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Promoting performance through Total Motivation.

**Case: The Centre for Economic Development,
Transport and the Environment in Kainuu**

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Abstract

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The aim of this thesis is to identify motives that promote high performance and outline areas for improvement at the Centre for Economic Development, Transport and the Environment in Kainuu. Personnel consisted of experts, executive experts, and supervisors. The development task was interlinked with risk management and aimed to find solutions to how performance can be influenced. The outcome of the development task was to create an action plan in the form of a playbook.

The purpose of this research was to investigate how performance can be improved through motivation. The thesis adopted a case study strategy to explore how to promote performance through motivation. The research examines multiple cases within a single case to discover factors influencing motivation and performance. A deductive approach was applied as the theoretical position leans on theory prior to the collection of data.

The theoretical framework leans on organizational culture, performance, and motivation. Furthermore, the theory presents the latest findings and theories for promoting performance. The research employs one of the theories and research methods developed by Neel Doshi and Lindsay McGregor. Their convincing research is built upon a century of academic research. The research method was designed to identify factors that influence performance by evaluating the six motives; play, purpose, potential, emotional pressure, economical pressure, and inertia; that have been identified to influence performance.

The research applied a mono-method data collection technique in a combination of qualitative and quantitative data collection methods. The research utilized the annual VMBarometer job satisfaction survey findings and, in addition, carried out an online survey. The purpose of the survey was to calculate the total motivation of the personnel and identify factors that affect performance.

Research findings show that motivation and performance were positively influenced by play and purpose. Economical pressure was also an influencing factor in work. A good working culture was valued and decreased emotional pressure. Limited resources and the absence of sufficient feedback was a limiting factor to motivation and performance.

The development task employs co-developing methods to identify main issues and create proposals to promote performance. Executive experts were invited to an online co-developing space to create solutions on how operating methods can be developed to promote performance based on the research findings.

The playbook was the outcome of the development task. The playbook presents key theory from the theoretical framework of this thesis, key findings from research, and presents suggestions on how performance can be managed through total motivation. It is a tool for supervisors and executive experts to gain a deeper understanding of what motivates personnel and how performance can be promoted.

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1 Introduction

The aim of this thesis was to identify motives that promote high performance, outline areas for improvement, and develop an action plan in the form of a playbook. The purpose of this research is to investigate how performance can be improved at the Centre for Economic Development, Transport and the Environment in Kainuu (Kainuu ELY Centre).

Furthermore, this thesis dives deep into organizational culture, performance, and motivation. Prior research shows that organizational performance is the outcome of culture, which is influenced by selected HR practices. Performance in this context represents the ability of personnel to execute a plan productively and efficiently. In the first chapter of this thesis, organizational culture and performance are described in more detail. The second chapter delves into the factors influencing performance.

Factors influencing performance in different areas of research have been studied for centuries and continue to be a trending topic. Particularly, the research by Neel Doshi & Lindsay McGregor (2015) was convincing as their research is built upon a century of academic research. They developed a research method to identify factors that influence performance. They call it the Total Motivation factor.

The Total Motivation factor measures the six motives; *play, purpose, potential, emotional pressure, economical pressure, and inertia*; that have been identified to influence performance. In their research, they have found that the greatest organizations and highest-performing cultures inspire total motivation and emphasize that the underlying factor in building high-performing cultures is understanding what drives peak performance in individuals. The third chapter of this thesis presents the theory behind the science of total motivation and the motives in more detail.

One of Kainuu ELY Centers' strategic objectives is to be an excellent workplace and a desired partner. The governing body, the Ministry of Economic Development and Foreign Affairs, of ELY Centers' have stated that good quality of working life consists, above all, of the opportunity to do meaningful work, to learn and develop, to be supported by work structures, and to have good interactions. (TEM 2022f) Job satisfaction is assessed annually through the VMBarometer job satisfaction survey, and structures are continuously developed to improve performance. Executives are continuously searching for solutions to promote performance. The fourth chapter

presents the commissioner and key findings from the latest VMBarometer job satisfaction survey. Although VMBarometer job satisfaction survey findings give an extensive overall picture of job satisfaction and the factors affecting it, it does not answer the question of what motivates the personnel to work every day.

Research questions:

1. What factors impact Total Motivation?
2. How can Total Motivation be improved?

The thesis adopts a case study strategy to explore how to promote performance through total motivation. The research examines multiple cases within a single case to discover factors influencing motivation and performance. A deductive approach is applied as the theoretical position leans on theory prior to the collection of data.

The research applied a mono-method data collection technique in a combination of qualitative and quantitative data collection methods. The research utilized the annual VMBarometer job satisfaction survey findings and, in addition, carried out an online survey. The empirical data collection method was a survey. An online survey tool, Webropol, was used to collect data and to discover what factors impact total motivation.

The main objective of the survey was to discover the base value for total motivation by applying the total motivation analysis, a method developed by Doshi and McGregor (2015), and obtain a deeper understanding of the important factors influencing it. Thus, both qualitative and quantitative data collection methods were used, and the survey consisted of open questions in addition to scaled questions. Collected data were analyzed using software for statistical analysis, PSPP and Excel. A deductive approach was applied in the analysis of qualitative research data. The variables were determined based on the theory. The main variables were devised into a descriptive framework using excel.

