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Motivation and Satisfaction of Employees. Influence of Cultural Differences on Motivation

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Abstract

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The objective of this research was to learn about factors that might lead to employees’ job dissatisfaction and factors that motivate employees. Also the aim was to understand how cultural differences can influence employees’ motivation and performance.

The theoretical part of the thesis included such topics as human resource management, motivation, Herzberg’s two-factor theory, satisfaction and Hofstede’s cultural dimensions. The information for this part was gathered from secondary sources like literature, articles and Internet sources. The empirical part of this thesis was a case-study research. The research was carried out in a hotel with the help of questionnaires that covered all concepts of theory. At the end all findings were represented and analyzed. Explanations and possible recommendation were given.

The results of this study show that employees of the case hotel are generally satisfied with their jobs. However, there is some room for improvements. Managers should take into consideration cultural differences, pay more attention to elimination of job satisfaction and increasing of motivation in order to improve performance of employees and achieve better results.

Keywords: Human Resource Management, Motivation, Satisfaction, Cultural Dimensions
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Appendix 1
1 Introduction

Nowadays the importance of employees’ motivation and satisfaction is growing very rapidly. A lot of researches have been done on that topic. Managers of different companies understand that success and profitability of their organizations are closely connected and even depend on people that work for that organization. However, in order to increase productivity and effectiveness of employees’ performance, managers should understand that employees want to feel secured on their work places, they want to be respected and recognized by their managers, they want to work in a pleasant environment and finally they need to be motivated to stay in the organization and put all their effort to improve their performance. So in this thesis motivation and satisfaction of employees will be discussed as well as cultural differences and their effect on motivation and employees’ performance.

In order to conduct a research and see a real situation from inside, a case hotel was chosen. The hotel that was chosen for this research is a spa hotel, which is part of a hotel chain. The case hotel became the largest holiday resort in the Nordic countries that considerably boosted the economic life of South Karelia region.

Nowadays the hotel employs 120 permanent employees and outsources 50 employees for housekeeping department. Employees come from different countries and 20-25 percent of all the employees are foreigners.

1.1 Justifications for researching the topic

The main reason why I have chosen motivation of employees as the topic for my final thesis is because I am really interested in it. For many years motivation of employees was and actually still is a matter of discussion and a lot of attention should be given to this subject to understand its importance for a business.

During my two compulsory placements I was working abroad in teams with people coming from different countries. So I had a chance to see how performance of employees depends on their motivation and other factors that either lead to job satisfaction or job dissatisfaction. Moreover, I understood that all these things that influ-
ence employees’ performance differ among workers who come from different cultural backgrounds.

For three years that I have been studying in Saimaa University of Applied Sciences I took several courses concerning human resource management and cross-cultural management. So I decided to include into my thesis all the theoretical knowledge that I got during these years and connect it with the actual research that will be done in the case hotel. I believe the results of my thesis will help the case company to improve its business by understanding their employees’ motivation, reducing factors of dissatisfaction and developing better cross-cultural communication skills. Also the results will be useful for my future career and for anyone who is working in a hotel in a multicultural team.

1.2 Aims of the thesis

The main aim of this thesis is to analyse motivation and satisfaction of employees working in the case hotel. Also to learn what cultural differences exist between employees who have different cultural backgrounds and how these differences influence employees’ performance and motivation. Last but not the least aim is to research what factors cause job dissatisfaction of workers and how these factors can be eliminated.

1.3 Research methods

In order to get a theoretical background for my thesis I will do a desk study about motivation, theory of motivation, satisfaction, dissatisfaction and cultural differences. However, for my empirical part I will conduct a case-study research among employees of the case hotel. For that purpose questionnaires will be made based on the theory including general questions, questions connected to Herzberg’s theory, satisfaction and cultural dimensions. Most of the questions will have multiple options to choose from and some of the questions will be open-ended. The questionnaires will be distributed in the hotel, then the results will be collected and analysed.
1.4 Research questions and sub-questions

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

1. What are the factors affecting employees’ job satisfaction?
   - Which of the factors motivate?
   - Which factors might cause job dissatisfaction of the employees?

2. What impacts do cultural differences of employees have on motivation and performance?

2 Introduction to human resource management

Human Resource Management (HRM) is a strategic approach to the acquisition, development, motivation and management of the organization’s human resources. It is a field that tries to develop programmes, policies and activities to facilitate the satisfaction of both individual and organizational needs, objectives and goals. It is devoted for shaping an appropriate corporate culture, and introducing programmes which reflect and support the core values of the enterprise and ensuring its success. (Sarma 2009, p.16.)

HRM has three meanings that are attached to its concept. Firstly, people working in organizations are regarded as a valuable source, assuming that there is a need to invest time and effort in their development. Secondly, they are human resources which mean that they have their own special characteristics and thus, cannot be treated like material resources. Thirdly, human resources do not only focus on employees as individuals, but also on other social realities, units and processes in the organization. These include the job a person has in the organization, the various teams in which people work, inter-team processes, and the entity of the total organization. (Sarma 2009, p.16.)

HRM is not an easy approach as it might seem. It is a scientific process of continuously enabling employees to improve their competency and capability to play both present and future expected roles in order to achieve the goals of the organization.
2.1 Objectives of HRM

The primary objective of HRM is to ensure the availability of competent workforce to an organization. Beyond this, the other objectives are societal, organizational, functional and personal.

The societal objectives of HRM are concerned with the fulfilment of social and ethical obligations of the organization toward the society.

The organizational objectives are about bringing organizational effectiveness because the human resource department exists to serve the rest of the organization.

The functional objectives help maintain the HR departments’ contribution at a level appropriate to the organization’s needs.

The personal objectives of HRM assist the employees in achieving their personal goals, while these goals enhance the individual’s contribution to the organization. Personal objectives of employees must be met for their maintenance, retention, and motivation. Otherwise, employee’s performance and satisfaction may decrease and employees may leave the organization. (Sarma 2009, pp. 17-18.)

2.2 Importance of human resources

Nowadays organizations start realizing that their success or failure in today’s competitive environment depends to a great extent on the quality of human resources possessed at a particular point of time. The total skills, knowledge, abilities available in an organization decide its effectiveness in terms of performance, profitability, productivity, high employee morale, low labour turnover, absenteeism, attrition and the like.

The future of the organization’s capabilities to find and retain a talented work force will be a significant factor in developing a high-performance organization. Therefore, it is necessary to remember that the days when people were treated as liabilities and at the same time to meet the need of employees to an adequate extent. (Sarma 2009, p.16.)
ties are gone. Today the rules of the game have changed for the better and people now are considered as invaluable assets. So among all the tasks of management the central one is managing those assets because everything else depends on how well it is done. Also the key to stable existence and organizational success lies in the commitment of employee’s involvement and motivation to work, that is why understanding motivational factors and factors that lead to job dissatisfaction is essential to keep the best employees in the organization. (Sims 2007; Shivarudrappa & Ramachandra & Gopalakrishna 2010.)

3 Motivation and Herzberg’s theory

The study of motivation is related to why people behave in a certain way. The fundamental question is “Why do people do what they do?” In broad terms, motivation can be described as the direction and persistence of action. It is concerned with why people prefer a particular course of action to others, and why they continue with a chosen action, often over a long period and despite some difficulties and problems. An overwhelming amount of time and energy has been devoted to finding the answers to this question. (Sims 2002; Mullins 2010.)

