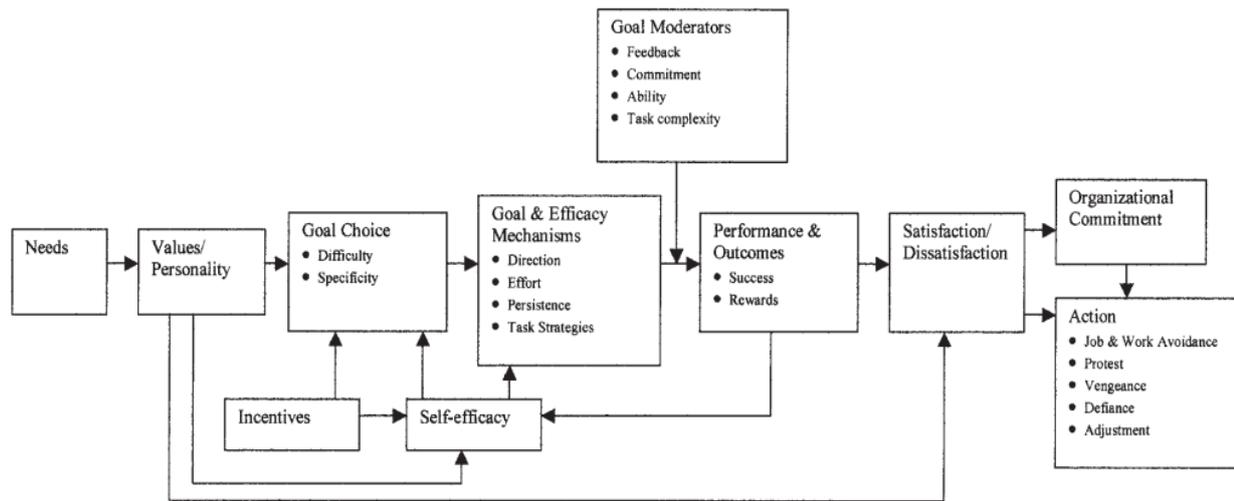


Figure 7: The Motivation Process (Meyer, Becker & Vandenberghe 2004)

The most important part of the motivation process is goal setting. Doubtless all consciously motivated behavior is goal-oriented, whether the goals are self-generated or allocated by others. Naturally arising goals descend from the activation of basic human needs, personal values, personality traits, and self-efficacy perceptions shaped through experience and socialization. Individuals also set, or accept, goals in response to external incentives. The goals individuals choose can vary in difficulty and specificity, and these attributes, in combination with perceptions of self-efficacy, help regulate the direction of behaviour, the amount of effort exerted, the degree of persistence, and the likelihood that individuals will develop strategies to facilitate goal attainment. The latter serve as the mechanisms by which goal choices and efficacy beliefs influence behaviour, the performance that results from these efforts affects the level of satisfaction experienced, which, along with organizational commitment, can lead to other forms of action (e.g., job and work avoidance, deviance, adjustment). In addition to this causal chain from internal and external enticements, to goals, and, ultimately, to performance and satisfaction, Locke identified a set of moderating conditions that are necessary for goal accomplishment: feedback, goal commitment, ability, and task complexity. (Locke 1997.)

### **4.3.2 Motivation, satisfaction and performance**

It can be asked why companies need motivated employees. The reason is that they are a key factor for company's survival in today's competitive business world.

(Smith.1994, 72)

Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees, changes constantly. (Bowen & Radhakrishna 1991.)

Performance is considered to be a function of ability and motivation. Ability in turn depends on education, experience and training and is a slow and long process. Motivation, on the other hand, can be improved quickly and thus improve performance also. (Accel-team 2011)

### **4.4 Factors Affecting Work Motivation**

The critical factors affecting employee motivation, according to Ramlall (2004), are needs of the employee, work environment, responsibilities, supervision, fairness and equity, effort, employee's development and feedback and rewarding. These factors are discussed deeper in the following paragraphs. In the next table 1, the ten main factors affecting employee motivation from year 1946 to year 1992 are indicated. The employees were asked to rank motivators. The top motivator selected by employees in 1946 was full appreciation of work done. Good wages ranked in the middle and interesting work ranked at number 7. In 1980 and 1986, employees' top concern was interesting work, followed by full appreciation of work done with good wages and job security near the middle. However, the respondents to the 1992 survey showed more concern for good wages followed by full appreciation of work and job security.

These surveys proved that the priorities of employee motivational factors changed over time, and there is more than one reason why these changes occurred. The reasons may

be economic conditions, change of working environment or industries, labor market conditions, industry competitions, change in workers attitude, etc. (Wiley 1997.)

Table 1: The factors that motivate employees (Wiley 1997)

Motivators	1946	1980	1986	1992
Full appreciation of work done	1	2	2	2
Feeling of being in on thing	2	3	3	9
Symphathetic help with personal problems	3	9	10	10
Job security	4	4	4	3
Good wages	5	5	5	1
Interesting work	6	1	1	6
Promotion and growth in the organization	7	6	6	4
Personal loyalty to employees	8	8	8	6
Good working conditions	9	7	7	7
Tactful discipline	10	10	9	8

#### 4.4.1 Inner motivation factors

There are many factors that motivate people intrinsically. The motivational factor of these matters is based on human's urge to fulfil certain needs. Not all of them can be applied in work motivation, but the ones that are executable for this purpose are introduced next.

The inner motivation factors include; acceptance, the need for approval; curiosity, the need to learn; honor, the need to be loyal to the traditional values of one's clan/ethnic group; idealism, the need for social justice; independence, the need for individuality; order, the need for organized, stable, predictable environments; power, the need for influence of will; saving, the need to collect; social contact, the need for friends (peer relationships); status, the need for social standing/importance; tranquillity, the need to be safe; and vengeance, the need to strike back/to win. These basic desires give people inner work motivation when they seek to fulfil some of these needs. (Reiss 2004.)

#### **4.4.2 Work environment and tasks**

Ramlall (2004) suggests that employees want to work in an environment that is productive, respectful, provide a feeling of inclusiveness and offers a friendly setting.

According to Nohria et Al. (2008) job design is an important part of employee motivation. The drive to comprehend is best addressed by designing jobs that are meaningful, interesting, and challenging. A successful job design guarantees more committed and effective employees.

#### **4.4.3 Work community and atmosphere**

Fielding (2011) proposes that positive feedback provided within an enjoyable, team-oriented environment makes a tremendous difference in employees' sense of being valued and, as a result, their commitment to the company. With or without financial rewards, these cultural aspects of the workplace could be the smartest investment in the staff and business. Employees are bound to be much more productive when they work in a positive, supportive environment.

#### **4.4.4 Manager's influence**

According to Fielding (2011) praising employees for achieving their goals is important in preserving an enjoyable work environment. Management can show their appreciation with positive feedback, however, if they go a bit beyond verbal praise, they can enhance employees' motivation without spending a lot of money. For example, celebrate successes with bagels or pizza. Employees can be invited to share their experiences in, and co-workers' contributions toward, accomplishing the goals. Peer recognition will further reinforce employees' sense of teamwork and commitment.

Managers can use seven guidelines in order to improve employee motivation. These strategies are:

- Positive reinforcement/High expectations
- Effective discipline and punishment
- Treating people fairly
- Satisfying employees needs
- Setting work related goals
- Restructuring jobs
- Base rewards on job performance

Motivation is inducing others in a specific way towards goal specifically stated by the motivator. (Accel-team 2011)

#### **4.4.5 Rewarding**

In this section different employee reward systems are discussed.

Money is a major factor motivating employees and that is a reason why many companies pay their employees bonuses and commissions. However, good human relations can give everybody extra work motivation, but only if the monetary reward is sufficient. Reward can act as a catalyst for performance and better productivity, but money can never substitute good management. Certain basic criteria are essential for rewarding to be effective, including:

- Reward should be quick
- Reward should be significant
- The goals and rewards should be known, understandable and attainable.
- Reward should be distinctly and directly related to performance
- Reward should be irrevocable

- Reward should be compatible with job measurement

Rewards are generally considered to improve productivity by about 20 to 30 %, so they cannot be ignored when talking about employee motivation.

The financial rewards are basically of following three types:

- Profit sharing
- Job evaluation; and
- Merit rating

All of these types are widely used in business world in order to improve and maintain employee motivation and employee satisfaction. (Accel-team 2011)

#### 4.5 Summary of All Factors Affecting Employee Motivation

There are many major factors affecting work motivation as has been discussed earlier in this thesis. All the different factors summarized are introduced in the next table 2.

Table 2: Factors affecting employee motivation

<b>Factors affecting Work Motivation</b>
Needs of a Employee
Work Environment
Responsibilities
Supervision
Fairness and Equity
Effort
Employee's Development
Feedback
Rewarding
Job Security
Wages/Salary
Inner Motivation Factors, such as acceptance and need to learn.

It can be seen that many factors depend on employee's own experience and how he/she feels things are in his/her own work place. If all these factors are taken under consideration in work places, employee motivation should be good and employees consider their job satisfactory.

## **5 Methods**

The research design for this thesis employed quantitative research and the data collected was analysed using SPSS- statistical program. A quantitative survey was chosen for this research because questionnaires can be considered to be the most convincing alternative for measuring unobservable subjects such as attitudes, values and preferences, intentions and personalities. Also the anonymity of the respondents can be guaranteed when a questionnaire is used. (Nardi. 2006, 17-18.)

The target population for this thesis included employees at Tommy Bartlett, Inc. both employees at the Exploratory and at the Show. The sample size was 31 of the total of 104 employees of the company.

From a review of literature and on-line material, a survey questionnaire was developed to collect data for the study. (Veal. 2006, 45-79, 147-173; Research Methods Knowledge Base 2012). Data was collected through use of a written questionnaire hand-delivered to participants. Questionnaires were filled out by participants and returned to the writer of this thesis. First background information, such as age, gender and occupation was collected. The questionnaire asked participants to value their opinions about different claims evaluating their work motivations by scale from 1 to 5 where 1 means not having the same opinion at all and 5 having totally the same opinion as the claim states. Last on the questionnaire there were open questions asking participants three factors improving and three factors decreasing their work motivation and they could give their improvement suggestions.

### **5.1 Implementation of the research**

The field research was implemented during summer 2011, when the writer of this thesis was having her international work placement at Tommy Bartlett, Inc. in Wisconsin Dells, USA. The questionnaire used for this research is presented in attachment 1.

The major research questions are:

- Are the employees motivated at work?
- What are the main factors affecting work motivation?
- What could be done in order to improve employee motivation?

Answers to these questions are tried to find with the help of this research.

## **5.2 Validity and reliability**

Validity can be defined as the degree to which a test measures what it is supposed to measure. There are three basic approaches to the validity of tests and measures. These are content validity, construct validity, and criterion-related validity. The reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. Although unreliability is always present to a certain extent, there will generally be a good deal of consistency in the results of a quality instrument gathered at different times. The tendency toward consistency found in repeated measurements is referred to as reliability. (Key 1997.)

The validity of this research can be considered relatively good, because the questionnaire was designed using same principle with the former studies concerning employee motivation and their questionnaires were used as a base for this form. (Veal 2006. 45-79, 333-372). Also different motivation theories, such as Maslow's and Herzberg's motivation theories introduced earlier this thesis, were analyzed in order to create a research form with a good validity. Therefore, it can be said that validity of this research is good enough. It will give the answer for the research problem and the sample will be comprehensive enough to represent all the employees at the company.

The reliability of this research is also good because it will be repeatable and understanding of the research questions was ensured. The research sample was 31 employees out of 104 in total, so the response rate was 29.8%. 31 of the total of 104 employees answered to the survey and since answers from all the different departments were got, it can be considered reliable and adequate to represent all the employees at Tommy Bartlett, Inc. Only one of the water skiers answered to the survey, so they cannot be

fully included because there are about 20 of them but all the other departments participated with a good participation percentage. Also pro shop had only one respondent but because there are only three of them working there, it is more reliable.

Answers were gotten from all the different departments and the research sample was a comprehensive sample of all the employees, thus the research can be considered to have sufficiently good reliability and validity, although they would have been even better with a higher participating rate.

## 6 Results

In this thesis the employee motivation at Tommy Bartlett, Inc. was studied and the research was conducted in the summer 2011 using a questionnaire. (Appendix 1)

The research material was analysed using SPSS statistical computer program. First the background factors were under examination, then the answers for the different claims and factors concerning motivation were analysed and finally the open answers were processed. Crosstabs were used to examine possible differences between different groups such as gender, nationality and age. All the results are presented in a percentage form or in a graph form.

### 6.1 The background factors

Total of 31 employees took part of this research and everybody answered all the questions. A total of 74.2% of the answerers were female and 24.8% male as presented in the next figure 8. Also the real gender ratio among the employees is about the same.

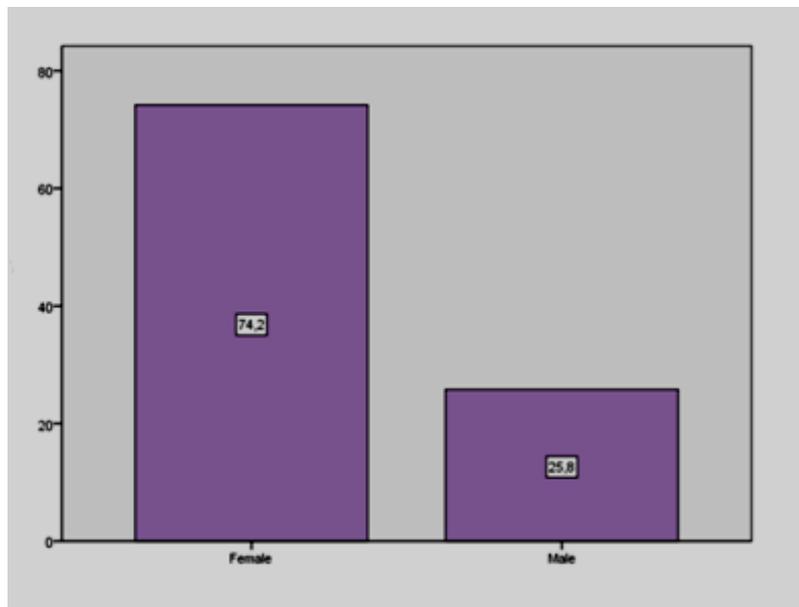


Figure 8: Gender (n=31)

The following figure shows that 16.1% of answerers belonged to age group 0-20 year-olds, 64.5% to age group 20-24 year-olds, 9.7% to age group 25-29 year-olds and 9.7%

to age group 30-99 year olds. The age groups were chosen like this because the majority of the employees at Tommy Bartlett, Inc. is under 30 years old and as can be seen the most of the respondents, as well as the whole employee population, belong to the age group 20-24 year-olds.