The development task employs co-developing methods to identify main issues and create proposals to promote performance. Executive experts were invited to an online co-developing space where service design tools were utilized. A Value Proposition Canvas was designed to create solutions on how operating methods can be developed by clarifying employee understanding and designing value through the proposals.

The final assignment was to create a playbook for supervisors and executive experts. The objective of the playbook is to help guide supervisors and executive experts in the correct direction through the lens of Total Motivation. The playbook introduces the general theory of Total Motivation, as well as suggestions on how total motivation can be managed. In summary, it provides insight into the current situation and the conclusions of how total motivation may be improved, with suggestions on how performance can be managed through total motivation and a roadmap for risk management. The playbook is available only in Finnish.

2 Organizational culture

The most popular definition of organizational culture, or in other terms, organizational climate, was defined by Schein (1997). Schein defines organizational culture as the deep, basic assumptions and beliefs that are shared by organizational members. Culture may not be seen and is often unconscious (Clegg, Kornberg & Pitsis 2016, 208). Doshi and McGregor expressed that culture may be compared to the background conversation that could not be heard (p. 13).

Interest in organizational cultures arose only nearly half a century ago, in the 1980s. However, theoretical and methodological foundations were sought from anthropological studies several decades older. Many definitions of organizational culture have been presented, which emphasize partly the same and partly different factors and dimensions belonging to a culture. The similarities between the different definitions are somewhat more significant than the differences. These similarities are shared perceptions of knowledge, ways of acting, interpretations, understanding, and meanings. (Harisalo 2021, 188-189)

One way to define organizational culture is to understand it as a relatively shared structure of how an organization functions, on the basis of which the organization thinks, acts and structures the possibilities of choice (Harisalo 2021, 189). In other words, culture represents the norms by which people identify themselves and others. Norms are informal rules that define culture as it represents what people in the organization do. (Clegg et al., 2016, 203-205)

The various components of organizational culture have been differentiated by Schein into three levels (Figure 1). The first level consists of visible artifacts, organizational features such as the physical structure of building, interior and uniforms. The second level of culture comprises espoused values which represent the non-visible facet of culture and reflect on the personas or social group's consistent beliefs and norms as issues are discussed or expressed. The deepest culture is hidden beneath artifacts and expressed values. (Clegg et al., 2016, 208-209)

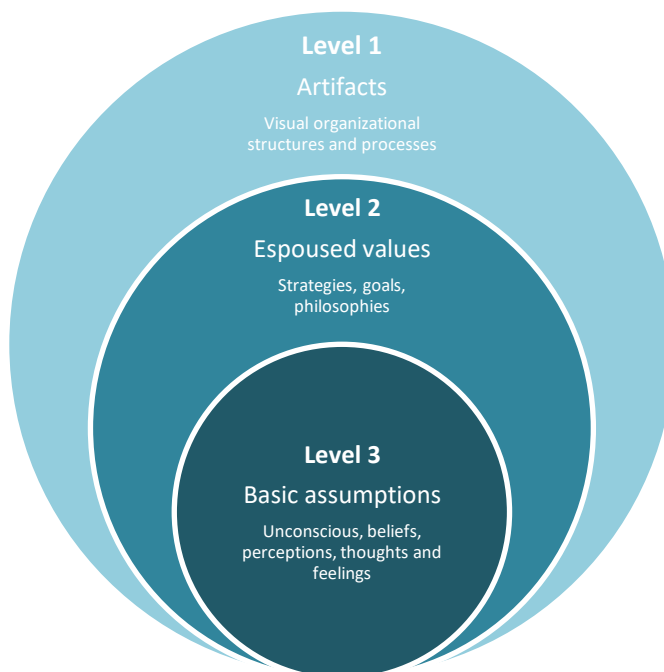


Figure 1 The levels of organizational culture according to Schein. Adopted from Clegg, Kornberg & Pitsis 2016, 210.

Basic assumptions are the essence of culture and represent the most important level of culture. Basic assumptions subconsciously shape values and artifacts formed around the nature of humans, human relationships and activity, reality, and truth. This level is the most influential as it shapes decision-making processes almost invisibly. The third level carries the most potential for transformation if basic assumptions can be observed and change managed from the core. (Clegg et al., 2016, 209)

Doshi & McGregor (2015) introduced findings from a survey performed by Deloitte (2013), where 94 percent of executives (N=303) and 88 percent of employees (N=1005) believe workplace culture is important to business success. However, there is a disconnect between employees and executives regarding how culture is expressed and managed in their organization. They found that there was a differentiation between executives and employers when considering what factors impact workplace culture. (Doshi & McGregor 2015, XI; Deloitte, 2013)

Executives ranked tangible elements such as financial performance (65%) and competitive compensation (62%) among the highest factors impacting workplace culture, whereas employees ranked intangible elements such as regular and candid communications (50%), employee recognition (49%), and access to management/leadership (47%) the highest. (Deloitte, 2013)