There are many work situations, where some managers do not believe that motivation is part of their job. They unfortunately imagine their job as simply making corrections and adjustments when necessary and mistakenly believe that once an employee is hired, it is the employee’s responsibility to ensure that the job is done. (Sims 2002, p.54.)

Today’s organizations cannot achieve success if they rely on this thought. Managers and different team leaders are the movers whose primary responsibility is to get things done through others. So the first thing that those in leadership positions must accept is that motivation is a primary part of their job and if they want to motivate effectively, they must understand the process and theory of motivation, as well as its components. Moreover, they must recognize the negative consequences of unmotivated employees. (Sims 2002, pp.54-55.)
Managers must also realize that people behave with a purpose or pattern of behaviour which is influenced by motives that come from psychological and physiological needs. Employees are individuals by nature, making the total concept of motivation more complicated. (Sims 2002, pp.54-55.)

Motivation is the process of satisfying internal needs through actions and behaviours. That is why if organizations want to be successful in getting employees to achieve organizational objectives, their supervisors and managers must understand the fundamentals of motivation which is not an easy job. (Sims 2002, pp.54-55.)

3.1 Motivating factors and types of motivation

Managers try to motivate employees through the use of rewards, punishments and formal authority. However, motivation is much more complicated than that. It involves ideas of team work, growth, learning, salary, other benefits, and the like. Work itself has become more important than the organization. People today are interested in challenging assignments that involve risks so that an easy job with no risks has become demotivator for employees. (Sarma 2009, p. 218.)

Workers and managers today would like to have a 'say' in policies, the rules and regulations, the goals and other job-related issues. Employees do not enjoy a routine. They prefer taking risks, making decisions and delivering the goods. (Sarma 2009, p. 218.)

Innovation is a crucial need for executives today. They want to be heard for their suggestions and new ideas. They also enjoy implementing new, better and more effective strategies to reach the goals of their organization. (Sarma 2009, p. 218.)

There is also the growing need among today's workers for enriching one's skills. Employees look forward to training and development programmes because they provide a break from the daily routine and work pressure and they also help employees to add value to themselves in order to make valuable contributions to their organizations. (Sarma 2009, p. 218.)
So the various expectations and needs at work can be categorized in different ways, for instance into psychological and social motives or into extrinsic and intrinsic motivation.

- Extrinsic motivation is concerned with ‘tangible’ rewards such as fringe benefits and salary, promotion, security, the work environment. These kind of rewards are usually determined at the organizational level and may be outside the control of individual managers.
- Intrinsic motivation is related to ‘psychological’ rewards such as achievement, opportunity, appreciation, positive recognition and respect from other employees and managers. Such psychological rewards can be determined by the actions and behaviour of individual managers. (Mullins 2010, pp. 253-254.)

### 3.2 Steps of motivation process

Motivation process consists of six steps. The process starts with the individual's needs (step 1). These needs may be psychological (e.g., the need for recognition), physiological (e.g., the need for water, air, or food), or social (e.g., the need for friendship). Deprivations of these force the individual to search for ways to reduce them (step 2). Motivation is goal directed (step 3). A goal is a specific result that the individual wants to achieve. An employee's goals are often driving forces and accomplishing those goals can significantly reduce needs. Employees who are striving to advance may seek to work on major problems facing the organization in order to gain visibility with senior managers (step 4). Promotions and raises are two of the ways that organization seeks to maintain desirable behaviours. They are signals (feedback) to employees that their needs for advancement and recognition and their behaviours are appropriate (step 5). Once the employees have received either rewards or punishments, they reassess their needs (step 6). (Aswathappa & Reddy 2009, pp.103-104.)
3.3 Importance of motivation

Motivation is one of the concepts of human resource management that receives, probably, the biggest amount of attention from researchers and practicing managers. The increased attention towards motivation is justified by several reasons.

1. Motivation identifies employee potentialities and makes the employee to know his potentialities.
2. Motivation converts the potentialities into performance.
3. Motivation converts motivated employees into committed and loyal employees.
4. Motivated employees are always looking for better ways to do a job. When people seek for new ways of doing things, they usually find them. It is the responsibility of managers to make employees look for better ways of doing their jobs and understanding of the nature of motivation can help them in this context.
5. Basis for cooperation. Motivation makes people understand each other completely and this leads to group work and team spirit. This in return leads to unreserved cooperation and collaboration among members of a department and organization.
6. A motivated employee, generally, is more quality oriented and the organization gets a benefit out of this, because individuals in and outside the organization see the enterprise as quality conscious. A clear understanding of how motivation works can help a manager to make his employees quality oriented.
7. Highly motivated workers are more productive than apathetic workers.
8. Every organization needs human resource, in addition to financial and physical resources in order to function. Three behavioural dimensions of human resource are significant to the organization: (a) people must perform the tasks for which they are hired, and must do them in a dependable manner; (b) people must be attracted not only to join the organization but also to remain in it; and (c) people must go beyond this dependable role perform-
9. Motivation is a complex phenomenon that affects, and is affected by, a variety of factors in the organizational environment. In order to get a comprehensive understanding of the way in which an organization functions, it is necessary to direct an increasing attention to the question of why people behave as they do on their jobs.

10. Another reason why increasing attention is paid to motivation can be found in the present and future technology required for production. Increased use of technology results in greater efficiency, higher productivity and better standard of living of people. (Sarma 2009; Rao 2010.)

Thereby in order to understand motivation better, to get more knowledge and information a lot of studies have been made on the issue of motivation. Many theories of work motivation were performed to explain why actions of certain employees differ from others. By studying different theories of motivation like Maslow’s hierarchy of needs, Vroom’s Expectancy theory and others I considered the Herzberg’s Motivation–hygiene theory the most interesting and suitable for my thesis research.

3.4 Herzberg’s motivation theory

Herzberg’s theory is a content theory that deals with identifying the needs of the people and how they prioritize them.

This theory is based on a research conducted by Herzberg and his colleagues at the psychological service of Pittsburgh. The study involved extensive interviews with 203 engineers and accountants from 11 industries in the Pittsburgh area. During the interview, the respondents were asked two types of questions: what made them feel good about their job and what made them feel bad. The interviewees were asked to relate the sequence of events leading to the feelings. The responses indicated that there were two different factors affecting motivation and work. From this research Herzberg concluded that:
• Job satisfaction and dissatisfaction occur from different sources
• Removing the sources of dissatisfaction will not make a person motivated to produce better results.

Herzberg combined these two premises and made a dual-factor explanation of motivation. This theory refers to two different types of need:

1. hygiene factors,
2. motivating factors. (Bloisi 2007; Nair 2010.)

Herzberg’s hygiene factors are extrinsic, related to job context and concerned with job environment in which people work than with the nature of the work itself and employees do not have much control over them. These factors tend to cause job dissatisfaction, if they are absent. (Mullins 2010, p. 265.) This set of factors includes company policy, supervision, interpersonal relations, working conditions, status, security and salary (Sacbusiness). When these factors are good or acceptable, they tend to eliminate job dissatisfaction.

Herzberg’s motivator factors are intrinsic, known as the job content factors and define things that people actually do in their work. This set of factors includes responsibility, learning opportunities, recognition, achievement, advancement and growth. (Mullins 2010, p. 265.) These factors cause feelings of satisfaction at work, define things that people actually do in their work and motivate people by changing the nature of the work. For instance adding responsibility to work and giving advancement to a person can lead to a higher level of performance in every task a person does if possible poor results are caused by boredom of the task he is supposed to accomplish.(Bogardus 2007, p.34.)

"Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction". (NetMBA 2002.) By satisfying hygiene needs people can prevent dissatisfaction and poor performance, but only by
satisfying motivation factors can bring the type of productivity improvement sought by companies (Stello 2011, p.6).

In general, Herzberg’s theory gives an explanation to why employees still lack motivation even when they have great working conditions and high salaries. The latter two elements are hygiene factors, which might cause dissatisfaction. According to Herzberg, motivation comes from the job itself. That is why, managers have to pay more attention to the nature of the jobs they ask their employees to do. Herzberg’s idea is that if you want an employee to perform well, he should have a good job to start with. So, in order to improve job productivity, employers must attend to both factors and not just expect that an increase in satisfaction leads to decrease in dissatisfaction. (Berghe 2011, p.16.)

4 Job satisfaction

One of the most important issues for organizations in human resource management is to understand what promotes job satisfaction (Kara & Uysal & Magnini 2011, p.4). This growing interest towards job satisfaction appeared only because of the concept of job satisfaction which is fairly related to the cost efficiency for business, such as non-attendance and labour turnover. Managers of hotels, who are able to identify levels of job satisfaction of their employees, would arrange necessary preparations to make working environment more productive, because they understand that intangible goods and quality of services gained by the consumers to a large degree are determined by the instantaneous performance of the service employees. Employees’ job satisfaction directly influences the mood and manner in which the service is performed and as a result affects the service quality experienced by the customer. (Tutuncu & Kozak 2007; Gu & Siu 2008.)

The motivation of employees for gaining productivity can be increased through mutual understanding between managers and employees. The reduction of the employee deployment and rise of employees’ morale are considered to be important from the hotel industry’s point of view. The level of individual’s work satisfaction, in a broad sense, depends on the level of their needs and work requirements that
have changed due to the increase in quality of life together with economic growth. (Tutuncu & Kozak 2007, p. 2.)

The measurement of job satisfaction and identifying its predictors is particularly important in the hotel industry because it is a highly human-dominated industry, employees’ dis/satisfaction with the job might also lead to customer dis/satisfaction with the services provided and finally it is necessary to keep the labour turnover at a certain level. (Tutuncu & Kozak 2007, p. 3.)

4.1 Drivers of job satisfaction

As reported by HR Focus (2007), the “Society for Human Resources Management (SHRM) 2007 Job Satisfaction Survey” has come to the conclusion that satisfied employees are more likely to stay with their employers, and benefits and compensation were ranked equally as the most important elements of job satisfaction. In addition to compensation and benefits, the “SHRM 2007 Job Satisfaction Survey” (HR Focus 2007) also indicates that job satisfaction of service employees is influenced by relationship with immediate supervisor, communication between employees and senior management, and management recognition of employee’s job. Moreover, it was noticed that the last two are essential to promote role clarity, and lower job tension. Especially, support, encouragement, and help from management and colleagues are likely to promote a balanced working environment in which employee's job satisfaction is likely to sustain. (Gu & Siu 2008, pp. 4-5.)

Also a lot of recent studies have recognized that offering job training to service employees (especially those who interact with a large number of customers every day) would improve their job satisfaction, thereof organizational performance. Besides training is an indispensable factor for strengthening commitment of employees to the organization. Lee et al. (2006) discovered that training was positively associated with service workers’ job satisfaction and organizational commitment. (Gu & Siu 2008, p. 5.)
4.2 Dimensions of job satisfaction

People have a doubt whether job satisfaction has only one dimension or a number of separate dimensions. Some employees might be satisfied with particular aspects of their work and dissatisfied with other aspects. Job satisfaction is difficult to measure objectively because it is a complex concept. The level of job satisfaction is under the influence of a wide range of variables related to individual, cultural, social, environmental and organizational factors.

- **Individual factors** include personality, intelligence and abilities, education and qualifications, marital status, age, orientation to work.
- **Social factors** include relationship with co-workers, opportunities for interaction, group working and norms, informal organization.
- **Cultural factors** include values, beliefs and attitudes.
- **Organizational factors** include nature and size, formal structure, employee relations, HR policies, technology and work organization, supervision, nature of the work, working conditions, management systems.
- **Environmental factors** include social, technical, economic and governmental conditions.

All these factors influence the job satisfaction of certain individuals in a given set of circumstances. For instance in times of economic depression and fears of unemployment, job security is likely to be the most important concern for many members of an organization.

A survey by the Chartered Management Institute found that valued and organizational culture are considered as very strong motivational factors, and a manager’s relationship with their line manager had a very powerful effect on job satisfaction and related measures. (Mullins 2010, pp. 282-283.)

4.3 Impacts of job satisfaction

Job satisfaction has positive impacts on productivity, presence and performance. Satisfied employees like to perform more willingly which increases the productivity. Presence in the organization and improved behavior of workers are induced by
employees’ job satisfaction. Job satisfaction has greater influence on productivity and performances with the higher level of employees, whereas presence is more visible in the lower cadre of employees. The turnover is increased with the satisfied employees and sales force. Job opportunities, market conditions, length of work tenure and promotion policies along with satisfied sales force will increase sale. (Mishra 2010, pp.130-131.)

Dissatisfied employees prefer exit and neutral productivity. They do not like to work hard and show their capacities. They continue to work as uninterested and routine workers. If they are pressurized they resort to unhealthy and disinterested jobs. They prefer to leave the job. Loyalty of unsatisfied employees decreases but criticism of the organization increases. Ultimately the image of the organization suffers a lot. (Mishra 2010, pp.130-131.) That is why it is important for managers and supervisors of the organization to maintain satisfaction of employees at a good level and try to enhance it by understanding factors that lead to job satisfaction and job dissatisfaction.

5 Culture and cultural dimensions

In today’s increasingly global environment managers of organizations should be able to communicate effectively across cultural differences, to understand how to negotiate complex social situations and to be familiar with the norms and customs of many cultures. Perhaps even more important than acquiring those essential pieces of cultural knowledge is the skill of cultural adaptability – the willingness and ability to recognize, understand, and work effectively across cultural differences.

However, in order to build and maintain relationships that allow managers to work effectively with others, they have to realize what the differences and similarities are between them and others with whom they work. Those differences have an effect on expectations, motivation, approaches to work, views of authority, and other issues. They make managerial work more complex, and call for a new kind of flexibility for handling differences and change and this flexibility managers need to adopt if they want to succeed in today’s business. (Deal & Prince 2007, pp.6-7.)
5.1 Definition of culture

It is almost impossible to define culture in just one sentence, and the definitions of culture vary because there is a huge number of sources that define culture in their own ways. Culture affects our lives in a multidimensional way and represents both tangible and intangible elements. Culture, in which we grow up, determines how we behave in different situations, how we understand the difference between good and bad, right and wrong, normal and abnormal. Culture sets the rules for a society, shapes values and norms, creates identities of individuals and has an impact on forming opinions, beliefs, attitudes and perceptions towards other people and life. (Lewis 2006; Tervonen 2012.)