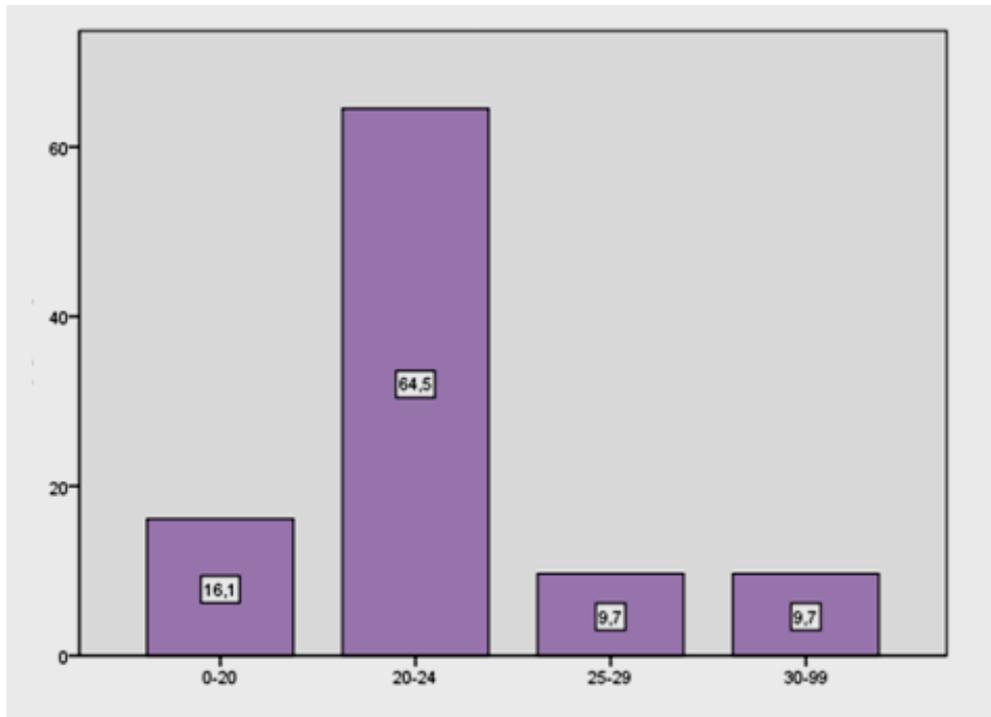


Figure 9: Age (n=31)

The next figure 10 introduces the respondents' places of employment and how they are divided.

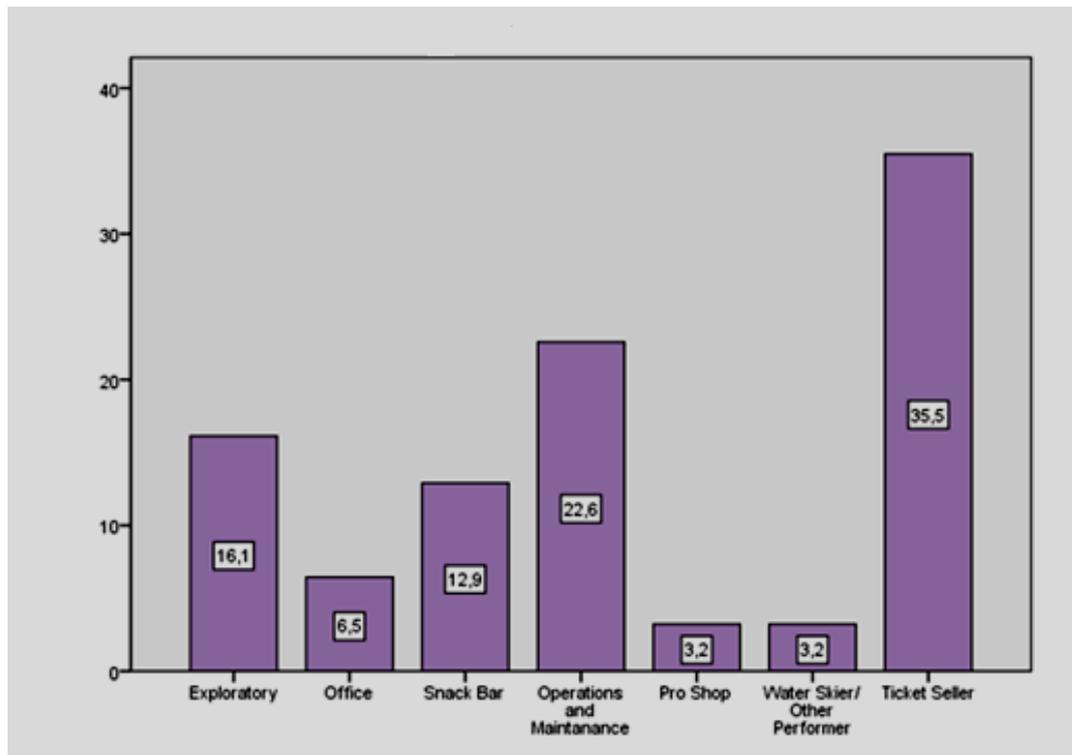


Figure 10: The place of employment (n=31)

A total of 16.1% (5 people of 10) of the respondents worked at the exploratory, 6.5%(2 people of about 7) in the office, 12.9% at the snack bar (4 people of about 10), 22.6% at operations and maintenance (7 people of about 10), 3.2% (1 person of 3) at the pro shop, and 3.2%( 1 person of 20) were water skiers and 35.5% (11 people of about 15) were ticket sellers. All the different departments were covered and ticket sellers are actually the largest group of employees as they answered to the questions the most too, apart from the water skiers but they were not as enthusiastic about answering to the questions as the others.

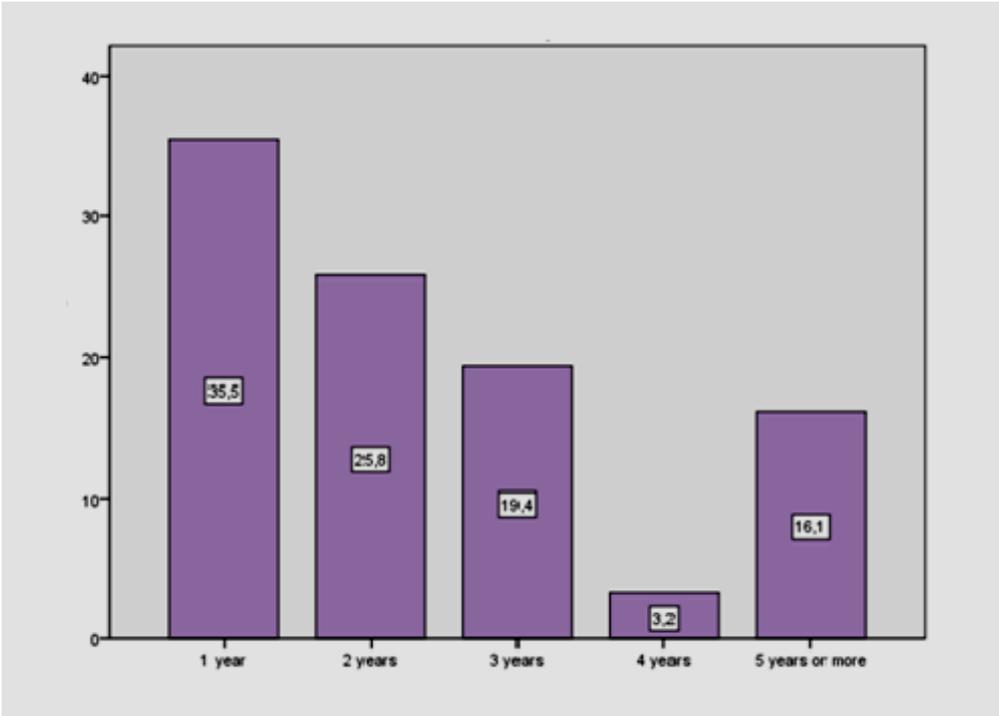


Figure 11: Working years (n=31)

Figure 11 shows that 35.5% of the answerers worked for the first year, 25.8% for the second year, 19.4% for the third year, 3.2% for the fourth year and 16.1% for the fifth year or more.

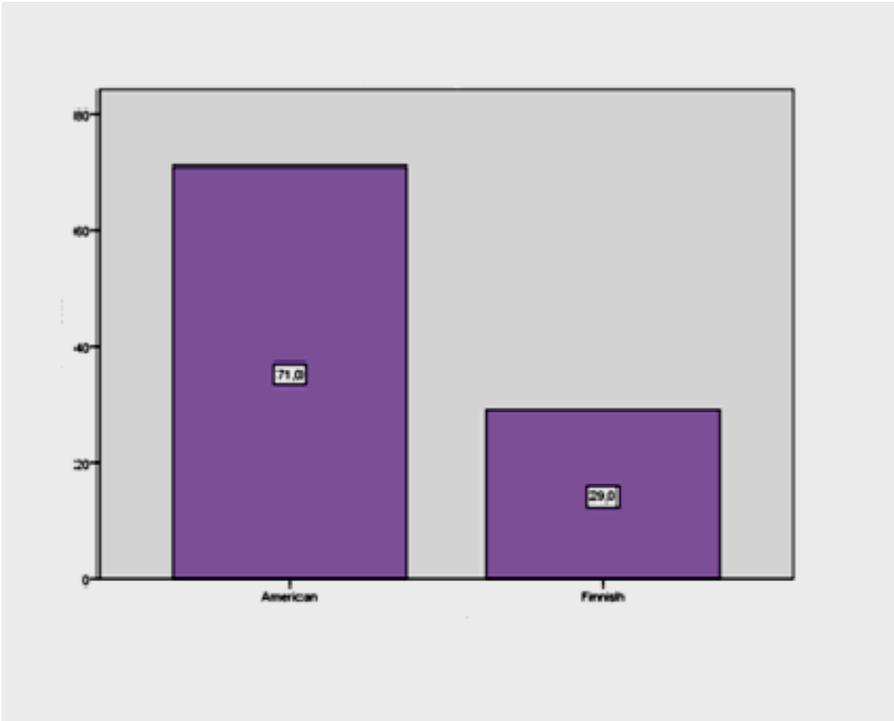


Figure 12: Nationality (n=31)

Figure 12 shows that 71 % of the answerers were American and 29% were Finnish. If the water skiers are not included the American/Finnish ratio among employees would be something like this.

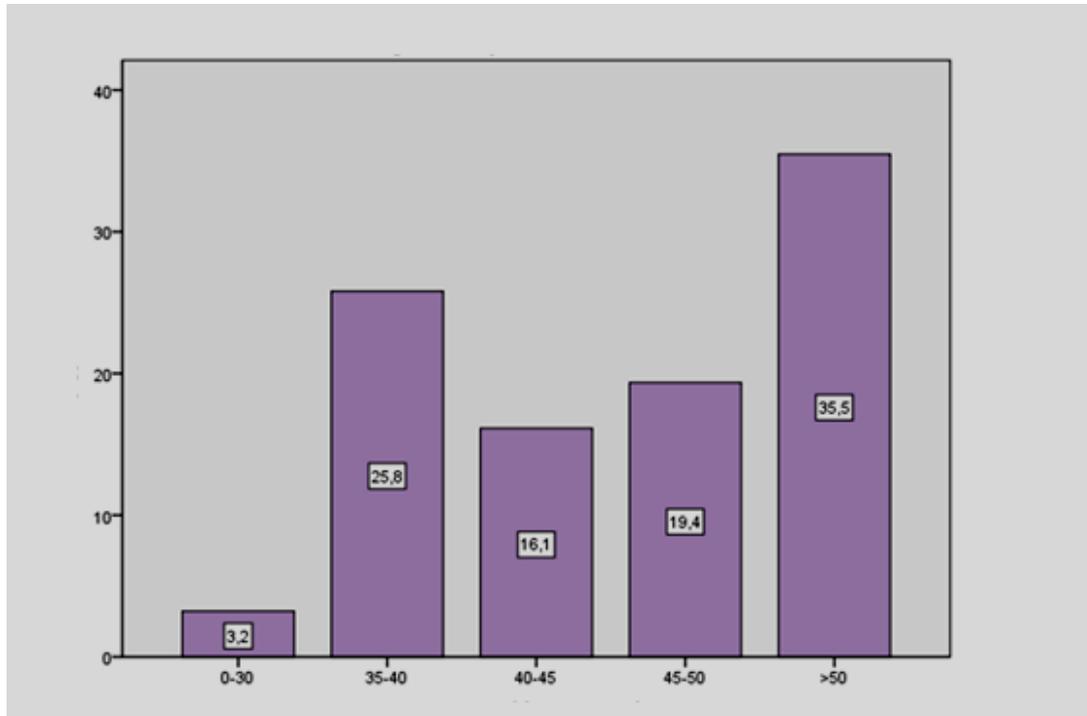


Figure 13: Average weekly working hours (n=31)

Figure 13 introduces the average weekly working hours during the summer season at Tommy Bartlett, Inc. It presents that 3.2% of the answerers worked 0-30 hours per week, no one 30-35 hours, 25.8% 35-40 hours, 16.1% 40-45 hours, 19.4% 45-50 hours and 35.5% more than 50 hours per week. The majority of the employees work six days a week, so the amount of working hours can be rather large.