Similarly, founders of start-up companies have realized the power of culture and its importance in maintaining growth. Gulati and DeSantola (2016) argue that only a few founders of fast-growing firms codify and reinforce organizational culture though most worry about losing it. The trend in fast-growing firms results in managers' attention shifting to operations and marketing, which typically leads to employees' low motivation and work engagement and perhaps even relocation. (Gulati & DeSantola 2016)

Research on organizational culture has revolutionized the field of operation and management insight into what affects performance. Organizations may not as easily be shaped into the form of the managements liking by structural factors, nor do structural factors engage or motivate staff as effectively as assumed. An impeccably built organization is not enough if it fails to touch people's hearts and souls. The field of research has broadened the understanding of how great cultures can be built and managed. (Harisalo 2021, 189)

2.1 Strong and weak culture

A strong culture guides people's thinking, actions, and choices. It reduces the need and costs of management and supervision in the organization. It helps people deal with their mutual relationships and tensions and influences them to develop themselves and their work. A strong culture gives the entire organization its distinctive identity. (Harisalo 2021, 194)

The culture of the organization can also be weak, in which case its factors; basic assumptions, values, perspectives and concrete results; are weak and contradict each other. Their weakness and contradiction affect their acceptance and the desire to act according to them. A weak culture causes confusion, inertia, and tension in the organization. (Harisalo 2021, 194)

A strong culture pervades the entire organization, connecting at all levels of the organization. However, it is possible that subcultures emerge that differ from the prevailing culture. Subcultures may either strengthen culture or weaken it. (Harisalo 2021, 194; Clegg et al., 2016, 225)

Culture is the result of leadership and monitoring its impact on performance requires management. If the management neglects this task, the meaning of culture as a factor enabling and promoting the organization's performance starts to erode and ceases to serve its original purposes. As a result, people no longer make efforts to conduct or coordinate essential tasks and

they underestimate management efforts. Arguments and confrontations that undermine unity begin to appear in decision-making. Without leadership, a strong culture becomes weak. (Harisalo 2021, 196) In summary, culture unites people through shared experiences, strengthens their understanding, and makes them strive toward common objectives. Transforming weak cultures into strong cultures can be demanding and time-consuming.

2.2 Organizational performance

In organizations, performance is more complicated than the simple matter of doing things (Doshi & McGregor 2015, 33). Clegg et al., (2016) argue that there is no consensus on defining performance, and as jobs in manufacturing and producing goods continue to give way to knowledge work and service provision, it becomes increasingly difficult to conceptualize performance (p. 174). However, organizational performance may be measured through business performance (revenue, gross profit, and HCROI) and human competencies. Human competencies may be measured through tactic signals, which are connected to positive management practices and emotional intelligence in social organization context. (Kesti 2012, 19; 59)

Human capital is considered one of the most important recourses in businesses today (Kesti 2015; Ordóñez & Tennyson 2017, 201) and is the means to meeting strategic objectives (Clegg et al., 2016, 174). Human capital is the firm's collective capability to extract the best solutions from the knowledge, skills, experience, and motivation possessed by its people and represents the creativity and innovativeness that exists in each employee's mind to provide solutions to customers (Ordóñez & Tennyson 2017, 380).

Organizations are complex systems (Kesti 2012, 95), and although Clegg et al. (2015) argue that there are limitations to performance management, measurement, and appraisal, research advocates that they do have a role in decision-making (p. 175). Adding competitive business value to the organization is one of the most important functions in human resource (HR) management. Competitive advantage is gained through better business performance which may be achieved by human-based organizational performance development. Human-based organizational performance relies on chosen HR practices. (Kesti 2012, 19)

2.2.1 Tactical and adaptive performance

According to Doshi and McGregor (2015), there are two different opposing types of performance that optimize high performance in organizations, *tactical and adaptive performance*. Tactical performance represents how productively and efficiently a person or organization executes a plan. Notably, it illustrates the performance of the specific actions that are required to get a job done. (Doshi & McGregor 2015, 37)

Contrary to tactical performance, adaptive performance represents the ability of a person or organization to diverge from the plan. Adaptive performance is crucial as tactical performance has limitations in adapting to certain situations. Four distinct types of challenges have been identified to describe the limitations of tactical performance: volatility, uncertainty, complexity, and ambiguity. The letters form a phrase known as VUCA. (Doshi & McGregor 2015, 37)

Challenges involved with volatility and complexity may be predictable and, therefore, more manageable with the aid of foresight. The volatility characteristics contain unexpected or unstable challenges and may be of unknown duration (Bennett & Lemoine 2014), i.e., the Covid-19 pandemic's effect on supply chains in 2020. Complexity is associated with situations of many interconnected parts and variables. The nature of information can be overwhelming to process, although information can be predicted and is available, i.e., organizational activities take place in a multicultural environment. (Bennett & Lemoine 2014)

However, ambiguity and uncertainty are challenges that may not be as easy to predict. The characteristics of uncertainty are subordinate to possible change caused by an event, i.e., disruption in the market. Ambiguity arises from unclear relationships where no precedents exist, i.e., launching a new product or entering emerging markets. (Bennett & Lemoine 2014)

Albeit tactical and adaptive performance exists in tension, the two opposing forces in balance create great culture as both tactical and adaptive performance are required in different areas of every job. Successful organizations have the ability to manage tactical and adaptive performance in tension. (Doshi & McGregor 2015, 249)