Culture is strongly connected with the traditions of a society for instance in the form of art, music, styles of architecture. Culture includes preparing food, ingredients used, eating time and habits. Moreover relationships towards family, work, elders and superiors are influenced a lot by culture. Interaction with other people, verbal and non-verbal communication are important parts of culture. The way of learning and thinking, expressing oneself among others, the concept of time vary from culture to culture. Various religions, migration, colonization, travelling and many other things have shaped the cultures of different countries and gave them their special features. (Reisinger 2009, pp. 86-91.)

In order to conclude all the information written above about culture and write it in just one sentence, here is the definition given by Hofstede. According to Hofstede culture is "the collective programming of the mind that distinguishes the members of one category of people from another" (Lewis 2006, p. 17).

However, no matter what definition of culture you know and use, you have to remember a highly important thing about culture: if you want to achieve good results in business you need to understand and respect cultural differences and to develop communication skills to find the best motivating factors for employees from different environments.
5.2 Hofstede’s cultural dimensions

In order to understand people you are working with, it is important to understand where these people are coming from, what their cultural background is. This will help to see correctly their norms, values, attitudes, working procedures that differ from your own. Thanks to national profiles that exist, we can learn what people from different countries consider important, how they behave and what behavior they expect from others. National profiles can give a lot of valuable information that can be used to understand people from other countries, to understand the difference between them in order to manage people better and thus improve customer service.

Professor Geert Hofstede, a Dutch cultural researcher, has conducted the most known research and theory about five cultural dimensions that can be used to compare cultures and for categorizing them. The study was carried out internationally in 1960s and 1970s among employees working for IBM. The collected results made a ground-breaking theory in cultural studies. Hofstede started with the 40 largest countries and altogether over 80 countries have now been analyzed. He discovered the first four dimensions of national culture which included Power Distance (PDI), Individualism/Collectivism (IDV), Masculinity/Femininity (MAS) and Uncertainty Avoidance (UAI). In 1991 the fifth dimension called Long Term Orientation (LTO) was added based on Michael Bond’s research. (Tervonen 2012, pp.9-10.)

5.2.1 Power Distance

Power Distance— the extent to which less powerful member of organizations within a country expect and accept that power is distributed unequally (Hofstede & Hofstede 2005, p. 46). This represents inequality and is defined from below, not from above. Power and inequality are the fundamental facts of any society, and obviously all societies are unequal, but some are more unequal than others. (Beardwell & Holden 1994, p. 603.) In high power distance cultures power is usually centralized. Salary system shows a big gap between top and bottom in the organization. Workers are not educated enough. (Hofstede & Hofstede & Minkov 2010, p.73.)The au-
tality openly demonstrates its rank; therefore the relationship between the boss and subordinate is rarely close or personal and loaded with emotions. Subordinates are not given important tasks; they expect clear guidance from above. The society itself has many classes and the politics is close to totalitarianism. In a low power distance countries superiors respect subordinates and do not pull rank, they may often socialize with subordinates. Subordinates are given important assignments. Societies lean more towards egalitarianism and liberal democracies are the norm. (Gudykinst & Ting-Toomey & Nishida 1996, p. 179.) Organizations are fairly decentralized. Salary ranges between top and bottom jobs are relatively small and workers are mainly qualified. (Hofstede & Hofstede & Minkov 2010, p.74.)

5.2.2 Uncertainty Avoidance

Uncertainty Avoidance-the extent to which members of a culture feel threatened by ambiguous or unknown situations (Hofstede & Hofstede 2005, p.167). The uncertainty avoidance is measured by rules and structures that people create to eliminate ambiguity in organizations and to support beliefs promising certainty (Kirmannen & Salanova 2010, p.23). Countries with high uncertainty avoidance index are with a long history, with homogenous, not multicultural population and have a need for rules and laws. While doing business in such countries, all the risks are avoided. It might be quite difficult to introduce new ideas because everything that is new is unknown and includes some risk. Countries with low uncertainty avoidance index have a young history, more diverse population due to immigration and do not live with formal rules. Risk is embraced as a part of business and innovation. Workers can be more flexible or open in their approach to new ideas. (Gudykinst & Ting-Toomey & Nishida 1996, p. 178.)

5.2.3 Individualism versus Collectivism

Individualism refers to “societies in which the ties between individuals are loose: everyone is expected to look after himself of herself and his or her immediate family”. Collectivism “pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people’s lifetimes continue to protect them in exchange for unquestioning loyalty”. (Hofstede & Hofstede...
The typical trait of the individualistic country is that the interests of individuals prevail over the interests of the group; people have a concept of nuclear families (parents, children) and think in terms of “I”. People in individualistic societies value personal time, freedom and challenge at work. In collectivistic countries the interest of the group prevails over the interest of the individual, relationships are important. People in such societies have extended families (parents, children, grandparents, uncles, aunts, etc.), think in terms of “we”, expect and are expected to show loyalty and support toward their group or organization in return for protection and sense of belonging. They have a value for training, physical conditions and use of skills. (Hofstede & Hofstede 2005; Deal & Prince 2007.) The rights of the family are important and conformity is expected and perceived positively (Gudykunst & Ting-Toomey & Nishida 1996, p. 177).

5.2.4 Masculinity versus Femininity

Masculinity-the tendency when emotional gender roles are clearly distinct. Femininity-the tendency when emotional gender roles overlap. (Hofstede & Hofstede 2005, p.120.) In high masculinity countries social gender roles are clearly defined, for example men are supposed to be tough and focused on material success, whereas women are supposed to be modest and create a happy life. The main priorities are achievement, wealth and expansion, and it is acceptable to settle conflicts through aggressive ways. At the workplace people value competition and decisiveness and tend to live for work, which means longer working hours and short vacations. In countries with low masculinity index men and women should share equal positions in society. The main priorities of life are relationships, family and quality of life. Also it is believed that conflicts should be solved through negotiations. People have a value for modesty. At the workplaces people work to live, that means longer vacations and flexible working hours. (Deal & Prince 2007; Kirmanen & Salanova 2010.)

5.2.5 Long-term orientation versus Short-term orientation

Long-term orientation means the fostering of virtues oriented toward future rewards-in particular, perseverance and thrift. Short-term orientation indicates the fostering of virtues related to the past and present-in particular, respect for tradi-
tion, preservation of “face”, and fulfilling social obligations. (Hofstede & Hofstede 2005, p.210.) Long-term oriented societies have perseverance towards slow results, respect for circumstances and sense of shame. People in such societies are concerned with personal adaptiveness and are willing to subordinate oneself for a purpose. Whereas short-term oriented societies expect quick results, have social pressure toward spending and have respect for traditions. People are concerned with protecting one’s “face”, personal stability, social and status obligations. (Hofstede & Hofstede 2005, p.212.)