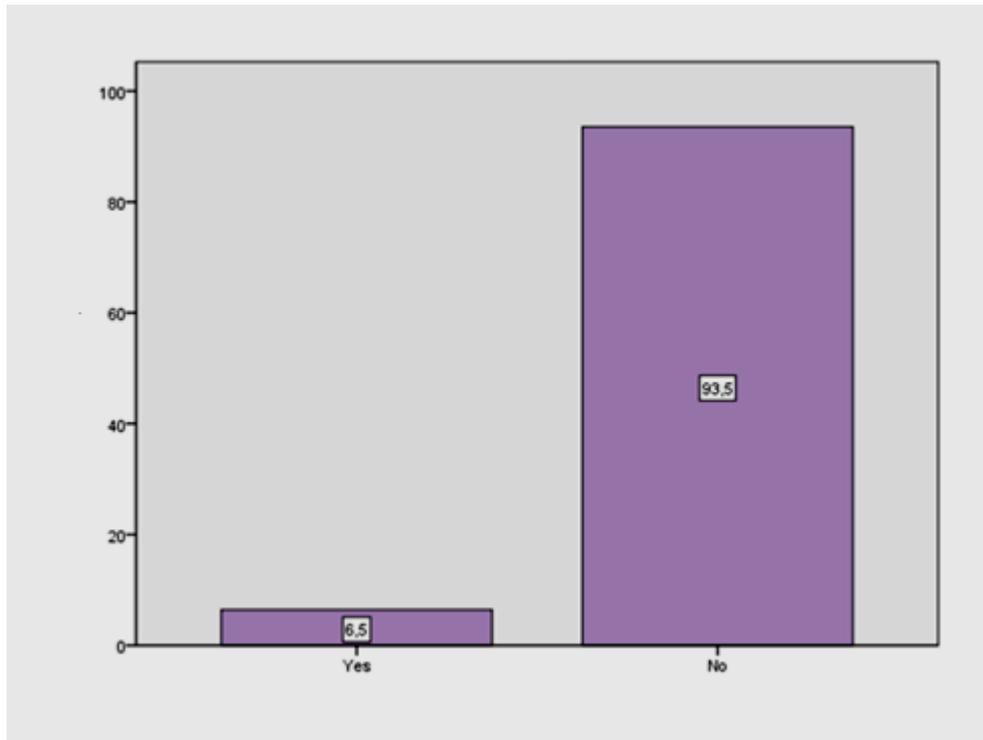


Figure 14: Year-round employment (n=31)

Figure 14 shows that 6.5% of the answerers were year-round employees and 93.5% of them were seasonal workers. This is the right ratio, because the majority of the employees are only seasonal workers.

## 6.2 Statements concerning working

The answerers were asked to evaluate their work at Tommy Bartlett, Inc. and choose one appropriate alternative for each statement concerning their current job. Five step Likert scale from 1-5 was used for evaluation 1 meaning “I completely disagree”, 2 “I partially disagree, 3” I neither agree nor disagree”, 4 “I partially agree” and 5 meaning “I completely agree”. The questions were selected so that they would measure the right things and clarify what factors affect the most to employees’ work motivation. Crosstabs were used in order to analyze the possible differences between different genders, nationalities, age groups and so on.

### **6.2.1 Inner motivational factors**

These questions are based on the inner motivation of the employees and the results depend on how the employees feel and really think about their jobs. Statement “I’m paid enough in my job” could be held both inner and outer motivational factor, but I decided to include it into inner motivational factors, because I consider that in this case, it’s more about the inner attitude than some outer force. In some other case it would be definitely only an outer motivational factor but not here, because everybody is being paid about the same amount of money.

The answers for the statements concerning inner motivational factors are introduced in the following figure 15.

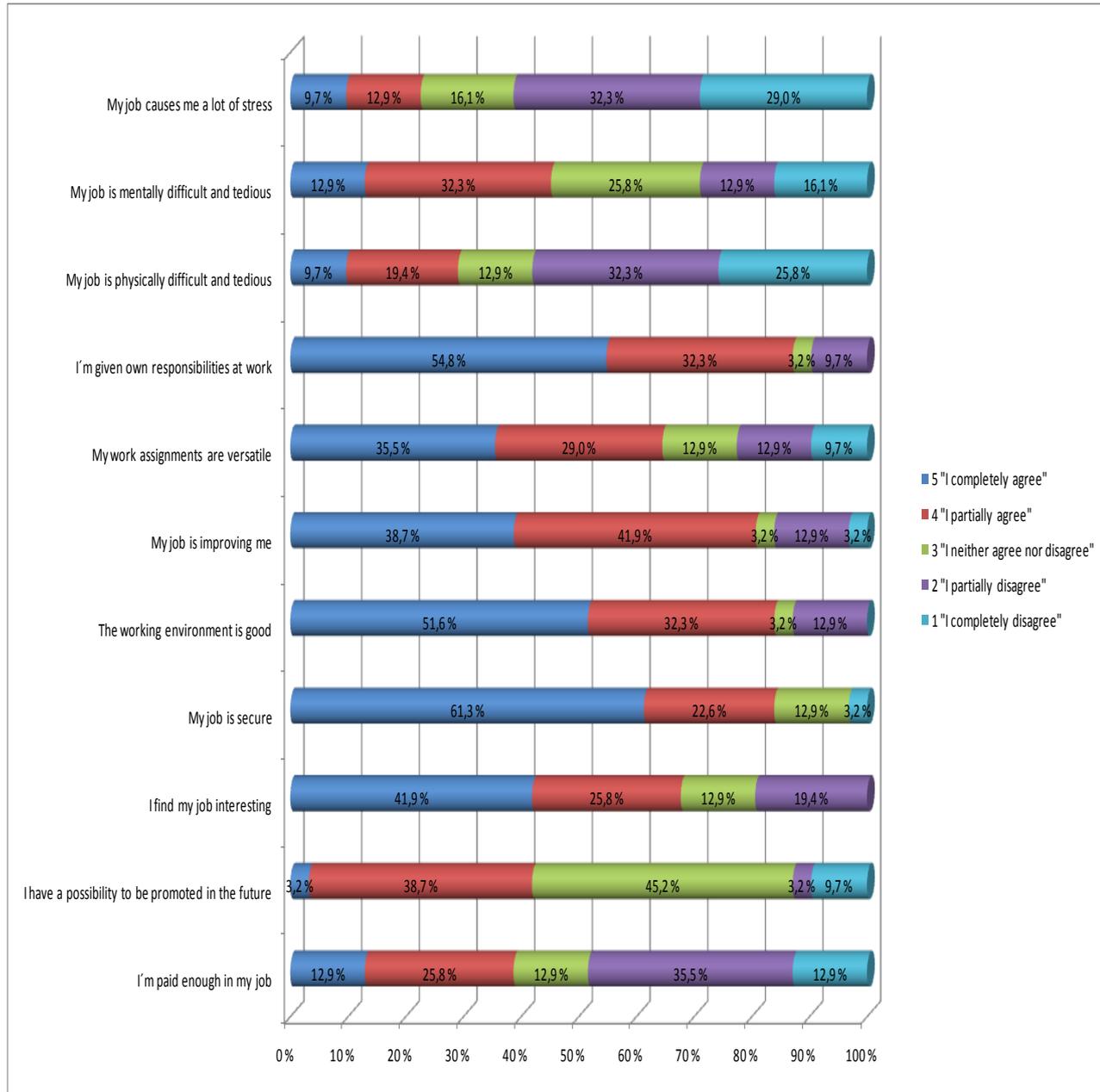


Figure 15: Statements concerning inner motivational factors (n=31)

Salary/ Wages

The answers for the statement “I’m paid enough in my job” show that 35.5% of the respondents partially disagree, 12.9% of them completely disagree and 12.9% neither agree nor disagree. This can indicate that over half of the employees are not completely satisfied with the salary/wages they get. The crosstabs indicate that the male (50% answered either partially agree or completely agree) are a little more satisfied than the

female (34.7% answered either partially agree or completely agree). All the crosstabs made using the research material can be found in appendix 2.

#### Promotion possibilities

Hardly no-one completely agreed that they can be promoted in the future but 38.7% partially agreed. A total of 45.2% neither agreed nor disagreed which shows that a large amount of the employees don't know about the promotion possibilities in the company. In general the employees feel that they will more likely be promoted than not. The crosstabs indicate that when different age groups are examined, the most confident about their possibilities to be promoted in the future are 20-24-year-olds (55% answered completely or partially agree) and under 20-year-olds (40% answered partially agree). These age groups also had some members who disagreed but the ratio wasn't that high. In the older age groups (25-29-year-olds and over 30-year-old) all the respondents answered "neither agree nor disagree".

#### Interesting work

Very large amount of the employees found their job interesting. A total of 41.9% completely agreed and 25.8% partially agreed. No-one completely disagreed. Examining differences between different places of employment using crosstabs shows that the respondents who work at the office or are water skiers find their job the most interesting (100% answered "I completely agree") but since the answering percentage for the water skiers was very low, it cannot be considered to concern all the water skiers. The ticket sellers found their job interesting (72.8% answered either "I completely agree" or "I partially agree"). The exploratory employees felt that their job was quite interesting (60% answered either completely or partially agree), the operations and maintenance employees were even more satisfied (85.8% answered either completely or partially agree). The snack bar employees found their job the least interesting (75% of them answered "I partially disagree").

#### Job security and working environment

The employees at Tommy Bartlett, Inc. feel that their job is secure. A total of 61.3% of the respondents answered "I completely agree" and 22.6% answered "I partially

agree”. Using crosstabs shows that if different nationalities are compared, no significant differences can be found. 81.8% of the Americans either completely or partially agreed and 88.9% of the Finnish either completely or partially agreed, but a higher amount of Americans completely agreed.

Most of the employees find the working environment good. A total of 51.6% of the respondents completely agreed and 32.3% partially agreed. When differences between year-round employees and seasonal employees are examined using crosstabs, it can be found out that 100% of the year-round employees and 82.7% of the seasonal employees either completely or partially agree. In general almost all the employees think that the working environment is good.

#### *Personal improvement*

Many of the employees think that their job is improving them. A total of 38.7% of the respondents completely agreed and 41.9% partially agreed. If the differences in answers depending how long someone has worked for the company are examined using crosstabs, it can be seen that the ones who have worked the longest feel that their job is improving them the most. Those who have worked for four year or for five years or more either completely or partially agreed and over 70% of the respondents from all the other groups either completely or partially agreed as well

#### *Versatile work tasks*

A total of 35.5% of the respondents completely agreed and 29% partially agreed that their work assignments are versatile. In all 9.7% completely disagreed. Crosstabs made using research material show that there are some differences between the genders. Altogether 87.5% of the male respondents either completely or partially agree, and only 56.5% of the female respondents either completely or partially agree that their work assignments are versatile.

#### *Responsibilities*

In all 54.8% of the respondents completely agree and 32.3% of the respondents partially agree that they are given own responsibilities at work. When different age groups are compared using crosstabs, it can be seen that 100 % out of both age groups under 20-

year-olds and over 30-year-olds completely agree and 100% of 25-29-year-olds and 80% of 20-24-year-olds completely or partially agree. Almost everybody feels that they are given own responsibilities at work.

#### Physical tediousness

A total of 9.7% of all the respondents completely agree and 19.4% partially agree that their job is physically difficult and tedious. On the other hand 25.8% completely disagree and 32.3% partially disagree. Different places of employment were compared using crosstabs and 100% of the water skiers felt this way. This is just one opinion of the water skiers because only one water skier took part of the research, so it cannot be considered to concern all the water skiers. Altogether 57.2% of the maintenance and operations employees, 40% of the exploratory employees, 25% of the snack bar employees and 9.1% of the ticket sellers either completely or partially agreed that their job is physically difficult and tedious. The least physically difficult and tedious jobs are pro shop and office. It makes sense, because the maintenance and operations employees do physical work all the time and the exploratory employees most of the time.

#### Mental tediousness

A total of 12.9% of the respondents completely agreed and 32.3% partially agreed that their job is mentally difficult and tedious. On the other hand 12.9% partially disagreed and 16.1% completely disagreed. This indicates that quite many of the employees feel their job mentally difficult and tedious. If crosstabs are used in order to examine differences between different places of employment it can be seen that the most mentally difficult and tedious is selling tickets. A total of 63.7% of the ticket sellers and 57.2% of the maintenance and operations employees either completely or partially agreed. The least mentally difficult and tedious job is at the exploratory where 60% of the respondents either completely or partially disagreed; and snack bar where 50% of the respondents either completely or partially disagreed.

#### Stress

Altogether 9.7% of the respondents completely agreed, 12.9% partially agreed, 32.3% partially disagreed and 29% completely disagreed that their job causes them a lot of

stress. The majority of the employees don't feel like their job is too stressful. If the stress level is compared to the average weekly working hours using crosstabs, it can be seen that those working less than 30 hours a week 100% partially disagree and those working 35-40 hours a week 62.5% either completely or partially disagree. Those working 40-45 hours a week 60% and those working 45-50 hours a week 66.6% either completely or partially disagree, and those who work over 50 hours a week 54.6% either completely or partially disagree that their job causes them a lot of stress. There are no massive differences but it seems like it that when the average weekly working hours exceed 50 hours, the more stress it causes to the employees.

If the inner motivational factors are regarded as entirety, it can be said that the employees at Tommy Bartlett are well motivated and rather happy with their jobs.

### **6.2.2 Outer motivational factors**

Outer motivational factors include factors that do not originate from the employee himself and are undependable of the employee, but can still affect the employee motivation. These factors can be, for example managers 'or colleagues' actions and behavior at work.

The next figure 16 introduces the answers for the statements concerning outer motivational factors.