2.2.2 Managing performance

According to Kesti (2015), Fleetwood and Hesketh (2010) suggest that *employees have causal powers or competencies that certain HR practices might actualize, generating high value-adding behaviors*. Empirical research findings state that there are essential competencies that affect each other and thus have power over organizational performance. These essential competencies are categorized into management, leadership, team culture, working skills, and processes. (Kesti 2015, 19; 106)

Successful organizations have the ability to manage tactical and adaptive performance in tension. (Doshi & McGregor 2015, 249) Performance is influenced by motivation, which is influenced by culture. Research indicates that management has a great influence on organizational culture and culture-building (Kesti 2010, 60; Doshi & McGregor 2015, 128-129; 249-250). Thus, it is beneficial for management to understand the limitations of performance and reflect on where adaptive performance is needed.

Eliminate blame bias

Doshi and McGregor (2015) assert that culture may be taken to the bank. They have discovered in the past two decades as consultants that some of the best-laid plans may falter due to cultures of mistrust and blame. (p. XVI) The blame bias affects how organizations are managed. Typically, leaders tend to blame employees though the fault is within the system. Leaders can use an excessive amount of time on performance evaluations and recruiting fit personnel that yet leads to low performance and poor retention as the influence of culture is too often underestimated. (Doshi & McGregor 2015, 76)

Expectation increases once blame is eliminated. Believing in high performance creates high performers. Expectations are found to affect the performance of individuals, which can impact the performance of entire groups. Unfortunately, this applies both ways, and low expectation also diminishes it. (Doshi & McGregor 2015, 82)

Managing the keys of Culture

Doshi & McGregor have introduced a list of essential keys of culture that performance relies upon. The keys of culture represent a set of matters that influence high performance. (Doshi & McGregor 2015, 113-114) These matters may be enhanced through organizational competencies.

A list of how performance may be developed through Keys of Culture introduced by Doshi and McGregor (2015):

- **Leadership** is responsible for building structures suitable for the situation and the staff's abilities in adequate balance with strategic objectives. Leaders and managers have an incredible impact on culture, as leadership behavior and processes may either promote or hinder performance. (p.144)
- **Identity** of an organization reflects its mission, vision, and values, and turns jobs into callings providing a common objective, purpose, behavioral code, heritage, and traditions. A clear, compelling, consistent, and credible identity will attract candidates and retain employees. (p. 163-168)
- **Role design** is the simplest way to increase adaptive performance. Embedding the performance cycle to the job itself is a powerful way to increase productivity and job satisfaction. (p. 189)
- **Career paths** provide possibilities for employees to learn, grow and increase their contributions to the organization. Career ladders should be built for each role whether the employee is a managerial, knowledge or customer expert. (p. 205-206)
- **Compensation** helps employees track their growth and their contributions, as well as distract them from the work itself. (p. 220)
- **Community** is where everyone can experience appreciation and distribute information among others. Strong communities are safe and increase a sense of purpose as the group identity is strong. Cooperation and citizenship enhance adaptive performance (p. 223-225)
- **Performance management** is more complicated than simply the matter of doing things. (p. 113-114)

Leaders and managers are responsible for building structures suitable for the situation and the staff's abilities in adequate balance with strategic objectives. Leaders and managers have an incredible impact on culture, as leadership behavior and processes may either promote or hinder performance. Organizational identity referring to objectives, standards of behavior, and heritage, have a powerful influence on culture. The organization's vision and mission provide the necessary conditions for the development of the organization. (Kesti 2012, 95; Doshi & McGregor 2015, 144)

The identity of an organization reflects its mission, vision, and values, and turns jobs into callings providing a common objective, purpose, behavioral code, heritage, and traditions. A clear, compelling, consistent, and credible identity will attract candidates and retain employees. (Doshi & McGregor 2015, 163-168) In high-performing organizations, operative work is aligned with skills. Structures such as employee training and constructive feedback cycles influence adaptive performance. (Doshi & McGregor 2015, 144)

Great ideas may not be executed if employees do not have a clear idea of their roles. Strict protocols maximize tactical performance. However, they do not enhance adaptive performance. (Doshi & McGregor 2015, 178) Fixed tasks, rules, and procedures reduce adaptability (Kesti 2012, 38). Adaptive performance is needed where competitors are most active, quality is important, where requirements change most frequently, or where a customer needs distinctive treatment (Doshi & McGregor 2015, 178-179)

Strong cultures enhance adaptability, which forms from individuals with high levels of creativity, problem-solving, persistence, and citizenship (Doshi & McGregor 2015, 102) and deliver outstanding financial success (Clegg et al., 2016, 210-211). Strong cultures are agile regardless of uncertainties and changes that may arise as they reflect good cooperation, allowing employees to take on more responsibility and are more flexible if necessary (Kesti 2014, 134-139).

In summary, performance is more complicated than simply the matter of doing things, and that is why it is important to understand what performance is and the factors that influence it. The most high-performing organizations build genuine strong cultures by motivating employees through direct motives: *play, purpose, and potential* in their work. Indirect motives reduce adaptability, and direct motives increase it. (Doshi & McGregor 2015, 37-41) Total motivation fuels performance, as the question of *why we work*, affects *how well we work*. The next chapter will discuss the science behind Total Motivation.