5.3 Cultural differences in motivational needs of employees

Motivation is a need satisfying process. One factor that can be a motivator for one employee may not motivate another. According to different researches done, a great number of employees are motivated by good wages and interesting work content. Other factors that motivate one or another employee vary in the order and this order depends on his/her education, financial condition, cultural differences and other contexts in which he/she works. It is important to determine the work values of each culture. (Kirmanen & Salanova 2010, p.26.) According to Hofstede (2001) in Mullins (2007) work values are significant for two different reasons. First, they are an excellent measure of culture in that they are shaped more by cultural and sociological factors than individual psychological differences. Second, the work values of employees of an organization will have an effect on that organization in many ways, from communication to employee motivation, from conflict resolution to its ability to change. There is a big number of motivational theories, but not all of them are universal, because they do not sufficiently address the factor of culture. In an organizational context the values of a particular culture can influence the importance and order of needs. The values of collectivism and individualism can make the hierarchy quite relevant. Managers should make a suitable research in this context with structured questionnaire that will help them understand what factors are instrumental in motivation. These can be grouped by level and a suitable motivation program can be designed accordingly. (Mullins 2007, p. 276.)
The study of work motivation is not limited to one particular culture. Motivational techniques that were presumed are not evident when examined from a cross-cultural perspective. The existing models of work motivation are culturally tied and restricted in their capacity to explain cross-cultural differences in work motivation. Luckily new developments in models of self-regulation offer a framework for examining the effect of culture on the relationship between motivational techniques and behavior of employees. Cultural values direct individuals’ attention to stimuli in the work environment, and they also serve as criteria for evaluating motivational techniques. (Erez & Earley 1993, pp.16-17.)

In different cultural environments various motivational techniques are expected to be effective. The achievement of complex-task goals is dependent upon the use of effective strategies. That is why training of employees is getting an importance across cultures in order to develop and use strategies for the achievement of the challenging goals. (Kirmanen & Salanova 2010, p. 27.)

6 Research method

This thesis is a research based thesis for which primary research is conducted in the case company to gather all the necessary information about the employees’ motivation, factors of satisfaction and dissatisfaction as well as about cultural differences and their effect on motivation. Also this research can supplement the findings of secondary sources, such as Internet, books and articles.

For that purpose a quantitative research method was chosen to explain phenomena by collecting numerical data that is analyzed by using mathematically based method (Muijs 2004, p.1).

As a tool for conducting a quantitative research a structured questionnaire was used in this thesis. From a review of literature, the questionnaire was developed to collect data for the study. All the questions were discussed with the thesis supervisor and front office manager of the case hotel.
The questionnaire had mainly closed questions and only two were opened. All the questions were very précised as much as possible so as to make the questionnaire more effective. The closed questions were short and direct to the point. The respondents were simply expected to mark the option that corresponded with their opinions the most or rate the options on a scale in the order of importance.

The questionnaire had altogether 24 questions (Appendix 1) and was divided into three main sections which are the general information, work motivation/satisfaction/dissatisfaction and cultural differences. The questions about general information of employees gave us some understanding on what respondents were like. Common issues were asked such as their gender, age, nationality, department, form of employment and work experience within the hotel.

Furthermore, the questionnaire was designed to better understand what motivates employees the most, what are the factors that might lead to job dissatisfaction and what is the level of satisfaction with working environment, job security, job recognition and job in general. Finally the questionnaire examines cultural differences of employees in order to understand how they can influence employees’ motivation and work performance.

7 Data collection and analysis

The questionnaire was composed in English, printed out and given to the front office manager of the hotel and then she handed them to the employees. There were around 90 employees out of 170 working in the hotel due to the low season. So 90 questionnaires were sent out, a total of 54 were returned and 36 were not returned. Employees had three weeks to answer the questions based on their views at the company. The answered questions were returned at the end of their responses in a suggestion box where by their identities were not disclosed on the questionnaire.

After gathering the data, the results were entered into Excel. For better visualizing, the most important results were built into charts and explained whereas the others were just explained to see what options were chosen by what amount of employ-
ees. When all the results had been reported, the analyzing process of the findings began and at the end the conclusions were made.

8 Findings of the research

This chapter presents the findings of the research that was done with the help of the questionnaire among employees of the case hotel.

8.1 Background information

The background information is introduced in terms of gender, age, nationality, department of working, work experience and the form of employment.

Gender

From 54 employees who answered the questionnaire, 20 people are male and 34 are female.

Age

![Graph showing age distribution](image)

Figure 1. Distribution of age

The respondents could choose from different age groups to which they belong. In the graphic above (Figure 1) you can see that out of 54 employees who answered, 26% are less than 25 years, 35% are 26-30 years, 20% of employees are 31-35
years, 7% are 36-40 years and 11% of the respondents are more than 40 years old.

*Nationality*

![Nationality](image_url)

Figure 2. Distribution of nationality

In the graphic above (Figure 2) you can find the nationalities of the employees who answered this questionnaire. Most of the respondents are from Finland and comprise 78% out of total number of responses, 7% of people are Russians, and the rest 15% of employees are coming from other different countries.
Figure 3. Distribution of department

Figure 3 represents the department in which the respondents are working. The biggest amount of the respondents work in Food & Beverage department (24%), then comes Front Office with 20% of employees, after it kitchen with 19% of workers, 11% work in Spa, housekeeping department and sales office have 9% of employees each, 6% work in activity department and only 2% of the respondents in maintenance.

Working experience

In this question the employees had to choose the option of their working experience within the case hotel. So 25 of the respondents have been working in the hotel since the beginning, 15 people have experience less than 1 year and 14 employees have been working for 1-2 years.

Form of employment

Most of the respondents (42) are full-time workers and the rest 12 are part-time workers.
8.2 Motivation, satisfaction and dissatisfaction

In this section the results concerning factors of motivation, dissatisfaction and the level of employees’ satisfaction with a certain issue are presented.

Level of satisfaction with the working environment

Most of the respondents (34) answered that they are satisfied with their working environment, 14 employees chose the option with high satisfaction level and only 6 people said that the level of the satisfaction is average. None of the respondents are dissatisfied or highly dissatisfied with the working environment.

Level of satisfaction with job security

![Satisfaction with job security](image)

Figure 4. Satisfaction with job security

Figure 4 illustrates the level of satisfaction of employees with the job security. Most of the respondents are satisfied with the job security (52%), 24% of employees have the average level of satisfaction, 19% of people responded that they are highly satisfied with their job security and 6% (4% from spa department and 2% from F&B) admitted that they are dissatisfied with job security. None of the workers showed high dissatisfaction with job security.
Job dissatisfaction

In this question the employees were asked to list 3 most important factors that might lead them to job dissatisfaction. From the graphic above (Figure 5) it can be seen for what amount of employees which factor is the main that might cause job dissatisfaction. So three most important factors that can lead to job dissatisfaction are working conditions, salary and interpersonal relations.

**Level of satisfaction with job recognition**

The majority of the respondents (34) are satisfied with job recognition, 13 employees showed the average level of satisfaction, 4 of the respondents answered that they are highly satisfied and 3 workers are dissatisfied with the job recognition. None of the respondents marked high level of dissatisfaction with job recognition.

**Level of satisfaction with the job in general**

Out of 54 respondents, 61% (17% from FO department, 11% from F&B and kitchen, 6% from spa and housekeeping, 10% from sales office) are satisfied with their job, 24% (11% from FO, 7% from kitchen, 4% from spa, 2% from housekeeping) of employees showed the average level of satisfaction and 15% (4% from F&B
and activities, 3% from FO, 2% from spa, 1% from maintenance and housekeeping) of employees said that they are highly satisfied with their jobs. There are no employees who are dissatisfied or highly dissatisfied with the job.