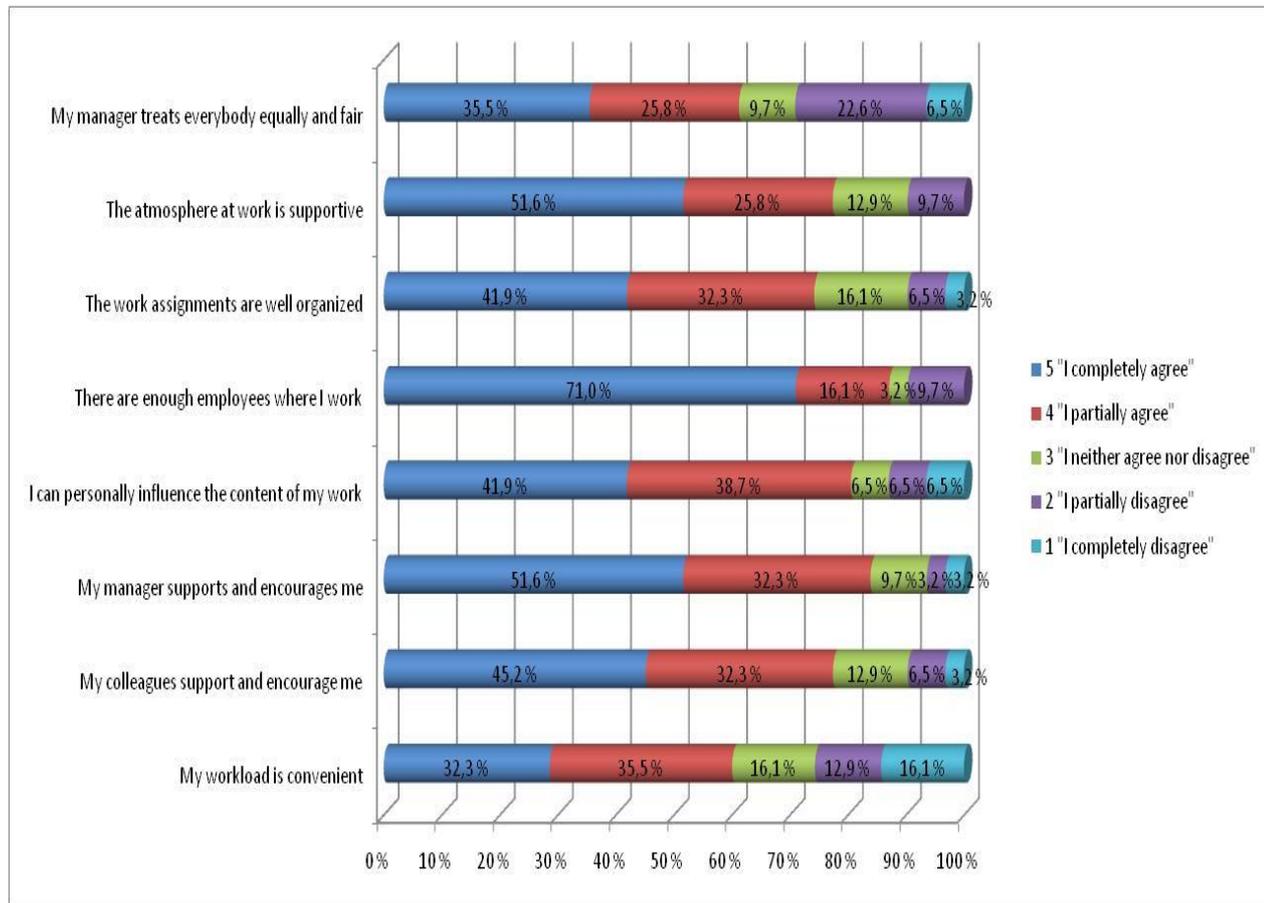


Figure 16: Statements concerning outer motivational factors (n=31)

### Colleagues' support

A total of 45.2% of the respondents completely agree and 32.3% partially agree that their colleagues support and encourage them. If genders are compared using crosstabs it can be determined that 82.6% of the female respondents and 62.5% of the male respondents either completely or partially agree that their colleagues support and encourage them. The female respondents feel more supported and encouraged by their colleagues than the male respondents.

### Managers' support

Altogether 51.6% of the respondents completely agree and 32.3% partially agree that their manager supports and encourages them. Overall the employees feel more supported and encouraged by their manager than by their colleagues. If the genders are compared using crosstabs, it can be seen that 87% of the female respondents and 75% of the male respondents either completely or partially agree that their manager sup-

ports and encourages them. The female respondents feel a little more supported and encouraged by their manager than the male respondents.

#### *Own influence on the content of the work*

In all 51.6% of the respondents completely and 38.7% partially agree that they can personally influence the content of their work. Crosstabs can be used in order to find differences in different places of employment. The least personal influence of all the places of employment has snack bar. Altogether 75% of the snack bar employees either completely or partially disagreed that they can personally influence the content of their work. The most personal influence in the content of their work have the exploratory and the maintenance and operations employees. Both 100% either completely or partially agreed. Also ticket sellers feel that they can influence the content of their work, 91.1% either completely or partially agreed.

#### *Sufficiency of the employees*

A total of 71% of the respondents completely agree and 16.1% partially agree that there are enough employees where they work. It can be determined that the amount of the employees is sufficient throughout the company. If the differences between different places of employment are examined using crosstabs, it can be seen that the office employees, the pro shop employees and the ticket sellers 100% completely agree that the amount of work force is sufficient. At the snack bar 100% and at the maintenance and operations 85.7% of the respondents either completely or partially agree. The water skiers 100% partially disagree, but there was only one respondent. At the exploratory 40% of the respondents partially disagree that there are enough employees. It can be said there are enough employees in most places of employment but possibly increasing the amount of employees at the exploratory and water skiers might be necessary.

41.9% of the respondents completely agree and 32.3% partially agree that the work assignments are well organized. If different nationalities are compared using crosstabs, it can be seen that the female respondents have more variety in their answers and have also some completely and partially disagree answers (total 13%) but also more completely and partially agree answers (78.3%) vs. the male respondents (62.5%), whereas the male respondents answered more often “Neither agree nor disagree” (37.5%). In

general the female respondents seem like thinking that the work assignments are better organized than the male respondents.

#### Work atmosphere

In all 51.6% of the respondents completely agree and 25.8% partially agree that the atmosphere at work is supportive. Nobody completely disagrees which indicates that the atmosphere should be mostly supportive. Different age groups were examined using crosstabs and age group 20-24-year-olds have the most difficulties with the atmosphere, 15% partially disagree. No other age group has any disagreeing answers at all and in the age group under 20-year-olds 100% of the respondents completely agree that the work atmosphere is supportive.

#### Equity and fairness

A total of 35.5% of the respondents completely agree and 25.8% partially agree that their manager treats everybody equally and fair. However, there is some dispersion in the answers because 22.6% partially disagree and 6.5% completely disagree. Differences in different places of employment were examined using crosstabs and it could be determined that the most problems with manager treating everybody equally and fair is at the snack bar where 75% either completely or partially disagree. Also water skiers 100% completely disagree, but because only one of them answered it's not fully reliable. Some issues may be also at the exploratory where 40% partially disagreed and at the maintenance and operations where 28.6% partially disagreed but all the respondents from other places of employment seem not to have problems with this.

### **6.3 Factors affecting work motivation**

In the next part of the research, the answerers rated various factors affecting their work motivation on a scale from 1-5, 1 meaning not important at all, 2 not very important, 3 quite important, 4 important and 5 extremely important.

The importance of the factors affecting the work motivation of the employees of Tommy Bartlett, Inc. is introduced in the following figure 17.

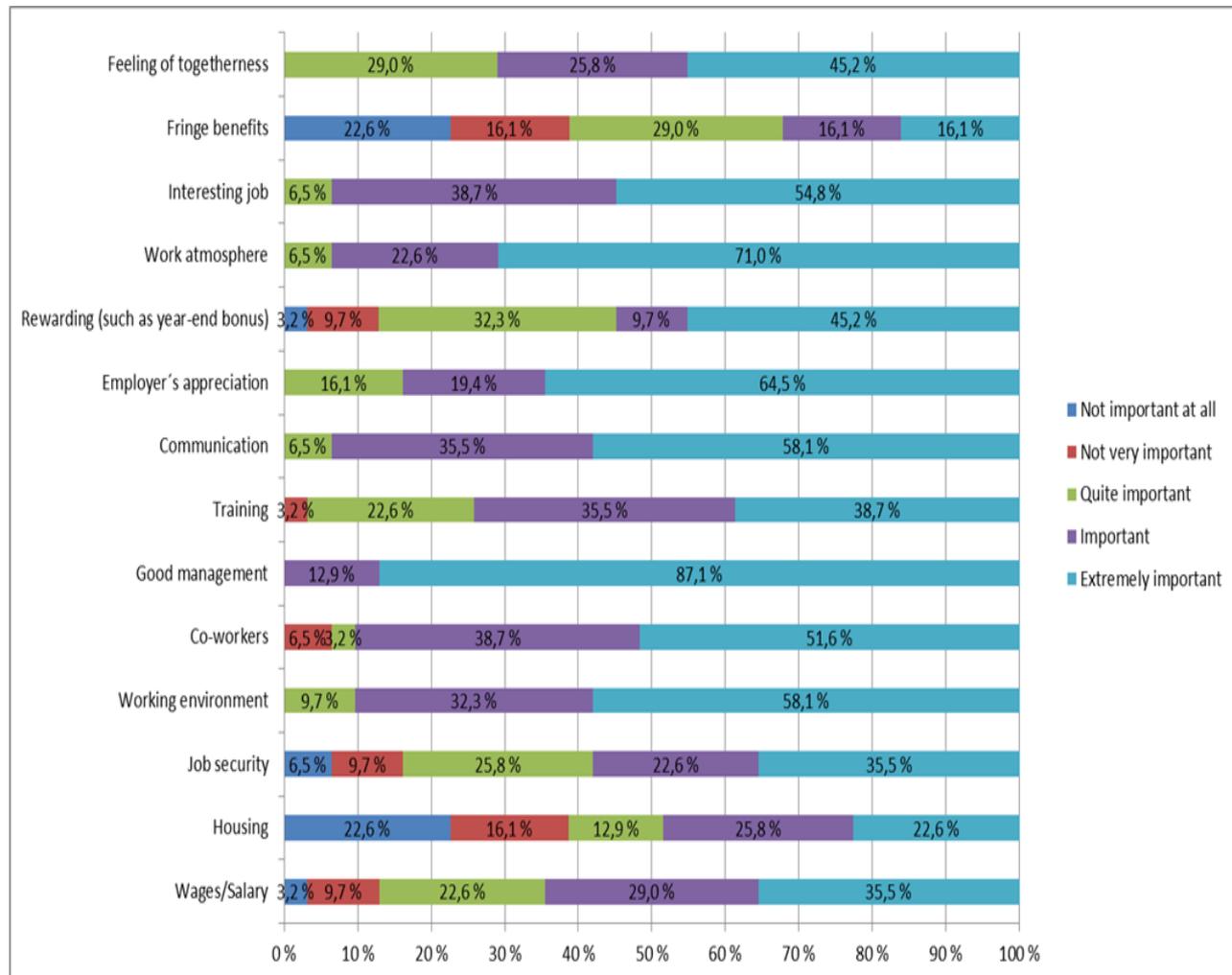


Figure 17: Factors affecting work motivation (n=31)

The most important factors seem to be good management; all the respondents considered it either extremely important (87.1%) or important (12.9%); and work atmosphere; the respondents considered it extremely important (71%), important (22.6%) or quite important (6.5%). The least important factors seem to be fringe benefits; 22.6% of the respondents considered it not important at all and 16.1% not very important; and housing; 22.6% considered it not important at all and 16.1% not very important.

A closer examination which is presented in table 3 reveals the ranking of the motivational factors and the average value of them, 1 being “not important at all” and 5 “extremely important”.

Table 3: Ranking of factors affecting work motivation

Ranking	Factor	Average value
1	Good management	4.87
2	Work atmosphere	4.65
3	Employer’s appreciation	4.61
4	Communication	4.52
5	Interesting job	4.48
5	Working environment	4.48
6	Training	4.42
7	Co-workers	4.35
8	Feeling of togetherness	4.16
9	Wages/Salary	3.84
9	Rewarding (such as year-end bonus)	3.84
10	Job security	3.71
11	Housing	3.01
12	Fringe benefits	2.87

It can be seen in table 2 that good management is ranked number one motivational factor among the employees at Tommy Bartlett, Inc with an average value of 4.87 followed by work atmosphere. The least important motivational factor is fringe benefits with an average value of 2.87 followed by housing. Housing is a factor that is important to those who need it, but to those who don’t need company housing, don’t consider it important motivational factor. The following factors affect employees motivation the most; good management, work atmosphere, employer’s appreciation, communication, interesting job and working environment. Also training, co-workers and feeling of togetherness are considered important motivational factors. Surprisingly, the financial subjects, such as wages/salary or rewarding don’t seem to affect the work motivation nearly as much as the factors mentioned above.

## **6.4 Open questions and improvement suggestions**

The last part of the questionnaire consisted of open questions where the respondents could evaluate three factors improving their work motivation at the moment and three factors decreasing their work motivation at the moment. They could also give some improvement suggestions, if applicable. These open answers are discussed in this section.

### **6.4.1 Factors improving the work motivation**

In the answers the meaning of co-workers as a major factor improving the work motivation is emphasized. Almost all the answers included co-workers as a factor improving the work motivation. It tells that the work atmosphere and the feeling of togetherness should be good at Tommy Bartlett, Inc. and the employees enjoy working together.

Financial subjects, such as wages/salary, end of year bonuses and tips are mentioned in the major part of the answers, which tells that money improves the work motivation and without being paid, the employees wouldn't be as motivated to work as now. These can be considered the hygiene factors. Managers and employer are mentioned in many answers as factors improving work motivation. That indicates that many employees consider managers and employer supportive.

Free time and company parties are also mentioned often. It tells that out of work time is important factor improving work motivation and employer's effort organizing i.e. parties is greatly appreciated and recognized. Season coming to its end is also a factor improving work motivation for some of the respondents.