3 The science of Total Motivation

Doshi & McGregor (2015) found that the greatest organizations and highest-performing cultures inspire Total Motivation (ToMo). The underlying factor in building high-performing cultures is understanding what drives peak performance in individuals – as the quotation from the book refers to, the important question is, *why do people come to work every day?* (p. 17)

Organizations need to balance adaptive and tactical performance. Tactical performance is needed to meet daily, weekly, and monthly targets. Adaptive performance is needed to innovate when situations do not go according to plan. Balancing adaptive and tactical performance means balancing creativity and practicality, values and valuations, aspirations and economics. (Doshi & McGregor 2015, 257-258)

Some performance management systems inattentively disrupt performance by enhancing indirect motives (Doshi & McGregor 2015, 259). This chapter presents the six motives that either enhance performance or disrupt it.

3.1 The motive spectrum

There is a spectrum of reasons which influence performance in different sectors of life. The motivation spectrum is based on Deci's & Richard's (2000) self-determination theory and a rephrasing of the Self-Determination Continuum (Doshi & McGregor 2015, 287). The motivation spectrum represents the six basic motives that influence performance: direct motives: *play, purpose, and potential*, and indirect motives: *emotional pressure, economic pressure, and inertia* (Doshi & McGregor 2015, 5-6).

The motive spectrum has been applied in various fields of study, i.e., to understand successful marriages, academic performance, and even health and fitness. The motive spectrum consists of six measurable motives which have been validated universally. (Doshi & McGregor 2015, 20-21)

Performance is found to be enhanced by direct motives, while indirect motives decrease performance (Doshi & McGregor 2015, 22). According to Hyppänen (2015), Aristoteles aforesaid that the best well-being is created when a person can realize his own human potential in his life and do work that feels valuable and virtuous (p. 169). Within the last century, researchers have

realized that high performance and effectiveness are achieved through human relations rather than organizational structure. Therefore, human needs must be considered differently than what has been considered necessary in the past. (Harisalo 2021, 70-71)

3.1.1 Direct motives

Direct motives are connected to the work itself, thus resulting in a higher level of performance (Doshi & McGregor 2015, 5-6). Direct motives enhance work engagement, which is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli & Bakker 2004, 4).

Work engagement can be seen as an employee's desire to strive for results. Although work holds a different meaning to each individual, organizational culture and individual factors influence performance. (Hyppänen 2015, 169)

Play

The direct motive play is the most powerful driver of high performance as it is created by the work itself. Play occurs when engaging in an activity simply for the enjoyment of the doing. Play also engages in creativity as curiosity and experimentation are at the heart of play. In workplaces, play may be encouraged by giving employees free time and resources to explore their own ideas and indulge in their curiosity. (Doshi & McGregor 2015, 7)

According to Carnegie (2019, 73) the chairman of the board of directors of one of the largest rubber companies in the United States stated his observations that people rarely succeed at anything unless they have fun doing it. A successful restaurateur answered that the most important motive in any job is play, when asked what she believes is the most important factor influencing work motivation. (Kainuun ELY-keskus, 2022a) Kesti has also noted that performance often requires sufficient motivation. The threshold for taking action lowers when the enjoyment of the activity or work itself - *play* is involved. (Kesti 2010, 71)

According to Harisalo (2021, 71-72) Saarinen and Miettinen (1990) have expressed that organizations need to focus on building communities that inspire creativity as they are more likely to be able to confront challenges, change and be the source of innovation. McGregor (2006) also found that people are most devoted to common goals when work is associated with play, along

with other motivation factors (p. 67). Play should be introduced more frequently at the workplace, as it is at the core of intrinsic motivation, which leads to greater responsibility for one's own work, better learning results, and creative outcomes (Martela 2016).

A highly motivating leader inspires play by encouraging experimentation by providing time, space, and the resources needed to perform well. Play may be influenced by clear job descriptions and realistic targets. A highly motivating leader also encourages creativity by challenging subordinates to solve problems themselves. (Doshi & McGregor 2014, 130-131)

Purpose

Purpose occurs when the **outcome** of the activity is valued. In workplaces, purpose can be created for any type of work by aligning the impact of work with the employees' beliefs and values. (Doshi & McGregor 2015, 8) Purpose may act upon multiple business functions i.e., its impact may help win customers loyalty or attract, engage, and retain employees (Knowles et al., 2022). Values are defined as standards or principles of behavior, and they may be used to describe both cultures and individuals (Ojanen 2014, 184-185). Knowles et al., (2022) research indicates that purpose is used in three senses: *competence*, *culture*, and *cause*. (Figure 2)