*Motivational factors*

In this question the respondents were asked to evaluate the following motivational factors: possibility for personal growth, work itself, responsibility, achievement, advancement, recognition and salary. The evaluation had to be made in the scale from 1 to 5 (1=no effect on motivation, -5=affects motivation very much). So after analyzing the answers, I came to the conclusion that almost all respondents understood this question in a different way than it was supposed to be. Instead of choosing 5 factors out of the list and evaluating them in the given scale, employees evaluated each factor in the scale from 1 to 5. That is why it was impossible to see the tendency in the answers and understand what factor has an effect on motivation, what factor affects the motivation very much and what factors are between them. The only conclusion that I can make based on the answers is that out of 54 respondents, 46 answered this question and 8 employees did not give any answer at all. Analyzing the answers given by those 46 respondents, I understood that all factors listed influence motivation in one way or another, because almost all respondents rated the factors starting from 3, which means that factors have an effect on motivation.

### 8.3 Cross-cultural differences of Finnish employees

In this section the results regarding cross-cultural differences of Finnish employees are presented. Total amount of Finnish respondents is 42 employees.

*Frequency of informal socializing with manager/supervisor*

Most of the Finnish respondents (26) said that they sometimes socialize with their managers, 12 answered that they never socialize with the managers and the rest 4 admitted that they often have informal socializing with their managers.
**Feedback from manager/supervisor**

The majority of the respondents said that they get enough feedback from their supervisors and 16 employees answered that they do not get enough feedback. None of the employees said that they are not interested in getting feedback.

*Does your supervisor take time to listen to your concerns and support your suggestions regarding the way of doing a job?*

Thirty-four of the employees answered that their supervisors take time to listen to them, 7 respondents said that sometimes their supervisors take time to listen to their concerns and only 1 employee said that he/she is never supported by his/her manager.

**Rules and regulations**

In this question employees were asked to think if they have enough rules and regulation in their organization. So 35 of Finnish employees feel that the hotel has enough rules and only 7 employees think that there are not enough regulations in the organization. None of the respondents said that they do not care about this issue.
Openness for new ideas and regulations

![Openness for new ideas and innovations](image)

Figure 6. Openness for new ideas and innovation

In this question the employees were asked if they are open for new ideas and innovations. The graphic above (Figure 6) shows that 62% of Finns are open for new ideas, 36% did not give any answer and only 2% said he/she is not open for any innovations.

Employees understood this question in their own way, and the explanations that they gave are different. So here are the explanations given by the employees who are open for new ideas and innovations:

- New things will spice up our daily work and the world does not get boring. If you do not like new things and innovations then you are in a wrong branch (Tourism and Hospitality).
- Provide new workers with profound training before actual shift.
- All new ideas that ease working conditions are welcome.
- Development of the tasks. It makes the work easier and more interesting.
- I am ready to try and see if the idea is better than what we have done earlier.
• Getting the best benefit of modern office equipment, improving inter-department communication, knowledge on entire operation.

• I want to learn new things. I also get skills here that are useful outside the work.

• Of course! It usually improves working environment.

• More treatments for the marketing. Accuracy in making reservations.

• Whatever makes our job easier or customer happier.

• Anything that helps me to get better in my job is welcome.

• If the idea helps job and is clear and easy to do.

• New ideas and innovation are part of my work.

• Making the work procedure more flexible and better.

• Something that helps to make our work better (e.g. sales).

• More efficient ways to work.

Here is the explanation of the employee who does not want to have innovations in the organization:

• There are many values, so no reasons of breaking them.

*The way of working*

Twenty-six respondents said that they like working in a team, 11 employees answered that they like working in both ways and the rest, 5 people said they prefer working alone.

*What is more important for you: tasks given or relationships with co-workers?*

In the following question the employees were asked to choose what is more important for them: tasks given or relationships with co-workers. For 25 respondents relationships with co-workers prevail over tasks given, 11 showed the importance of tasks given and 6 employees said that both tasks and relationships are important.
In this question the respondents were asked to choose the option that describes them the best when they have conflicts with others. Figure 7 demonstrates that most of the employees are trying to negotiate (71%), 14% of workers put pressure on the participant of the conflict, 7% have a tendency to rise their voice and 7% are not even trying to solve a conflict.

Expectation of results

Almost all Finnish respondents (36) said that they expect quick results when they are performing a task and only 6 employees are waiting for slow results while doing a job.
9 Summary and discussion

The present thesis has investigated the current situation of employees’ satisfaction in the case hotel. It found out that workers are mainly satisfied with their jobs. However, the findings showed that there are factors that might lead to job dissatisfaction of employees. Also the study discovered the factors that motivate employees and represented cultural differences of Finnish workers.

This chapter intends to show the link between the findings and the theoretical work. The discussion of the results and possible recommendations will be included in this chapter.

9.1 Discussion about factors of dissatisfaction and motivation

As it was discussed in the beginning of this thesis, motivation and satisfaction of employees are the crucial factors for the successful business operations, especially in hotel industry. Managers understand that the manner in which the service is performed affects the service quality experienced by the customer. So the research was done for the case hotel in order to find out the factors that might lead to employees’ job dissatisfaction and learn about possible ways for eliminating them. Another aim was to understand the factors that motivate employees and learn about the influence of cultural differences on employees’ satisfaction and motivation.

From the questionnaires’ findings it can be seen that among 7 hygiene factors of Herzberg there are 3 the most important ones that might lead to employees’ job dissatisfaction. These factors are: working conditions, salary and interpersonal relationships. So if these factors are absent, job dissatisfaction will grow; however, if the level of these factors is good or acceptable it will eliminate job dissatisfaction.

So in order to decrease job dissatisfaction it is important to think about possible ways of maintaining those three hygiene factors at the adequate level. The first thing to pay attention to is working conditions. According to Marín-García et al. (2011) working conditions consist of quantitative demands, job insecurity, influence, development, role clarity, quality of leadership and predictability. Quantitative
demand is a relationship between work demands and the availability of time to cope with the work. Job insecurity includes the fear of losing a job and insecurity concerning other conditions at work (e.g. changes in shift patterns). Influence is defined as the extent of the control that workers have over their jobs: sequence, amount of work, methods to be used, and tasks to be undertaken. Development refers to the evaluation of whether a job provides opportunities for the development of personal abilities and knowledge. Role clarity is about clearly defined job descriptions: limits, objectives, tasks to be undertaken, and expectations. Quality of leadership refers to the extent that managers plan work well in advance and maintain good communications with employees. Predictability means the availability of appropriate, sufficient, and timely information to adapt to any changes that may affect work. (Marín-García & Bonavia & Losilla 2011, pp. 4-6.)

So in order to have working conditions at an adequate or even good level, managers and supervisors have to understand each part of the working condition factor. It is essential for managers to evaluate how much time is needed to do a particular amount of work so that employees could physically be able to finish tasks on time. What comes to job insecurity, managers of the case hotel should not worry too much about it, because the findings showed that 42 of the respondents are full-time workers, which means they are quite secured with their job positions and do not have a fear of losing a job. Instead managers should pay more attention to working hours and find out if workers have enough time for rest between the shifts and if they have work-life balance. The next part of the working condition factor is influence. Here supervisors should give enough freedom to employees so that they could manage their own time given for accomplishment of tasks. Also it can be important for employees to find their own methods of doing a job, those methods that are easier and at the same time helpful for performing a task. As for development, managers need to be sure that each employee, while performing a job, learns something new and develops skills and abilities. This could be done, for example, through development programs or new tasks. Role clarity is also important for eliminating job dissatisfaction. Employees have to be clearly explained what they should do, what the objectives of each task are, what the limits of time are and
what employees should do on the work. Quality of leadership is another part of the working condition factor. Here managers have to plan work of each employee in advance and maintain good communication with workers in order to avoid misunderstanding and possible problems. Last but not the least part is predictability. Managers should regularly provide employees with information that might influence their performance.