### **6.4.2 Factors decreasing the work motivation**

The major factors decreasing work motivation at Tommy Bartlett, Inc are, according to the results of the open questions, amount of pay, long working hours, difficult customers, bad management and not being treated fairly and equally by managers, stress and

tiredness. These all factors are related to each other and improving one would help improving the others too.

Also co-workers have been mentioned many times as a factor decreasing work motivation. It can be determined that even though major part of the employees consider co-workers as a factor improving work motivation, there are some that feel that their co-workers are decreasing their work motivation. The weather has been mentioned often too, if it is too hot or too cold it decreases work motivation.

Because the research was conducted in August when season was coming to its end, many of the respondents had their minds already in other things, like school, and that decreased work motivation.

### **6.4.3 Improvement suggestions**

Delightfully many of the respondents gave some improvement suggestions and testimonials. Because the research was anonymous, everybody could say what they had to say without being recognized.

Almost all of the respondents mentioned that a pay raise would improve their work motivation, because they feel like they are underpaid and thus have to overwork and get tired. It was suggested that dangerous things should be fixed in order to create a safer working environment.

Management training and supervising for the managers was suggested that they would know better what they are doing and know better how to lead and encourage people to give their best at work. Also more encouragement and support from the co-workers and arranging more versatile work assignments was hoped for. Managers should appreciate their employees more and give more recognition to the employees.

The company parties and the general atmosphere at Tommy Bartlett, Inc. were thanked and it was said that these are the main reasons why many employees keep working at Bartlett's year after year.

## 7 Discussion and Conclusions

The aim of this thesis was to determine how motivated employees are at work at Tommy Bartlett, Inc., what are the main factors affecting the work motivation and is there something that should be done in order to improve employee motivation. Some answers to these questions were found on a survey conducted in summer 2011. According to this research employees at Tommy Bartlett, Inc. appear to have a relatively good work motivation, according to this research. However, some improvements and changes could be done in order to improve the work motivation and thus the productivity.

In the theoretical part of the thesis several motivation models and employee motivation theories were introduced and different factors affecting work motivation and their significance were discussed. There are two different types of motivation factors, inner and outer. Inner motivation factors consist of things that motivate people intrinsically, meaning that these factors improve the motivation by themselves without any other reward, such as interesting work and outer motivational factors come from outside undependable from the employee himself, such as employer's and co-workers' support and wages. Both of these factors have an important role when defining work motivation.

Also certain requirements have to be met before some other factors begin to improve work motivation. For example, even if you have an interesting and challenging job and you don't get paid, supervision is poor or the work atmosphere is terrible, your work motivation is not good. That's why it is vital that all sectors are covered and basic needs are not neglected.

Money is not even nearly the most important factor affecting work motivation, proved right both in this thesis and previous researches. This research shows that the employees don't always feel like they are paid enough compared to the effort they give; a raise in pay would increase the work motivation. Even when it doesn't seem like money is the most important factor affecting the work motivation, without being paid at all the

employees wouldn't as productive as now. Most part of the employees don't think that they could be promoted in the future, but that doesn't affect significantly on their work motivation. The reason for this is presumably the seasonal nature of this particular work.

Interesting job is a key factor on work motivation. A major part of the employees at Tommy Bartlett find their job interesting, so they feel motivated to work, because interesting job was ranked quite high in factors affecting work motivation. The most interesting job, according to the respondents, is maintenance and operations and the least interesting snack bar. Maybe some improvements in work assignment design could be accomplished in order to make work more interesting at the snack bar too. The job is considered to be secure and the working environment good in all the departments and over 70% from all the age groups feel that their job is improving them. This indicates that the employees feel safe and necessary at work and that they get something to themselves too by working there.

Versatile work assignments help retaining work motivation, so the work doesn't get boring. Male respondents think that their work assignments are versatile but over 40% of female respondents would like to get more versatile work assignments. It could be solved for example by work rotation. Consequently everybody could try more versatile work assignments. Almost all the employees are given own responsibilities at work, which is good and keeps work motivation high.

Physically difficult and tedious job can be a high risk for deteriorated work motivation if the work ergonomics is not considered properly. Mentally difficult and tedious job can cause employees to get tired of their job and not enjoying it anymore which is of course not a very likely thing to improve work motivation. The most physically difficult and tedious jobs are water skiing, maintenance and operations and exploratory. This result was predictable, because the water skiers do the most physical job and next come operations and maintenance and exploratory. The most mentally difficult and tedious job have ticket sellers and maintenance and operations. Over third of the respondents feel that their job is mentally difficult and tedious, so maybe something

should be done in order to decrease the mental strain and improve the productivity. Maybe it would be good if communication between managers and employees would work even better and the employees wouldn't feel like being alone in their jobs so that could decrease the mental strain somewhat.

Stress can decrease work motivation significantly. At Tommy Bartlett job doesn't seem to cause a lot of stress to the employees, but it appears that if the average weekly working hours exceed 50, it increases the stress level. Keeping the working hours under 50 weekly, would improve the work motivation. Colleagues and managers support and encourage employees, female respondents more than male, according to the research. However, some issues with some of the managers emerged during the research, but that didn't concern all the managers in all the departments.

It is important that employees feel that they have some authority concerning their job. This research reveals that employees can personally affect the content of their work, at the exploratory and in the maintenance and operations the most. Snack bar seems to be an exception, the employees don't feel like having hardly any influence in the content of their work. Most departments have enough employees but increase in the number of employees might be necessary at the exploratory and among the water skiers.

Well organized work assignments and good work atmosphere can have a great influence on work motivation. The work assignments seem to be well organized throughout the company. In general, the atmosphere at work is supportive and encouraging. However, some employees would like to develop even more supportive and encouraging atmosphere. Managers in different departments should pay attention to treat everybody equally and fair, because here people have quite a lot of problems. Especially the snack bar employees are not happy with the situation and also the exploratory and the maintenance and operations seem to have some sort of issue, but not as bad as at the snack bar.

According to this research, the most important factor affecting the work motivation is good management and a significant part of the respondents would like to develop and improve leading and social skills of the managers. Some kind of management training for the managers could be necessary if the work motivation want to be sustained and improved, because this was the number one issue in many departments.

Other important factors affecting the work motivation, such as work atmosphere, employer's appreciation, interesting job and work environment seem to be in order and good. Communication, however, needs to improved, but that has a strong connection with good management, so if the managers are trained, communication should improve automatically too. Company parties and the general atmosphere at Tommy Bartlett, Inc. are strong factors improving the work motivation among the employees and make them feel appreciated. These parties can be defined as a reward for hard work as a matter of employee motivation theories.

Most of the factors affecting employee motivation at Tommy Bartlett, Inc. are under control and even excellent, like work atmosphere, employer's appreciation and interesting job. Employees are motivated to work and productive. However, some training for the managers should be offered in order to improve their management skills if better work motivation is wanted to be accomplished. Snack bar seems to be the least motivated department in many ways, some improvement in work atmosphere, versatility in work assignments and management should be implemented in order to improve employee motivation and accomplish at least the same good level as in the other departments.

Keeping the working hours under 50 weekly, would decrease stress and thus improve work motivation. Pay raise would motivate people to try even harder, but it's not a threshold, so even without it people can reach a good work motivation if other factors are obtained.

Future target of research could be for example department management and its development at Tommy Bartlett, Inc. which seem to have some sort of demand.

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## The assessment of employee motivation at Tommy Bartlett, Inc

This questionnaire is part of a research studying the state of employee motivation at Tommy Bartlett, Inc and the factors affecting it. The research is conducted as a bachelor's thesis for HAAGA-HELIA University of Applied Sciences, in Porvoo, Finland. Thank you very much for responding! Please answer all the questions.

### Part I: Background information

*Please circle the appropriate answer*

1. Gender                      A Male                      B Female
2. Age                              A Under 20              B 20-24              C 25-29              D 30 or over

3. Place of employment

- A Exploratory    B Office    C Snack Bar  
D Operations and Maintenance    E Pro Shop (General Store)  
F Water Skier/ Other performer    G Ticket seller

4. How many years have you been working for Tommy Bartlett, Inc ?

- A First year    B Second year    C Third year    D Fourth year    E Fifth year or more

5. Nationality    A American    B Finnish    C Other:  
what \_\_\_\_\_

6. Your average weekly working hours

- A less than 30 hours    B 30-35 hours    C 35-40 hours    D 40-45 hours  
E 45-50 hours    F More than 50 hours

7. Do you work year round?                      A Yes                      B No

## Part II: Statements concerning working

Read the following statements and circle one appropriate alternative for each statement according how suitable is it for your work at Tommy Bartlett, Inc. , 1 meaning "I completely disagree", 2 meaning "I partially disagree", 3 meaning "I neither agree nor disagree", 4 meaning "I partially agree" and 5 meaning "I completely agree".

	I completely agree	I partially agree	I neither agree nor disagree	I partially disagree	I completely disagree
"I'm paid enough in my job"	5	4	3	2	1
" I have a possibility to be promoted in the future"	5	4	3	2	1
" I find my job interesting"	5	4	3	2	1
"My job is secure"	5	4	3	2	1
" The working environment is good"	5	4	3	2	1
" My job is improving me"	5	4	3	2	1
" My work assignments are versatile"	5	4	3	2	1

"I'm given own responsibilities at work"	5	4	3	2	1
" My job is physically difficult and tedious"	5	4	3	2	1
"My job is mentally difficult and tedious"	5	4	3	2	1
"My job causes me a lot of stress"	5	4	3	2	1
" My workload is convenient"	5	4	3	2	1
" My colleagues support and engourage me"	5	4	3	2	1
" My manager supports and engourages me"	5	4	3	2	1
" I can personally influence the content of my work"	5	4	3	2	1
" There are enough employees where I work"	5	4	3	2	1
" I can really trust people"	5	4	3	2	1

" The work assignments are well organized"	5	4	3	2	1
" The atmosphere at work is supportive"	5	4	3	2	1
" My manager treats everybody equally and fair"	5	4	3	2	1

### Part III: Factors affecting work motivation

*Rate each the following factors considering how important they are for your work motivation and your motivation to work your best. Circle one appropriate alternative for each factor, 1 meaning not important at all, 2 not very important, 3 quite important, 4 important and 5 extremely important.*

	Extremely important	Important	Quite important	Not very important	Not important at all
Wages/ Salary	5	4	3	2	1
Housing	5	4	3	2	1
Job security	5	4	3	2	1
Working environment	5	4	3	2	1
Co-workers	5	4	3	2	1
Good management	5	4	3	2	1
Training	5	4	3	2	1
Communication	5	4	3	2	1
Employer's appreciation	5	4	3	2	1
Rewarding ( such as year-end bonus)	5	4	3	2	1
Work atmosphere	5	4	3	2	1
Interesting job	5	4	3	2	1
Fringe benefits	5	4	3	2	1
Feeling of togetherness	5	4	3	2	1

Part IV: Factors affecting your work motivation at the moment

Name three factors improving your work motivation at the moment

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Name three factors decreasing your work motivation at the moment

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

If you any improvement suggestions, please describe here:

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*Thank you very much for your co-operation!*

Appendix 2: SPSS-  
tables and Crosstabs

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	23	74,2	74,2	74,2
	Male	8	25,8	25,8	100,0
	Total	31	100,0	100,0	

**Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-20	5	16,1	16,1	16,1
	20-24	20	64,5	64,5	80,6
	25-29	3	9,7	9,7	90,3
	30-99	3	9,7	9,7	100,0
	Total	31	100,0	100,0	

**Place of employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Exploratory	5	16,1	16,1	16,1
	Office	2	6,5	6,5	22,6
	Snack Bar	4	12,9	12,9	35,5
	Operations and Maintanance	7	22,6	22,6	58,1
	Pro Shop	1	3,2	3,2	61,3
	Water Skier/ Other Performer	1	3,2	3,2	64,5
	Ticket Seller	11	35,5	35,5	100,0
	Total	31	100,0	100,0	

**Working years for Tommy Bartlett Inc.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year	11	35,5	35,5	35,5
	2 years	8	25,8	25,8	61,3
	3 years	6	19,4	19,4	80,6
	4 years	1	3,2	3,2	83,9
	5 years or more	5	16,1	16,1	100,0
	Total	31	100,0	100,0	

**Nationality**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American	22	71,0	71,0	71,0
	Finnish	9	29,0	29,0	100,0
	Total	31	100,0	100,0	

**Average weekly working hours**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-30	1	3,2	3,2	3,2
	35-40	8	25,8	25,8	29,0
	40-45	5	16,1	16,1	45,2
	45-50	6	19,4	19,4	64,5
	>50	11	35,5	35,5	100,0
	Total	31	100,0	100,0	

**Year-round employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	2	6,5	6,5	6,5
	No	29	93,5	93,5	100,0
	Total	31	100,0	100,0	

**" I'm paid enough in my job" \* Gender Crosstabulation**

			Gender		Total
			Female	Male	
" I'm paid enough in my job"	I completely disagree	Count	3	1	4
		% within " I'm paid enough in my job"	75,0%	25,0%	100,0%
		% within Gender	13,0%	12,5%	12,9%
	I partially disagree	Count	8	3	11
		% within " I'm paid enough in my job"	72,7%	27,3%	100,0%
		% within Gender	34,8%	37,5%	35,5%
	I neither agree nor disagree	Count	4	0	4
		% within " I'm paid enough in my job"	100,0%	,0%	100,0%
		% within Gender	17,4%	,0%	12,9%
	I partially agree	Count	5	3	8
		% within " I'm paid enough in my job"	62,5%	37,5%	100,0%
		% within Gender	21,7%	37,5%	25,8%
	I completely agree	Count	3	1	4
		% within " I'm paid enough in my job"	75,0%	25,0%	100,0%
		% within Gender	13,0%	12,5%	12,9%
Total	Count	23	8	31	
	% within " I'm paid enough in my job"	74,2%	25,8%	100,0%	
	% within Gender	100,0%	100,0%	100,0%	