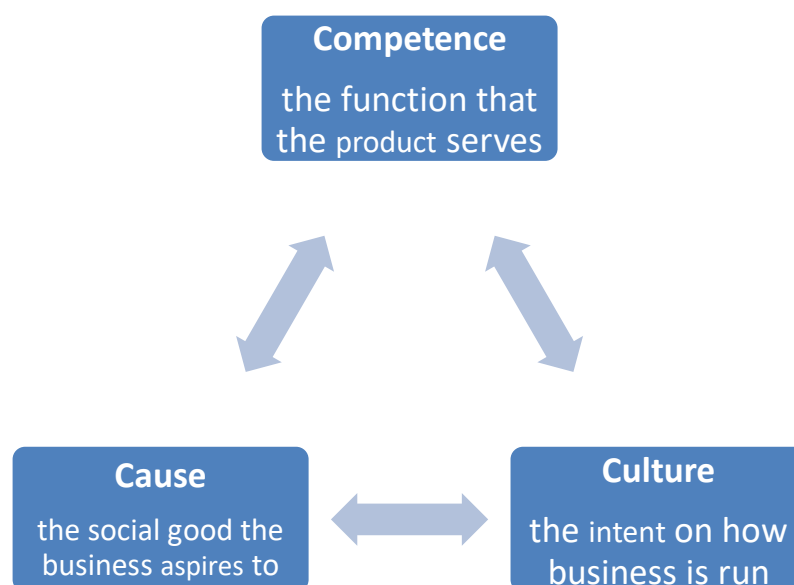


Figure 2. The three senses of purpose. Adopted from Knowles et al., 2022.

Competence refers to the function that the service or product serves, culture to the intent of how business is ran, and cause to the social good the business aspires to. They argue that determining the purpose of the company is fundamentally a business decision and must be anchored in strategy. The purpose motive is a powerful driver of performance only when the purpose feels credible (Doshi & McGregor 2015, 8). Furthermore, business success depends on an authentic and motivating basis that is aligned among identified key stakeholder groups. Culture-based purpose statements are most powerful for companies relying on high levels of employee engagement, as strong cultures are created when businesses are ran well. (Knowles et al., 2022)

According to Nenonen (2022), Martela argues that work has three functions: self-fulfillment, doing good, and financial sustenance. The needs of individuals differ, reflecting on what each emphasizes. Ojanen has a similar stance of view and suggests that work can be perceived as a source of money, or it can be a career or a calling. (Ojanen 2014, 178)

Work itself is fulfilling when it is perceived as a calling. Research also shows that employees who feel that work is a calling are also happier. (Ojanen 2014, 178) According to Molinsky (2017), Amy Wrzeniewski's (2012) research found that people that see work as a calling exhibit higher performance and a sense of satisfaction with their jobs.

Purpose can consist of multiple sources of meaning that help find value in life and work. Coleman argues that almost any work can possess a remarkable purpose. Focusing on making work meaningful is the first step to achieving professional purpose, and it is built rather than found. (Coleman 2012, 27-29) Martela et al. (2021) argue that creating meaningful work not only affects the organization positively but also supports motivation, commitment, and the well-being of employees. Leaders of great cultures help create meaningful work and act as role models by putting customers' interests first (Clegg et al., 2016, 219; Doshi & McGregor 2015, 131). A highly motivating leader expects subordinates to live by positive, consistent values and a common sense of purpose (Doshi & McGregor 2015, 131).

Potential

The third direct motive, potential, occurs when a second-order outcome of the activity aligns with one's beliefs or values. Personal goals linked to the outcome of the activity may influence performance. Organizations that offer stepping-stones to certain positions and clear career paths is an example of how the potential motive may be enhanced. (Doshi & McGregor 2015, 8-9)

The potential motive may seem challenging for leaders to manage as most organizations often aim to maximize organizations' returns by investing in high-potential employees – ones that may be retained and do not see work as a stepping-stone to other positions in other organizations. However, organizations should invest in everyone giving them equal opportunities to develop. As Henry Ford is credited with saying, *“the only thing worse than training your employees and having them leave is not training them and having them stay.”* (Chamorro-Premuzic et al., 2017)

Companies that invest in identifying and developing talent are financially successful. According to Call, Nyberg & Thatcher (2015), talented employees are high-performers and may influence other team members to perform better, improving their effectiveness at work and shaping organizational culture. Conversely, high-performers may exert a negative influence on colleague and team performance if treatment toward high-performers is biased and unjust. (p. 631)

A highly motivating leader shows that investment in work is an investment in oneself by actively linking work to personal goals. Great leaders develop and focus on strengths rather than weaknesses, as well as provide more responsibility as competence grows. (Doshi & McGregor 2015, 131)

The potential motive is the least powerful in comparison to the first two direct motives, play and purpose, since it relates to the second outcome of the work, which is furthest from the work itself. Organizations that inspire play, purpose and potential create the highest and most sustainable performance. (Doshi & McGregor 2015, 9)

3.1.2 Indirect motives

High ToMo cultures create high-performing organizations by inspiring people to do their jobs through direct motives: play, purpose, and potential. Unlike direct motives, indirect motives are further removed from the work itself and frequently harm performance, thus considered destructive. Indirect motives are emotional pressure, economic pressure, and inertia. (Doshi & McGregor 2015, 6-9)

Emotional pressure

The first indirect motive is emotional pressure and is the weakest of the three indirect motives. Emotional pressure occurs when emotions related to negative self-perception and external forces

(i.e., the judgment of others) compel one to perform an activity. Emotional pressure may be driven by emotions such as fear, disappointment, guilt, shame or simply the fear of missing out. In workplaces, fear of judgment may distract employees from the work itself, harming performance. (Doshi & McGregor 2015, 9-10)