The next important factor that might lead to employees’ job dissatisfaction is salary. The main advice that can be given here to managers/supervisors is to ensure that employees get their salaries regularly, on time, that all extra hours are paid for and ensure that salary is fair enough compared to the tasks employees do.

The third most important factor leading to job dissatisfaction, according to the research results, is interpersonal relationships. Employees want to have social relationships in the workplace and to receive whatever help is necessary at any given moment from either colleagues or superiors (Marín-García & Bonavia & Losilla 2011, p.5). So one of the many tasks of managers/supervisors is to create a friendly environment where employees could feel that they are respected by co-workers and by managers (Management study guide). Moreover, according to Chan and Jepsen it is essential to have mutual trust in order to build high-quality relationships (Chan & Jepsen 2011, p. 4). What is also important for managers is to value each employee, give support when necessary and try to prevent any conflict situations between workers.

So these were the most important factors that might lead employees of the case hotel to job dissatisfaction. What needs to be understood is the importance for managers to appropriately provide those hygiene factors, because then those factors can serve to remove dissatisfaction and improve performance up to a point. However, they cannot be relied upon to generate really positive job feelings or high levels of performance that are potentially possible. To accomplish these outcomes, management must shift gears and move into motivation. (Miner 2005, p. 63.)
In order to motivate employees, managers/supervisors have to know the factors that influence employees’ motivation and how these factors can be used.

So the findings of the questionnaire showed that almost all employees rated each motivational factor from Herzberg’s two-factor theory in the scale from 3 to 5 instead of 1 to 5. It means that all motivational factors listed have an effect on employees’ motivation, but the strength varies from one employee to another, from one factor to another.

However, when start analyzing the numbers from the scale given to each motivational factor, and analyzing how many people rated those factors in the scale from 3 to 5, it was noticed that the biggest amount of the respondents gave 3 (3=average effect on motivation) to advancement. It is important for employees to get promoted for the good job done. So in order to motivate employees by satisfying this factor, it is necessary for managers to set clear goals and performance targets for the workers to show them how they can raise their wages and move to better jobs (Ashe-Edmunds). The factor that got 4 from the big amount of respondents was work itself followed by responsibility. Employees become more motivated if the job they do is interesting, full of a variety of tasks and requires different skills. So it is the job of managers to ensure that the work they give to employees is not monotonous. Also employees are motivated when they get enough responsibility for achieving something and the authority to do it in their own way, without getting a list from their managers/supervisors with rules, parameters and policies, because employees do not like to be restricted in this way (Ressler 2013). The last factor chosen by many employees was personal growth. It got 5 in the scale, which means personal growth affects very much employees’ motivation. Here managers have to match employees’ interests, strengths and skills with the job to be done. They can provide employees with challenging work and allow them to learn from failure rather than blame them for making a mistake. (Bowman.)

Besides the motivational factors mentioned above, managers should also try to satisfy such factors as achievement and recognition. In order an achievement to be a motivator, managers/supervisors should make money to become the reinforce-
ment of the measurement, not the measurement itself. Money might be a logical way to recognize superior efforts and should be used to reinforce behaviour. However, it is the achievement of the measurement that is the true motivational driver. So what managers have to do is to make employees know how they are performing personally, how their business unit or department is performing, and how that relates to the performance of the company as a whole. The closer managers can connect one’s performance with the overall business metrics, the more likely they will encourage the pursuit of achievement. (Kelleher.) Finally, managers should not forget about recognition. When employees have done a good job, especially when they have succeeded in a challenging assignment, almost all want to be recognized for doing so. That as a result can be one of the greatest motivators. (Bowman.)

9.2 Discussion about cultural differences and their influence on motivation

In this sub-chapter cultural difference and their effect on employees' motivation are discussed.

According to the findings, more than half of the respondents are Finns. That is why it was decided to divide all employees who answered this questionnaire into 2 groups: Finns and foreigners. So the conclusions, explanations and possible suggestions about cultural differences and their impact on employees' performance and motivation will be made only about Finns. All the answers will be given in percentages. Total amount of Finnish respondents was taken for 100% and then it was calculated how many people chose one option or another. The option from each question that was chosen by the biggest percentage of the respondents will be represented here.

As it was mentioned earlier in this report, there are 5 cultural dimensions of Hofstede: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Feminity, Long-term/Short-term Orientation.

The first dimension to start with is Power Distance. The questionnaire had several questions concerning this dimension: How often do you have informal socializing
with your manager/supervisor? Do you think you get enough feedback from your manager/supervisor on the job you have done? Does your supervisor take time to listen to your concerns and support your suggestions regarding the way of doing a task? The answers were the following: 62% said that sometimes they have informal socializing with their managers; 62% agreed that they have enough feedback from their supervisors; 81% admitted that their supervisors take time to listen to their concerns and support their ideas. These results prove Hofstede’s low score (33) on this dimension (Hofstede & Hofstede 2005, p. 44). In order to improve performance of employees and motivate them, managers should be all the time accessible for workers, give general consultation to them, allow their employees to participate in meetings and share any ideas or suggestions, and good ones should be supported by managers, because in societies with low power distance index employees like to have high autonomy, take their own responsibility over the tasks and feel their involvement in business processes. (Biatas 2009; Koryakina 2011.)

The second dimension is Uncertainty Avoidance. Here employees were asked two questions: Does your employer have enough rules and regulations? Are you open for new ideas and innovations in your work? To the first question 83% answered that, in their opinion, the employer has enough rules and regulations. To the second question 36% did not answer and 62% said that they are open for new ideas and innovations. These results differ from Hofstede’s thought, because he gave 59 scores to Finland and mentioned that this is a high preference for avoiding uncertainty (Hofstede & Hofstede 2005, p. 169). However, the results not only showed that people are open for new ideas, but also when the respondents were asked to specify in which way, most of them said that they would like to learn new things and try something new that could ease the procedures and help perform better. Moreover, the result of this questionnaire showed that almost all people are satisfied or even highly satisfied with job security, so they do not feel threatened by unknown situations. So the conclusion is that this cultural dimension does not have a big influence on employees’ motivation and performance.
The next dimension is Individualism/Collectivism. For that dimension the following question was asked: How do you like working, alone or in a team? Most of the Finns, 62%, answered that they prefer working in a team, 26% chose both ways and 12% like working alone. According to Hofstede Finland is an individualistic society and scores 63 on this dimension (Hofstede & Hofstede 2005, p. 78). So again the results are different. However, in this case it can be possibly explained by the way how the respondents understood this question and what they meant while making a decision. The result from this questionnaire showed that employees are motivated by achievement and because achievement is important for individualistic societies, it might be assumed that so many respondents prefer working in a team because there can be tasks that are easier to finish in a team and thus achieve better results. Also working in a team can be fun; employees can feel personal involvement in the working process and at the same time maintain good relationships with co-workers which is also important for them in order to be satisfied with the job.