**"I have a possibility to be promoted in the future" \* Age Crosstabulation**

		Age				Total
		0-20	20-24	25-29	30-99	
I completely disagree	Count	0	3	0	0	3
	% within "I have a possibility to be promoted in the future"	,0%	100,0%	,0%	,0%	100,0%
	% within Age	,0%	15,0%	,0%	,0%	9,7%
	% of Total	,0%	9,7%	,0%	,0%	9,7%
I partially disagree	Count	0	1	0	0	1
	% within "I have a possibility to be promoted in the future"	,0%	100,0%	,0%	,0%	100,0%
	% within Age	,0%	5,0%	,0%	,0%	3,2%
	% of Total	,0%	3,2%	,0%	,0%	3,2%
I neither agree nor disagree	Count	3	5	3	3	14
	% within "I have a possibility to be promoted in the future"	21,4%	35,7%	21,4%	21,4%	100,0%
	% within Age	60,0%	25,0%	100,0%	100,0%	45,2%
	% of Total	9,7%	16,1%	9,7%	9,7%	45,2%
I partially agree	Count	2	10	0	0	12
	% within "I have a possibility to be promoted in the future"	16,7%	83,3%	,0%	,0%	100,0%
	% within Age	40,0%	50,0%	,0%	,0%	38,7%
	% of Total	6,5%	32,3%	,0%	,0%	38,7%
I completely agree	Count	0	1	0	0	1
	% within "I have a possibility to be promoted in the future"	,0%	100,0%	,0%	,0%	100,0%
	% within Age	,0%	5,0%	,0%	,0%	3,2%
	% of Total	,0%	3,2%	,0%	,0%	3,2%
Count		5	20	3	3	31

**"My job is improving me" \* Place of employment Crosstabulation**

			Place of employment						Total		
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer		Ticket Seller	
"My job is improving me"	I completely disagree	Count	0	0	1	0	0	0	0	1	
		% within "My job is improving me"	0,00 %	0,00 %	100,00 %	0,00 %	0,00 %	0,00 %	0,00 %	0,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	25,00 %	0,00 %	0,00 %	0,00 %	0,00 %	0,00 %	3,20 %
		% of Total	0,00 %	0,00 %	3,20 %	0,00 %	0,00 %	0,00 %	0,00 %	3,20 %	
	I partially disagree	Count	0	0	2	1	0	0	1	4	
		% within "My job is improving me"	0,00 %	0,00 %	50,00 %	25,00 %	0,00 %	0,00 %	0,00 %	25,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	50,00 %	14,30 %	0,00 %	0,00 %	0,00 %	9,10 %	12,90 %
		% of Total	0,00 %	0,00 %	6,50 %	3,20 %	0,00 %	0,00 %	3,20 %	12,90 %	
	I neither agree nor disagree	Count	0	0	0	1	0	0	0	1	
		% within "My job is improving me"	0,00 %	0,00 %	0,00 %	100,00 %	0,00 %	0,00 %	0,00 %	0,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	0,00 %	14,30 %	0,00 %	0,00 %	0,00 %	0,00 %	3,20 %
		% of Total	0,00 %	0,00 %	0,00 %	3,20 %	0,00 %	0,00 %	0,00 %	3,20 %	
	I partially agree	Count	3	0	0	3	1	1	5	13	
		% within "My job is improving me"	23,10 %	0,00 %	0,00 %	23,10 %	7,70 %	7,70 %	38,50 %	100,00 %	
		% within Place of employment	60,00 %	0,00 %	0,00 %	42,90 %	100,00 %	100,00 %	45,50 %	41,90 %	
		% of Total	9,70 %	0,00 %	0,00 %	9,70 %	3,20 %	3,20 %	16,10 %	41,90 %	
	I completely agree	Count	2	2	1	2	0	0	5	12	
		% within "My job is improving me"	16,70 %	16,70 %	8,30 %	16,70 %	0,00 %	0,00 %	41,70 %	100,00 %	
		% within Place of employment	40,00 %	100,00 %	25,00 %	28,60 %	0,00 %	0,00 %	45,50 %	38,70 %	
		% of Total	6,50 %	6,50 %	3,20 %	6,50 %	0,00 %	0,00 %	16,10 %	38,70 %	
Total		Count	5	2	4	7	1	1	11	31	
		% within "My job is improving me"	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	
		% within Place of employment	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	
		% of Total	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	

**"My job is secure" \* Nationality Crosstabulation**

		Nationality		Total
		American	Finnish	
"My job is secure" I completely disagree	Count	1	0	1
	% within "My job is secure"	100,0%	,0%	100,0%
	% within Nationality	4,5%	,0%	3,2%
	% of Total	3,2%	,0%	3,2%
I neither agree nor disagree	Count	3	1	4
	% within "My job is secure"	75,0%	25,0%	100,0%
	% within Nationality	13,6%	11,1%	12,9%
	% of Total	9,7%	3,2%	12,9%
I partially agree	Count	1	6	7
	% within "My job is secure"	14,3%	85,7%	100,0%
	% within Nationality	4,5%	66,7%	22,6%
	% of Total	3,2%	19,4%	22,6%
I completely agree	Count	17	2	19
	% within "My job is secure"	89,5%	10,5%	100,0%
	% within Nationality	77,3%	22,2%	61,3%
	% of Total	54,8%	6,5%	61,3%
Total	Count	22	9	31
	% within "My job is secure"	71,0%	29,0%	100,0%
	% within Nationality	100,0%	100,0%	100,0%
	% of Total	71,0%	29,0%	100,0%

**"The working environment is good" \* Year-round employment Crosstabulation**

		Year-round employment		Total	
		Yes	No		
"The working environment is good"	I partially disagree	Count	0	4	4
		% within "The working environment is good"	,0%	100,0%	100,0%
		% within Year-round employment	,0%	13,8%	12,9%
		% of Total	,0%	12,9%	12,9%
I neither agree nor disagree	I neither agree nor disagree	Count	0	1	1
		% within "The working environment is good"	,0%	100,0%	100,0%
		% within Year-round employment	,0%	3,4%	3,2%
		% of Total	,0%	3,2%	3,2%
I partially agree	I partially agree	Count	1	9	10
		% within "The working environment is good"	10,0%	90,0%	100,0%
		% within Year-round employment	50,0%	31,0%	32,3%
		% of Total	3,2%	29,0%	32,3%
I completely agree	I completely agree	Count	1	15	16
		% within "The working environment is good"	6,3%	93,8%	100,0%
		% within Year-round employment	50,0%	51,7%	51,6%
		% of Total	3,2%	48,4%	51,6%
Total	Total	Count	2	29	31
		% within "The working environment is good"	6,5%	93,5%	100,0%
		% within Year-round employment	100,0%	100,0%	100,0%
		% of Total	6,5%	93,5%	100,0%

**"My job is improving me" \* Working years for Tommy Bartlett Inc. Crosstabulation**

			Working years for Tommy Bartlett Inc.					Total
			1 year	2 years	3 years	4 years	5 years or more	
"My job is improving me"	I completely disagree	Count	1	0	0	0	0	1
		% within "My job is improving me"	100,0%	,0%	,0%	,0%	,0%	100,0%
		% within Working years for Tommy Bartlett Inc.	9,1%	,0%	,0%	,0%	,0%	3,2%
		% of Total	3,2%	,0%	,0%	,0%	,0%	3,2%
	I partially disagree	Count	2	1	1	0	0	4
		% within "My job is improving me"	50,0%	25,0%	25,0%	,0%	,0%	100,0%
		% within Working years for Tommy Bartlett Inc.	18,2%	12,5%	16,7%	,0%	,0%	12,9%
		% of Total	6,5%	3,2%	3,2%	,0%	,0%	12,9%
	I neither agree nor disagree	Count	0	1	0	0	0	1
		% within "My job is improving me"	,0%	100,0%	,0%	,0%	,0%	100,0%
		% within Working years for Tommy Bartlett Inc.	,0%	12,5%	,0%	,0%	,0%	3,2%
		% of Total	,0%	3,2%	,0%	,0%	,0%	3,2%
I partially agree	Count	4	4	3	1	1	13	
	% within "My job is improving me"	30,8%	30,8%	23,1%	7,7%	7,7%	100,0%	
	% within Working years for Tommy Bartlett Inc.	36,4%	50,0%	50,0%	100,0%	20,0%	41,9%	
	% of Total	12,9%	12,9%	9,7%	3,2%	3,2%	41,9%	
I completely agree	Count	4	2	2	0	4	12	
	% within "My job is improving me"	33,3%	16,7%	16,7%	,0%	33,3%	100,0%	
	% within Working years for Tommy Bartlett Inc.	36,4%	25,0%	33,3%	,0%	80,0%	38,7%	
	% of Total	12,9%	6,5%	6,5%	,0%	12,9%	38,7%	
Total	Count	11	8	6	1	5	31	
	% within "My job is improving me"	35,5%	25,8%	19,4%	3,2%	16,1%	100,0%	
	% within Working years for Tommy Bartlett Inc.	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	35,5%	25,8%	19,4%	3,2%	16,1%	100,0%	

**"My work assignments are versatile" \* Gender Crosstabulation**

			Gender		Total
			Female	Male	
"My work assignments are versatile"	I completely disagree	Count	3	0	3
		% within "My work assignments are versatile"	100,0%	,0%	100,0%
		% within Gender	13,0%	,0%	9,7%
		% of Total	9,7%	,0%	9,7%
	I partially disagree	Count	4	0	4
		% within "My work assignments are versatile"	100,0%	,0%	100,0%
		% within Gender	17,4%	,0%	12,9%
		% of Total	12,9%	,0%	12,9%
	I neither agree nor disagree	Count	3	1	4
		% within "My work assignments are versatile"	75,0%	25,0%	100,0%
		% within Gender	13,0%	12,5%	12,9%
		% of Total	9,7%	3,2%	12,9%
	I partially agree	Count	5	4	9
		% within "My work assignments are versatile"	55,6%	44,4%	100,0%
		% within Gender	21,7%	50,0%	29,0%
		% of Total	16,1%	12,9%	29,0%
I completely agree	Count	8	3	11	
	% within "My work assignments are versatile"	72,7%	27,3%	100,0%	
	% within Gender	34,8%	37,5%	35,5%	
	% of Total	25,8%	9,7%	35,5%	
Total	Count	23	8	31	
	% within "My work assignments are versatile"	74,2%	25,8%	100,0%	
	% within Gender	100,0%	100,0%	100,0%	
	% of Total	74,2%	25,8%	100,0%	

**"I'm given own responsibilities at work" \* Age Crosstabulation**

			Age				Total
			0-20	20-24	25-29	30-99	
"I'm given own responsibilities at work"	I partially disagree	Count	0	3	0	0	3
		% within "I'm given own responsibilities at work"	,0%	100,0%	,0%	,0%	100,0%
		% within Age	,0%	15,0%	,0%	,0%	9,7%
		% of Total	,0%	9,7%	,0%	,0%	9,7%
	I neither agree nor disagree	Count	0	1	0	0	1
		% within "I'm given own responsibilities at work"	,0%	100,0%	,0%	,0%	100,0%
		% within Age	,0%	5,0%	,0%	,0%	3,2%
		% of Total	,0%	3,2%	,0%	,0%	3,2%
	I partially agree	Count	0	8	2	0	10
		% within "I'm given own responsibilities at work"	,0%	80,0%	20,0%	,0%	100,0%
		% within Age	,0%	40,0%	66,7%	,0%	32,3%
		% of Total	,0%	25,8%	6,5%	,0%	32,3%
I completely agree	Count	5	8	1	3	17	
	% within "I'm given own responsibilities at work"	29,4%	47,1%	5,9%	17,6%	100,0%	
	% within Age	100,0%	40,0%	33,3%	100,0%	54,8%	
	% of Total	16,1%	25,8%	3,2%	9,7%	54,8%	
Total	Count	5	20	3	3	31	
	% within "I'm given own responsibilities at work"	16,1%	64,5%	9,7%	9,7%	100,0%	
	% within Age	100,0%	100,0%	100,0%	100,0%	100,0%	
	% of Total	16,1%	64,5%	9,7%	9,7%	100,0%	

**"My job is physically difficult and tedious" \* Place of employment Crosstabulation**

			Place of employment							Total
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer	Ticket Seller	
"My job is physically difficult and tedious"	I completely disagree	Count	2	2	0	0	0	0	4	8
		% within "My job is physically difficult and tedious"	25,00 %	25,00 %	0,00 %	0,00 %	0,00 %	0,00 %	50,00 %	100,00 %
		% within Place of employment	40,00 %	100,00 %	0,00 %	0,00 %	0,00 %	0,00 %	36,40 %	25,80 %
		% of Total	6,50 %	6,50 %	0,00 %	0,00 %	0,00 %	0,00 %	12,90 %	25,80 %
	I partially disagree	Count	1	0	1	2	0	0	6	10
	% within "My job is physically difficult and tedious"	10,00 %	0,00 %	10,00 %	20,00 %	0,00 %	0,00 %	60,00 %	100,00 %	
	% within Place of employment	20,00 %	0,00 %	25,00 %	28,60 %	0,00 %	0,00 %	54,50 %	32,30 %	
	% of Total	3,20 %	0,00 %	3,20 %	6,50 %	0,00 %	0,00 %	19,40 %	32,30 %	
	I neither agree nor disagree	Count	0	0	2	1	1	0	0	4
	% within "My job is physically difficult and tedious"	0,00 %	0,00 %	50,00 %	25,00 %	25,00 %	0,00 %	0,00 %	100,00 %	
	% within Place of employment	0,00 %	0,00 %	50,00 %	14,30 %	100,00 %	0,00 %	0,00 %	12,90 %	
	% of Total	0,00 %	0,00 %	6,50 %	3,20 %	3,20 %	0,00 %	0,00 %	12,90 %	
	I partially agree	Count	2	0	1	2	0	0	1	6
	% within "My job is physically difficult and tedious"	33,30 %	0,00 %	16,70 %	33,30 %	0,00 %	0,00 %	16,70 %	100,00 %	
	% within Place of employment	40,00 %	0,00 %	25,00 %	28,60 %	0,00 %	0,00 %	9,10 %	19,40 %	
	% of Total	6,50 %	0,00 %	3,20 %	6,50 %	0,00 %	0,00 %	3,20 %	19,40 %	
	I completely agree	Count	0	0	0	2	0	1	0	3
	% within "My job is physically difficult and tedious"	0,00 %	0,00 %	0,00 %	66,70 %	0,00 %	33,30 %	0,00 %	100,00 %	
	% within Place of employment	0,00 %	0,00 %	0,00 %	28,60 %	0,00 %	100,00 %	0,00 %	9,70 %	
	% of Total	0,00 %	0,00 %	0,00 %	6,50 %	0,00 %	3,20 %	0,00 %	9,70 %	
<b>Total</b>	Count	5	2	4	7	1	1	11	31	
	% within "My job is physically difficult and tedious"	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	
	% within Place of employment	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	
	% of Total	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	