Emotional pressure may also be associated with work-related competition, which is often derived from personal goals aiming for a good position, promotion, or grand goals itself. This is common to employees that perceive their work as a career. (Ojanen 2014, 178)

It is essential that employees are provided with enough challenges to keep them motivated. Pressure needs to be managed in balance to avoid excessive pressure, which could cause anxiety and stress. Stress can cause forgetfulness and cynicism, which is destructive to culture. (Kesti 2012, 53)

Great leaders reduce emotional pressure by ensuring targets and goals are fair and reasonable. Highly motivating leaders act fairly, honestly, and transparently. Peer pressure may be reduced by enabling friendships at work and managing a good group culture. (Doshi & McGregor 2015, 132)

Economic pressure

Economic pressure occurs when the activity or work is solely done to win a reward or avoid punishment. Economic pressure may occur on anyone at any level of income. There is a misconception that people with the least income experience high economic pressure, yet it appears that income and the economic motive are statistically unrelated. Economic pressure alone as a sole motive for participating in an activity will diminish performance. (Doshi & McGregor 2015, 11-12)

A good salary is not enough in today's work life as employees demand much more from their jobs. Garrad and Chamorro-Premuzic (2017) argue that purpose, meaning, and the prospect of interesting and valuable work determine how well people perform on the job. Several studies have even shown that people are willing to accept lower salaries in exchange for more meaningful work (Martela et al., 2021).

Recent research performed by Frankly Partners (2022) found that a good salary, in addition to seeing the outcome of work and safety, were considered most important to young people from

ages 16-29 (N=500) when asked what they found to be most important in today's work life. Leaders of great cultures avoid using rewards or punishments to coerce people to work, and instead, they ensure that people are evaluated holistically. (Doshi & McGregor 2015, 132)

According to Garrad & Chamorro-Premuzic (2017), meta-analytic studies indicate that there is only a marginal association between pay and job satisfaction. Dissatisfaction with salary does not seem to affect the overall results of job satisfaction. (Garrad & Chamorro-Premuzic 2017)

Inertia

Inertia, as in the tendency to do nothing or to remain unchanged, is the most disruptive and leads to the worst performance of all. Doshi & McGregor (2015) argue that it is not enough to have employees who stay, as they should stay for the right reasons (p. 12).

Inertia is typically associated with inaction. In literature, inertia at work is also referred to as active inertia. Active inertia may arise when organizations follow established patterns of behavior. Inertia is typically difficult in organizational change as employees are stuck in work modes that brought them success in the past but may not serve the present or future. (Sull 2014) Inertia may be avoided if obstacles are removed and ensuring work will have an impact. (Doshi & McGregor 2015, 132)

3.2 Promoting performance through Total Motivation

Leaders who ignite total motivation in their teams and across the entire organization create great cultures and, consequently, the highest levels of performance (Figure 3) (Doshi & McGregor 2015, 127). Taking action requires a state of mind where motivation is sufficiently high. The threshold for action in interesting and pleasant things is lower than in unpleasant and difficult things. Great cultures utilize the strengths and potential of individuals in a versatile way, employees are valued, and expertise is shared (Kesti 2014, 71).

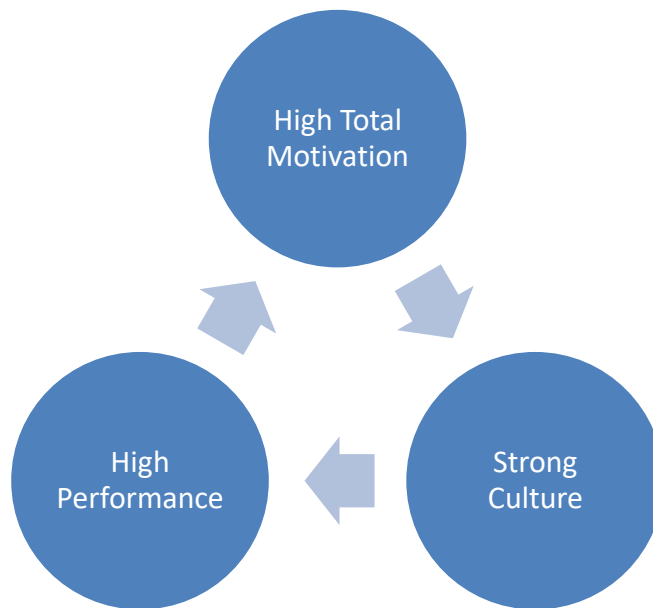


Figure 3. Positive cycle of Total Motivation

Research indicates that management has a great influence on organizational culture and culture-building (Kesti 2010, 60; Doshi & McGregor 2015, 128-129) as organizational structures set can either create cultures that inspire total motivation or cultures that decrease it. High total motivation fuels high performance. (Doshi & McGregor 2015, XIV)

Doshi & McGregor (2015) found through their analysis of tens of thousands of employees surveyed across diverse organizations that two principles follow a pattern: direct motives enhance performance while indirect motives decrease performance. Total Motivation can be simplified into one measurable concept called the Total Motivation factor based on those two principles. The factor may be used as a diagnostic tool to measure, monitor, and develop total motivation. (p. 23)