The fourth dimension is Masculinity/Feminity. For the respondents two questions based on this dimension were asked: What is more important for you, tasks given or relationships with co-workers? Which of the statements defines you the best while having conflict at work? For the first question 60% answered that relationships with co-workers are more important than tasks given. In the second question 71% said that they are trying to negotiate. So these findings prove Hofstede’s low score (26) on this dimension and is thus considered a feminine society (Hofstede & Hofstede 2005, p. 121). This dimension can have a great impact on motivation and as a result on performance of employees. In the cultural part of this thesis it was discussed that people in feminine societies value relationships and quality of life that means there should be good balance between work and personal life. That is why it is necessary for managers/supervisors to maintain hygiene factors such as working conditions and interpersonal relationships at a good level.

Last but not the least dimension is Long-term/Short-term Orientation. The respondents were asked the following question: When you are performing a task, do you
expect quick or low results? The majority of Finnish respondents (86%) answered that they expect quick results. This finding supports Hofstede’s low score (41) on this dimension, which means Finland is short-term oriented society (Hofstede & Hofstede 2005, p. 211). That is why managers have to inform their employees about changes that might influence their performance and final results. Also managers need to give enough responsibility to employees so that they could plan their own work and choose their own methods that could help them to achieve better results in a short period of time.

To summarize this discussion it is necessary to highlight the importance to understand cultural differences and their impact on employees’ motivation and performance. Moreover, despite the fact that almost all of the respondents are satisfied with their jobs and quite dedicated to them (results showed that many of the employees have been working in the case hotel since the opening) managers and supervisors have to keep under control hygiene factors and do not forget motivating employees regularly, because only by doing so managers can achieve good performance, efficiency and better results.

10 Evaluation of the research

Overall the thesis research was interesting and useful, hopefully not only for my future career but also for the hotel for which it was conducted. However, it was a challenge to narrow the theoretical framework down and choose only the most relevant points for the research out of the excessive amount of information available in a plenty of different sources. Also it was not easy to find a hotel that could give me a permission to distribute questionnaires among its employees, because not all managers wanted to share any information connected to motivation and satisfaction of their workers and not all managers simply needed this kind of information from me because from time to time they make their own research and get all the necessary knowledge about their employees’ motivation and satisfaction.

However, I found the case hotel that was interested in my research the aim of which was to understand the factors that might lead employees to job dissatisfac-
tion and to find possible ways for eliminating those factors. Another aim was to learn about motivational factors and how they can be increased. Also this research was aimed to get more information about cultural differences and their possible influence on employees' motivation and performance. So in my opinion this study answered all research questions due to the amount of the respondents that I got. As a result, it can be summarized that working conditions, salary and interpersonal relationships were three most important factors that might cause employees' job dissatisfaction. That is why managers should keep those factors at an adequate level to decrease those factors. As for motivation of employees, the findings showed that all factors given as options motivate employees, so it is important for managers to regularly maintain them at a good level. What comes to intercultural differences, here due to the fact that more than half of the answers were given by Finnish employees, the conclusions were made only based on their responses and only about Finnish culture. So such cultural dimensions as power distance, femininity, individualism and short-term orientation could influence motivation and performance of employees, only uncertainty avoidance did not have a big impact on workers of the case hotel.

This research studied motivating factors of employees and factors that might cause job dissatisfaction. However, these issues were studied in general. I would suggest for further research to study in more detail satisfaction of employees with different aspects of their work, to broaden knowledge about employees' motivation and discuss such aspects as leadership and rewards. Also cultural differences and their impacts on motivation and performance of employees could be studied about Russian culture, or comparison between Finnish culture and Asian culture could be done. Besides the study could be aimed to research the same aspects but only from managers' perspective to learn e.g. what motivational tools they use or what kind of reward or incentive system they have in their organization. Although there is abundant research on these topics, I believe there is still place for further studies especially for studies for a certain company, because the findings can be used to improve current situation in the company and thus increase its efficiency and productivity.
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Appendix 1

This survey is a part of a bachelor's thesis to be submitted to Saimaa University of Applied Sciences. The questionnaire has a limited number of questions concerning your motivational factors, the level of satisfaction and cultural differences. All your answers will be treated confidentially! Completing the questionnaire will take no longer than 5-7 minutes.

1. Gender
   a) Male
   b) Female

2. Age
   a) Less than 25 years
   b) 26-30 years
   c) 31-35 years
   d) 36-40 years
   e) More than 40 years

3. Nationality _________________________________

4. In which department are you working?
   a) Front Office
   b) Housekeeping
   c) Food and Beverage
   d) Kitchen
   e) Other (please specify)______________________

5. How long have you been working for this hotel?
   a) Less than 1 year
   b) 1 to 2 years
   c) Since the opening

6. You are
   a) a part-time worker
   b) a full-time worker

7. How satisfied are you now with your working environment?
   a) Highly satisfied
   b) Satisfied
   c) Average
d) Dissatisfied
e) Highly dissatisfied

8. How satisfied are you with job security?

   a) Highly satisfied
   b) Satisfied
   c) Average
   d) Dissatisfied
   e) Highly dissatisfied

9. Choose from the list 3 most important factors that might lead you to job dissatisfaction. (1= the most important factor leading to job dissatisfaction, 2= the second most important factor leading to job dissatisfaction, 3= the third most important factor leading to job dissatisfaction).

   a) Company policy
   b) Supervision
   c) Interpersonal relationships
   d) Working conditions
   e) Status
   f) Security
   g) Salary
   h) Other (please specify)_________________________________

10. How satisfied are you with your job recognition?

   a) Highly satisfied
   b) Satisfied
   c) Average
   d) Dissatisfied
   e) Highly dissatisfied

11. In general how satisfied are you now with the job?

   a) Highly satisfied
   b) Satisfied
   c) Average
   d) Dissatisfied
   e) Highly dissatisfied

12. If you think about the following motivational factors in work, evaluate in the scale from 1 to 5 how much they affect your work motivation. (1= no affect on my motivation,– 5= affects very much my motivation)

   a) Possibility for personal growth at work
   b) Work itself
   c) Responsibility
   d) Achievement
13. Are guidance and supervision while doing a task important for you?
   a) Highly important
   b) Important
   c) Average
   d) Not important
   e) Highly unimportant

14. How often do you have informal socializing with your manager/supervisor outside the work?
   a) Often
   b) Sometimes
   c) Never

15. In your opinion, does your employer have enough rules and regulations?
   a) Enough
   b) Not enough
   c) Not interested

16. Are you open for new ideas and innovations in your work?
   a) If yes, please specify in which way
   b) If not, please explain why

17. How important is team spirit for you?
   a) Highly important
   b) Important
   c) Average
   d) Not important
   e) Highly unimportant
18. How do you like working?
   a) Alone
   b) In a team

19. What is more important for you?
   a) Tasks given
   b) Relationships with co-workers

20. How important is job achievement for you?
   a) Highly important
   b) Important
   c) Average
   d) Not important
   e) Highly unimportant

21. Which of these statements defines you the best? While having conflicts at work, I
   a) have a tendency to raise my voice
   b) put pressure on the participants of the conflict
   c) am trying to negotiate
   d) am not trying to solve the conflict at all

22. When you are performing a task, do you expect
   a) quick results?
   b) slow results?

23. Do you think you get enough feedback from your manager/supervisor on the job you have done?
   a) Enough
   b) Not enough
   c) Not interested

24. Does your supervisor take time to listen to your concerns and support your suggestions regarding the way of doing a job?
   a) Yes
   b) No
   c) Sometimes
Thank you for answering the questions and helping me implementing the research for my thesis!