**"My job is mentally difficult and tedious" \* Place of employment Crosstabulation**

			Place of employment							Total
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer	Ticket Seller	
"My job is mentally difficult and tedious"	I completely disagree	Count	2	0	1	1	0	0	1	5
		% within "My job is mentally difficult and tedious"	40,00 %	0,00 %	20,00 %	20,00 %	0,00 %	0,00 %	20,00 %	100,00 %
		% within Place of employment	40,00 %	0,00 %	25,00 %	14,30 %	0,00 %	0,00 %	9,10 %	16,10 %
		% of Total	6,50 %	0,00 %	3,20 %	3,20 %	0,00 %	0,00 %	3,20 %	16,10 %
I partially disagree		Count	1	0	1	0	0	1	1	4
		% within "My job is mentally difficult and tedious"	25,00 %	0,00 %	25,00 %	0,00 %	0,00 %	25,00 %	25,00 %	100,00 %
		% within Place of employment	20,00 %	0,00 %	25,00 %	0,00 %	0,00 %	100,00 %	9,10 %	12,90 %
		% of Total	3,20 %	0,00 %	3,20 %	0,00 %	0,00 %	3,20 %	3,20 %	12,90 %
I neither agree nor disagree		Count	1	1	1	2	1	0	2	8
		% within "My job is mentally difficult and tedious"	12,50 %	12,50 %	12,50 %	25,00 %	12,50 %	0,00 %	25,00 %	100,00 %
		% within Place of employment	20,00 %	50,00 %	25,00 %	28,60 %	100,00 %	0,00 %	18,20 %	25,80 %
		% of Total	3,20 %	3,20 %	3,20 %	6,50 %	3,20 %	0,00 %	6,50 %	25,80 %
I partially agree		Count	1	1	1	3	0	0	4	10
		% within "My job is mentally difficult and tedious"	10,00 %	10,00 %	10,00 %	30,00 %	0,00 %	0,00 %	40,00 %	100,00 %
		% within Place of employment	20,00 %	50,00 %	25,00 %	42,90 %	0,00 %	0,00 %	36,40 %	32,30 %
		% of Total	3,20 %	3,20 %	3,20 %	9,70 %	0,00 %	0,00 %	12,90 %	32,30 %
I completely agree		Count	0	0	0	1	0	0	3	4
		% within "My job is mentally difficult and tedious"	0,00 %	0,00 %	0,00 %	25,00 %	0,00 %	0,00 %	75,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	0,00 %	14,30 %	0,00 %	0,00 %	27,30 %	12,90 %
		% of Total	0,00 %	0,00 %	0,00 %	3,20 %	0,00 %	0,00 %	9,70 %	12,90 %
Total		Count	5	2	4	7	1	1	11	31
		% within "My job is mentally difficult and tedious"	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %
		% within Place of employment	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %
		% of Total	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %

		"My job causes me a lot of stress"*Average weekly working hours crosstabulation						
		Average weekly working hours					Total	
		0-30	35-40	40-45	45-50	>50		
"My job causes me a lot of stress"	I completely disagree	Count	0	3	1	2	3	9
		% within "My job causes me a lot of stress"	0,00 %	33,30 %	11,10 %	22,20 %	33,30 %	100,00 %
		% within Average weekly working hours	0,00 %	37,50 %	20,00 %	33,30 %	27,30 %	29,00 %
		% of Total	0,00 %	9,70 %	3,20 %	6,50 %	9,70 %	29,00 %
I partially disagree	Count	1	2	2	2	3	10	
	% within "My job causes me a lot of stress"	10,00 %	20,00 %	20,00 %	20,00 %	30,00 %	100,00 %	
	% within Average weekly working hours	100,00 %	25,00 %	40,00 %	33,30 %	27,30 %	32,30 %	
	% of Total	3,20 %	6,50 %	6,50 %	6,50 %	9,70 %	32,30 %	
I neither agree nor disagree	Count	0	1	0	1	3	5	
	% within "My job causes me a lot of stress"	0,00 %	20,00 %	0,00 %	20,00 %	60,00 %	100,00 %	
	% within Average weekly working hours	0,00 %	12,50 %	0,00 %	16,70 %	27,30 %	16,10 %	
	% of Total	0,00 %	3,20 %	0,00 %	3,20 %	9,70 %	16,10 %	
I partially agree	Count	0	1	2	1	0	4	
	% within "My job causes me a lot of stress"	0,00 %	25,00 %	50,00 %	25,00 %	0,00 %	100,00 %	
	% within Average weekly working hours	0,00 %	12,50 %	40,00 %	16,70 %	0,00 %	12,90 %	
	% of Total	0,00 %	3,20 %	6,50 %	3,20 %	0,00 %	12,90 %	
I completely agree	Count	0	1	0	0	2	3	
	% within "My job causes me a lot of stress"	0,00 %	33,30 %	0,00 %	0,00 %	66,70 %	100,00 %	
	% within Average weekly working hours	0,00 %	12,50 %	0,00 %	0,00 %	18,20 %	9,70 %	
	% of Total	0,00 %	3,20 %	0,00 %	0,00 %	6,50 %	9,70 %	
Total	Count	1	8	5	6	11	31	
	% within "My job causes me a lot of stress"	3,20 %	25,80 %	16,10 %	19,40 %	35,50 %	100,00 %	
	% within Average weekly working hours	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	
	% of Total	3,20 %	25,80 %	16,10 %	19,40 %	35,50 %	100,00 %	

**"My colleagues support and encourage me" \* Gender Crosstabulation**

			Gender		Total
			Female	Male	
"My colleagues support and encourage me"	I completely disagree	Count	1	0	1
		% within "My colleagues support and encourage me"	100,0%	,0%	100,0%
		% within Gender	4,3%	,0%	3,2%
		% of Total	3,2%	,0%	3,2%
	I partially disagree	Count	1	1	2
		% within "My colleagues support and encourage me"	50,0%	50,0%	100,0%
		% within Gender	4,3%	12,5%	6,5%
		% of Total	3,2%	3,2%	6,5%
	I neither agree nor disagree	Count	2	2	4
		% within "My colleagues support and encourage me"	50,0%	50,0%	100,0%
		% within Gender	8,7%	25,0%	12,9%
		% of Total	6,5%	6,5%	12,9%
	I partially agree	Count	7	3	10
		% within "My colleagues support and encourage me"	70,0%	30,0%	100,0%
		% within Gender	30,4%	37,5%	32,3%
		% of Total	22,6%	9,7%	32,3%
I completely agree	Count	12	2	14	
	% within "My colleagues support and encourage me"	85,7%	14,3%	100,0%	
	% within Gender	52,2%	25,0%	45,2%	
	% of Total	38,7%	6,5%	45,2%	
Total	Count	23	8	31	
	% within "My colleagues support and encourage me"	74,2%	25,8%	100,0%	
	% within Gender	100,0%	100,0%	100,0%	
	% of Total	74,2%	25,8%	100,0%	

**"My manager supports and encourages me" \* Gender Crosstabulation**

			Gender		Total
			Female	Male	
"My manager supports and encourages me"	I completely disagree	Count	0	1	1
		% within "My manager supports and encourages me"	,0%	100,0%	100,0%
		% within Gender	,0%	12,5%	3,2%
		% of Total	,0%	3,2%	3,2%
	I partially disagree	Count	1	0	1
		% within "My manager supports and encourages me"	100,0%	,0%	100,0%
		% within Gender	4,3%	,0%	3,2%
		% of Total	3,2%	,0%	3,2%
	I neither agree nor disagree	Count	2	1	3
		% within "My manager supports and encourages me"	66,7%	33,3%	100,0%
		% within Gender	8,7%	12,5%	9,7%
		% of Total	6,5%	3,2%	9,7%
	I partially agree	Count	6	4	10
		% within "My manager supports and encourages me"	60,0%	40,0%	100,0%
		% within Gender	26,1%	50,0%	32,3%
		% of Total	19,4%	12,9%	32,3%
I completely agree	Count	14	2	16	
	% within "My manager supports and encourages me"	87,5%	12,5%	100,0%	
	% within Gender	60,9%	25,0%	51,6%	
	% of Total	45,2%	6,5%	51,6%	
Total	Count	23	8	31	
	% within "My manager supports and encourages me"	74,2%	25,8%	100,0%	
	% within Gender	100,0%	100,0%	100,0%	
	% of Total	74,2%	25,8%	100,0%	

"I can personally influence the content of my work" \* Place of employment Crosstabulation

			Place of employment							Total
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer	Ticket Seller	
"I can personally influence the content of my work"	I completely disagree	Count % within "I can personally influence the content of my work" % within Place of employment % of Total	0 0,00 %	0 0,00 %	2 100,00 %	0 0,00 %	0 0,00 %	0 0,00 %	0 0,00 %	2 100,00 %
			0,00 %	0,00 %	50,00 %	0,00 %	0,00 %	0,00 %	0,00 %	6,50 %
			0,00 %	0,00 %	6,50 %	0,00 %	0,00 %	0,00 %	0,00 %	6,50 %
I partially disagree		Count % within "I can personally influence the content of my work" % within Place of employment % of Total	0 0,00 %	0 0,00 %	1 50,00 %	0 0,00 %	0 0,00 %	0 0,00 %	1 50,00 %	2 100,00 %
			0,00 %	0,00 %	25,00 %	0,00 %	0,00 %	100,00 %	0,00 %	6,50 %
			0,00 %	0,00 %	3,20 %	0,00 %	0,00 %	3,20 %	0,00 %	6,50 %
I neither agree nor disagree		Count % within "I can personally influence the content of my work" % within Place of employment % of Total	0 0,00 %	1 50,00 %	0 0,00 %	0 0,00 %	0 0,00 %	0 0,00 %	0 50,00 %	1 100,00 %
			0,00 %	50,00 %	0,00 %	0,00 %	0,00 %	0,00 %	9,10 %	6,50 %
			0,00 %	3,20 %	0,00 %	0,00 %	0,00 %	0,00 %	3,20 %	6,50 %
I partially agree		Count % within "I can personally influence the content of my work" % within Place of employment % of Total	3 25,00 %	0 0,00 %	0 0,00 %	4 33,30 %	1 8,30 %	0 0,00 %	4 33,30 %	12 100,00 %
			60,00 %	0,00 %	0,00 %	57,10 %	100,00 %	0,00 %	36,40 %	38,70 %
			9,70 %	0,00 %	0,00 %	12,90 %	3,20 %	0,00 %	12,90 %	38,70 %
I completely agree		Count % within "I can personally influence the content of my work" % within Place of employment % of Total	2 15,40 %	1 7,70 %	1 7,70 %	3 23,10 %	0 0,00 %	0 0,00 %	6 46,20 %	13 100,00 %
			40,00 %	50,00 %	25,00 %	42,90 %	0,00 %	0,00 %	54,50 %	41,90 %
			6,50 %	3,20 %	3,20 %	9,70 %	0,00 %	0,00 %	19,40 %	41,90 %
Total		Count % within "I can personally influence the content of my work" % within Place of employment % of Total	5 16,10 %	2 6,50 %	4 12,90 %	7 22,60 %	1 3,20 %	1 3,20 %	11 35,50 %	31 100,00 %
			100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %
			16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %

**"There are enough employees where I work" \* Place of employment Crosstabulation**

			Place of employment							Total
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer	Ticket Seller	
"There are enough employees where I work"	I partially disagree	Count	2	0	0	0	0	1	0	3
		% within "There are enough employees where I work"	66,70 %	0,00 %	0,00 %	0,00 %	0,00 %	33,30 %	0,00 %	100,00 %
		% within Place of employment	40,00 %	0,00 %	0,00 %	0,00 %	0,00 %	100,00 %	0,00 %	9,70 %
		% of Total	6,50 %	0,00 %	0,00 %	0,00 %	0,00 %	3,20 %	0,00 %	9,70 %
	I neither agree nor disagree	Count	0	0	0	1	0	0	0	1
		% within "There are enough employees where I work"	0,00 %	0,00 %	0,00 %	100,00 %	0,00 %	0,00 %	0,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	0,00 %	14,30 %	0,00 %	0,00 %	0,00 %	3,20 %
		% of Total	0,00 %	0,00 %	0,00 %	3,20 %	0,00 %	0,00 %	0,00 %	3,20 %
	I partially agree	Count	0	0	1	4	0	0	0	5
		% within "There are enough employees where I work"	0,00 %	0,00 %	20,00 %	80,00 %	0,00 %	0,00 %	0,00 %	100,00 %
		% within Place of employment	0,00 %	0,00 %	25,00 %	57,10 %	0,00 %	0,00 %	0,00 %	16,10 %
		% of Total	0,00 %	0,00 %	3,20 %	12,90 %	0,00 %	0,00 %	0,00 %	16,10 %
I completely agree	Count	3	2	3	2	1	0	11	22	
	% within "There are enough employees where I work"	13,60 %	9,10 %	13,60 %	9,10 %	4,50 %	0,00 %	50,00 %	100,00 %	
	% within Place of employment	60,00 %	100,00 %	75,00 %	28,60 %	100,00 %	0,00 %	100,00 %	71,00 %	
	% of Total	9,70 %	6,50 %	9,70 %	6,50 %	3,20 %	0,00 %	35,50 %	71,00 %	
Total	Count	5	2	4	7	1	1	11	31	
	% within "There are enough employees where I work"	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	
	% within Place of employment	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	
	% of Total	16,10 %	6,50 %	12,90 %	22,60 %	3,20 %	3,20 %	35,50 %	100,00 %	

**"The work assignments are well organized" \* Gender  
Crosstabulation**

		Gender		Total	
		Female	Male		
"The work assignments are well organized"	I completely disagree	Count	1	0	1
		% within "The work assignments are well organized"	100,00 %	0,00 %	100,00 %
		% within Gender	4,30 %	0,00 %	3,20 %
		% of Total	3,20 %	0,00 %	3,20 %
	I partially disagree	Count	2	0	2
		% within "The work assignments are well organized"	100,00 %	0,00 %	100,00 %
		% within Gender	8,70 %	0,00 %	6,50 %
		% of Total	6,50 %	0,00 %	6,50 %
	I neither agree nor disagree	Count	2	3	5
		% within "The work assignments are well organized"	40,00 %	60,00 %	100,00 %
		% within Gender	8,70 %	37,50 %	16,10 %
		% of Total	6,50 %	9,70 %	16,10 %
I partially agree	Count	6	4	10	
	% within "The work assignments are well organized"	60,00 %	40,00 %	100,00 %	
	% within Gender	26,10 %	50,00 %	32,30 %	
	% of Total	19,40 %	12,90 %	32,30 %	
I completely agree	Count	12	1	13	
	% within "The work assignments are well organized"	92,30 %	7,70 %	100,00 %	
	% within Gender	52,20 %	12,50 %	41,90 %	
	% of Total	38,70 %	3,20 %	41,90 %	
Total	Count	23	8	31	
	% within "The work assignments are well organized"	74,20 %	25,80 %	100,00 %	

**"The atmosphere at work is supportive" \* Age Crosstabulation**

			Age				Total
			0-20	20-24	25-29	30-99	
"The atmosphere at work is supportive"	I partially disagree	Count	0	3	0	0	3
		% within "The atmosphere at work is supportive"	0,00 %	100,00 %	0,00 %	0,00 %	100,00 %
		% within Age	0,00 %	15,00 %	0,00 %	0,00 %	9,70 %
		% of Total	0,00 %	9,70 %	0,00 %	0,00 %	9,70 %
	I neither agree nor disagree	Count	0	3	0	1	4
		% within "The atmosphere at work is supportive"	0,00 %	75,00 %	0,00 %	25,00 %	100,00 %
		% within Age	0,00 %	15,00 %	0,00 %	33,30 %	12,90 %
		% of Total	0,00 %	9,70 %	0,00 %	3,20 %	12,90 %
	I partially agree	Count	0	7	1	0	8
		% within "The atmosphere at work is supportive"	0,00 %	87,50 %	12,50 %	0,00 %	100,00 %
		% within Age	0,00 %	35,00 %	33,30 %	0,00 %	25,80 %
		% of Total	0,00 %	22,60 %	3,20 %	0,00 %	25,80 %
I completely agree	Count	5	7	2	2	16	
	% within "The atmosphere at work is supportive"	31,30 %	43,80 %	12,50 %	12,50 %	100,00 %	
	% within Age	100,00 %	35,00 %	66,70 %	66,70 %	51,60 %	
	% of Total	16,10 %	22,60 %	6,50 %	6,50 %	51,60 %	
Total	Count	5	20	3	3	31	
	% within "The atmosphere at work is supportive"	16,10 %	64,50 %	9,70 %	9,70 %	100,00 %	
	% within Age	100,00 %	100,00 %	100,00 %	100,00 %	100,00 %	
	% of Total	16,10 %	64,50 %	9,70 %	9,70 %	100,00 %	

**"My manager treats everybody equally and fair" \* Place of employment Crosstabulation**

			Place of employment							Total
			Exploratory	Office	Snack Bar	Operations and Maintenance	Pro Shop	Water Skier/ Other Performer	Ticket Seller	
"My manager treats everybody equally and fair"	I completely disagree	Count % within "My manager treats everybody equally and fair" % within Place of employment % of Total	0 0,00 %	0 0,00 %	1 50,00 %	0 0,00 %	0 0,00 %	1 50,00 %	0 0,00 %	2 100,00 %
	I partially disagree	Count % within "My manager treats everybody equally and fair" % within Place of employment % of Total	2 28,60 %	0 0,00 %	2 28,60 %	2 28,60 %	0 0,00 %	0 0,00 %	1 14,30 %	7 100,00 %
	I neither agree nor disagree	Count % within "My manager treats everybody equally and fair" % within Place of employment % of Total	0 0,00 %	1 33,30 %	0 0,00 %	0 0,00 %	0 0,00 %	0 0,00 %	2 66,70 %	3 100,00 %
	I partially agree	Count % within "My manager treats everybody equally and fair" % within Place of employment % of Total	2 25,00 %	0 0,00 %	0 0,00 %	2 25,00 %	0 0,00 %	0 0,00 %	4 50,00 %	8 100,00 %
I completely agree	Count % within "My manager treats everybody equally and fair"	1 9,10 %	1 9,10 %	1 9,10 %	3 27,30 %	1 9,10 %	0 0,00 %	4 36,40 %	11 100,00 %	
<b>Total</b>	Count % within "My manager treats everybody equally and fair" % within Place of employment % of Total	5 16,10 %	2 6,50 %	4 12,90 %	7 22,60 %	1 3,20 %	1 3,20 %	11 35,50 %	31 100,00 %	

**Wages/Salary**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	1	3,2	3,2	3,2
	Not very important	3	9,7	9,7	12,9
	Quite important	7	22,6	22,6	35,5
	Important	9	29,0	29,0	64,5
	Extremely important	11	35,5	35,5	100,0
	Total	31	100,0	100,0	

**Housing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	7	22,6	22,6	22,6
	Not very important	5	16,1	16,1	38,7
	Quite important	4	12,9	12,9	51,6
	Important	8	25,8	25,8	77,4
	Extremely important	7	22,6	22,6	100,0
	Total	31	100,0	100,0	

**Job security**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	2	6,5	6,5	6,5
	Not very important	3	9,7	9,7	16,1
	Quite important	8	25,8	25,8	41,9
	Important	7	22,6	22,6	64,5
	Extremely important	11	35,5	35,5	100,0
	Total	31	100,0	100,0	

**Working environment**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	3	9,7	9,7	9,7
	Important	10	32,3	32,3	41,9
	Extremely important	18	58,1	58,1	100,0
	Total	31	100,0	100,0	

**Co-workers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not very important	2	6,5	6,5	6,5
	Quite important	1	3,2	3,2	9,7
	Important	12	38,7	38,7	48,4
	Extremely important	16	51,6	51,6	100,0
	Total	31	100,0	100,0	

**Good management**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Important	4	12,9	12,9	12,9
	Extremely important	27	87,1	87,1	100,0
	Total	31	100,0	100,0	

**Training**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not very important	1	3,2	3,2	3,2
	Quite important	7	22,6	22,6	25,8
	Important	11	35,5	35,5	61,3
	Extremely important	12	38,7	38,7	100,0
	Total	31	100,0	100,0	

**Communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	2	6,5	6,5	6,5
	Important	11	35,5	35,5	41,9
	Extremely important	18	58,1	58,1	100,0
	Total	31	100,0	100,0	

**Employer's appreciation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	5	16,1	16,1	16,1
	Important	6	19,4	19,4	35,5
	Extremely important	20	64,5	64,5	100,0
	Total	31	100,0	100,0	

**Rewarding (such as year-end bonus)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	1	3,2	3,2	3,2
	Not very important	3	9,7	9,7	12,9
	Quite important	10	32,3	32,3	45,2
	Important	3	9,7	9,7	54,8
	Extremely important	14	45,2	45,2	100,0
	Total	31	100,0	100,0	

**Work atmosphere**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	2	6,5	6,5	6,5
	Important	7	22,6	22,6	29,0
	Extremely important	22	71,0	71,0	100,0
	Total	31	100,0	100,0	

**Interesting job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	2	6,5	6,5	6,5
	Important	12	38,7	38,7	45,2
	Extremely important	17	54,8	54,8	100,0
	Total	31	100,0	100,0	

**Fringe benefits**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not important at all	7	22,6	22,6	22,6
	Not very important	5	16,1	16,1	38,7
	Quite important	9	29,0	29,0	67,7
	Important	5	16,1	16,1	83,9
	Extremely important	5	16,1	16,1	100,0
	Total	31	100,0	100,0	

**Feeling of togetherness**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Quite important	9	29,0	29,0	29,0
	Important	8	25,8	25,8	54,8
	Extremely important	14	45,2	45,2	100,0
	Total	31	100,0	100,0	

**Factors improving the work motivation:**

- Being able to borrow the car, nice co-workers and managers, Company parties.
- Bills, Co-workers, Benefits
- Bonus, Getting hired for next year, fellow employees
- Co-workers, Knowing how to do the job, Bonuses
- Co-workers, wages, Free time
- Co-workers. Experience. Work Environment.
- Commission at end of year, great managers/bosses in office, customer service really enjoy
- Commission, employer, work Ethic.
- Coworker support, incredible management, work atmosphere.
- Customers, Co-workers, tips/bonuses
- End of year bonus, money, having a job.
- Feel respected as an employee by management and coworkers. Commission. Gaining experience to go towards future position.
- Fellow staff members, employer (Tom), Saving paychecks
- Managers, Myself, Donuts
- Money, Co-workers.
- Money, end of season, co-workers
- Money, Respect from employer, Money
- Money. Co-workers. Managers.
- My boss is enthusiastic. Customers are nice. Getting commissions for sales.
- Parties, Parties, Sleep
- People I work with, love my job, Season coming to close.
- Possibility to speak and learn more English, To be able to learn new things while given more responsibility, To get more experience about customer service
- Respect for my boss makes me want to do better. Company parties (i.e the end of the year party). I know they spend a lot of money on us so I need to earn those parties in my mind. MONEY! Very poor!
- Striving to know about almost everything with the show. Reputation. Re-conization.
- The summer in Dells is almost over, Good friends in Dells, The upcoming travelling part.
- Want to be better.
- Work atmosphere and coworkers, lack of money---> need to work, having fun at the job.
- Working makes me feel good about myself. I need money to continue my education. I enjoy working and happy customers.
- Workmates. Employer appreciation. Independent work.
- Year is going to end, year-end bonus, co-workers

## Factors decreasing the work motivation:

- Amount of pay, not enough time to enjoy the summer, stress.
- assignments aren't versatile, manager, same working hours every day
- Bad management, end of the summer, repetitive work
- Bad schedules, All employees are not being treated equally by all the managers.
- Certain workers getting more privileges, Bosses crabby and trying to be controlling
- Coworkers not doing their jobs. Temperature hot or cold. Negative attitudes of coworkers.
- Coworkers. Work environment. Quality of work equipment.
- end of season, impatient customers
- end of season, loss of friends due to school, colder temperature/weather.
- end of summer, repetitive work, problem customers.
- end of the year, wanting to talk instead of work, not feeling well.
- Extremely bad manager, Low payment, Job is way too easy
- Hot weather. Tired from long hours.
- Hours. Slow days. End of summer.
- Knowing I won't be done with work until 9:45 tonight and its only 8.45 A.M right now. I would like to earn more in my wages. It's August and I no longer really like tourists....at all...
- Long Hours, Lack of customers, En of summer- starting to focus on school.
- Long hours, The general atmosphere at work, The way managers handle their duties and their behavior.
- Low salary.
- Managers, Wages, Lack of free time.
- Money, Summer ending, lose staff
- One manager, fellow employees.
- overwork/Tired, Customers(difficult), Fact that end of year awards are basically out of reach.
- Overworking, people getting more benefits, frustrating customers.
- Personal lack of energy, salary could be higher, job assignments could be more versatile.
- Season coming to an end-mind in other places than focused on work.
- Season ending- very sad and difficult to say good-by to all the wonderful Finnish kids.
- Stress. Some management. Wore out!
- Time of year. Money. Money.
- Too many years at same place, don't feel pay equals what I do and how much work I put in, Night hours.

## Improvement suggestions:

- A raise and chance in location would be nice, but I won't complain. I love it and left my last job to come back.
- A raise would be a good start. I have worked here a fair amount of time and have only seen a dollar increase in my daily pay. Honestly I just love the job. More \$ would be nice but in all reality I just love the Bartlett atmosphere every summer and that's why I continue to come back. Nothing beats the trailer park!
- A safer work environment. Fix the things that need fixing that need people other than TBI employees to fix.
- Arrange more versatile job assignments. Drink more pepsi...
- Better management and more appreciation from the employer. also bigger interest in field of work.
- Better management overseeing.
- Different ways of leading by manager. More versatility in working hours and assignments.
- Equal fairness and employee rights! Less work days.
- Get a new manager (who could really lead people). To get the chance to earn the promised \$5500.
- Getting paid more so I wouldn't have to work as much. That way I wouldn't feel as run down or burned out and would be able to put more effort into work.
- If my coworkers were more supportive and less dramatic, work would be 10x better. The work environment is incredibly dangerous. Just today we were encountered by 85 wasps.
- Manager training to all of the managers in Tommy Bartlett would be great. Also communication between the managers and employees could be better. Information should be easily available for everyone. Managers should be able to give compliments as well as complains to all of the employees.
- Money- appreciation.
- More end of season peers and encouragement.
- More money or more benefits. More encouragement.
- More pay, more staff, new exhibits, maybe remodel buildings.
- More pressure from supervisors, increase in pay, more benefits, getting to work with fun people.
- Motivation is better than I thought it would be. Commission and the company parties are two main contributors. The company parties make employees feel valuable to the organization and intrinsically motivated.
- Not a thing.
- Nothing really. By August it becomes more of a challenge to find joy in work as customers seem to become more difficult and we tire of unintelligent questions.
- The managers should motivate employees more by saying "Thank you". They should also learn how to be better in what they are doing. If the managers are happy, the employees are happier too.