3.2.1 Analyzing Total Motivation

Total Motivation can be analyzed using five simple steps. They are as follows: (1) measure the total motivation factor, (2) identify issues, (3) prioritize actions, (4) set aspirational goals, and (5) develop the business case for investment. A profound analysis of total motivation can lead to better performance. (Doshi & McGregor 2015, 107)

The first step to analyzing ToMo requires measuring the organization's ToMo factor. From the number of methods developed to measure total motivation, the simplest method requires only six questions where participants state the degree to which they agree with the six statements associated with the motives on a Likert scale from 1 to 7. (1 = *strongly disagree*, and 7 = *strongly agree*). (Doshi & McGregor 2015, 108-110.)

The ToMo factor lies on a scale that ranges from -100 to 100. Once the ToMo factor for each individual response is calculated, the scores may be averaged. The average score represents the ToMo of the organization. (Doshi & McGregor 2015, 110)

The second step to analyzing ToMo is testing theories based on the collected data. At this stage of research, it is important to identify areas within the organization where adaptive performance is most critical and reflect on the data as to where total motivation can be improved and through which motives. Adaptive performance is most critical in areas of the organization that include customer interface, product quality, and require creativity, and/or are subject to extreme risks. (Doshi & McGregor 2015, 111)

3.2.2 Setting an aspirational Total Motivation

The third step to analyzing ToMo is to choose the key factors that may help impact motives that are lagging the most to improve ToMo. All key factors work in unison as great cultures build from small motivators. High performance requires many keys, yet important to be aware that not every key works. (Doshi & McGregor 2015, 113)

Doshi and McGregor narrowed the list to a set of key elements that matter most. These elements are leadership, identity, role design, career paths, compensation, community, and performance management. These keys work together in unison, and the relationship between these keys and total motivation is not additive. The highest level of performance may be achieved when each element is aligned with total motivation. (Doshi & McGregor 2015, 113-114)

3.2.3 Developing an action plan

The final steps to analyzing total motivation are setting an aspirational ToMo and developing a business case. Doshi and McGregor (2015) found that within industries, the most high-performing

teams have a 15-point ToMo advantage over their peers. Moreover, those cultures have common goals and freedom to experiment – play. (Doshi & McGregor 2015, 116-117)

Rather than setting absolute goals, it is preferred to choose a target relative to the competition. Structural aspects of some professions may naturally lead to higher or lower total motivation, i.e., the average ToMo of employees working in telecom is 30 points lower than the average ToMo of teachers. (Doshi & McGregor 2015, 80; 116-117)

The final step in analyzing ToMo is developing a business case. Collected data may be used to design an action plan to improve ToMo. Expenses may be justified by reflecting on what expenses follow from low total motivation. As intangible assets are hard to see and adaptive behaviors are difficult to measure, controlled experiments may help define the value of each ToMo point based on its influence on performance. (Doshi & McGregor 2015, 117-118)

3.3 Benefits of Total Motivation

Several studies show that high ToMo organizations have a competitive advantage over their competitors. In fact, one case shows that there is a direct impact on sales, as the difference between a positive ToMo salesperson and a negative ToMo salesperson was 28 percent in revenue. Total motivation influences adaptive performance which may lead to better customer ratings, adaptive sales behaviors, and better cost management. High total motivation may also reduce costs, for example, reduce employee acquisition costs, employee retention costs, and costs due to maladaptive behaviors. (Doshi & McGregor 2015, 118-119)

According to Kesti (2012), the study on the quality of Finnish companies indicated that wasted working time was the greatest single reason for quality costs. Another study by Liukkonen (2008) indicates that a lack of motivation not only weakens the quality but increases errors and costs as well. (Kesti 2012, 43-44)

By clearly articulating the organizational mission and vision statements in job descriptions makes it easier to recognize cultural drift at an early stage and helps keep values alive by hiring for cultural fit and rewarding desired behaviors through recognition and compensation. (Gulati & DeSantola 2016)

Job satisfaction seems to be a prerequisite for high motivation and performance (Kesti 2012, 50)
The next chapter introduces the commissioner of this thesis, the Centre for Economic

Development, Transport, and the Environment (ELY Centre) in Kainuu. The chapter summarizes the strategic priorities and objectives of ELY Centres and examines the current level of job satisfaction at a general level.

4 Centre for Economic Development, Transport, and the Environment

The Ministry of Economic Affairs and Employment (TEM) is a part of the Government in Finland and aims to create conditions for economic, social, and ecologically sustainable growth. Economic, social, and sustainable growth is a result of skilled people in high-quality jobs, productivity growth, and increasing employment. The ministry implements the Government Programme, drafts legislation, monitors and develops issues falling within its remit, and steers the agencies in its administrative branch. (Ministry of Economic Affairs and Employment of Finland [TEM] 2022a)

The administrative branch includes six Regional State administrative agencies (AVI) and 15 Centres for Economic Development, Transport and the Environment (Figure 4) which together function as the country's regional state administrative authorities. Regional policy measures consider regional strengths and conditions, thereby supporting renewal. (TEM 2022b; TEM2022c)

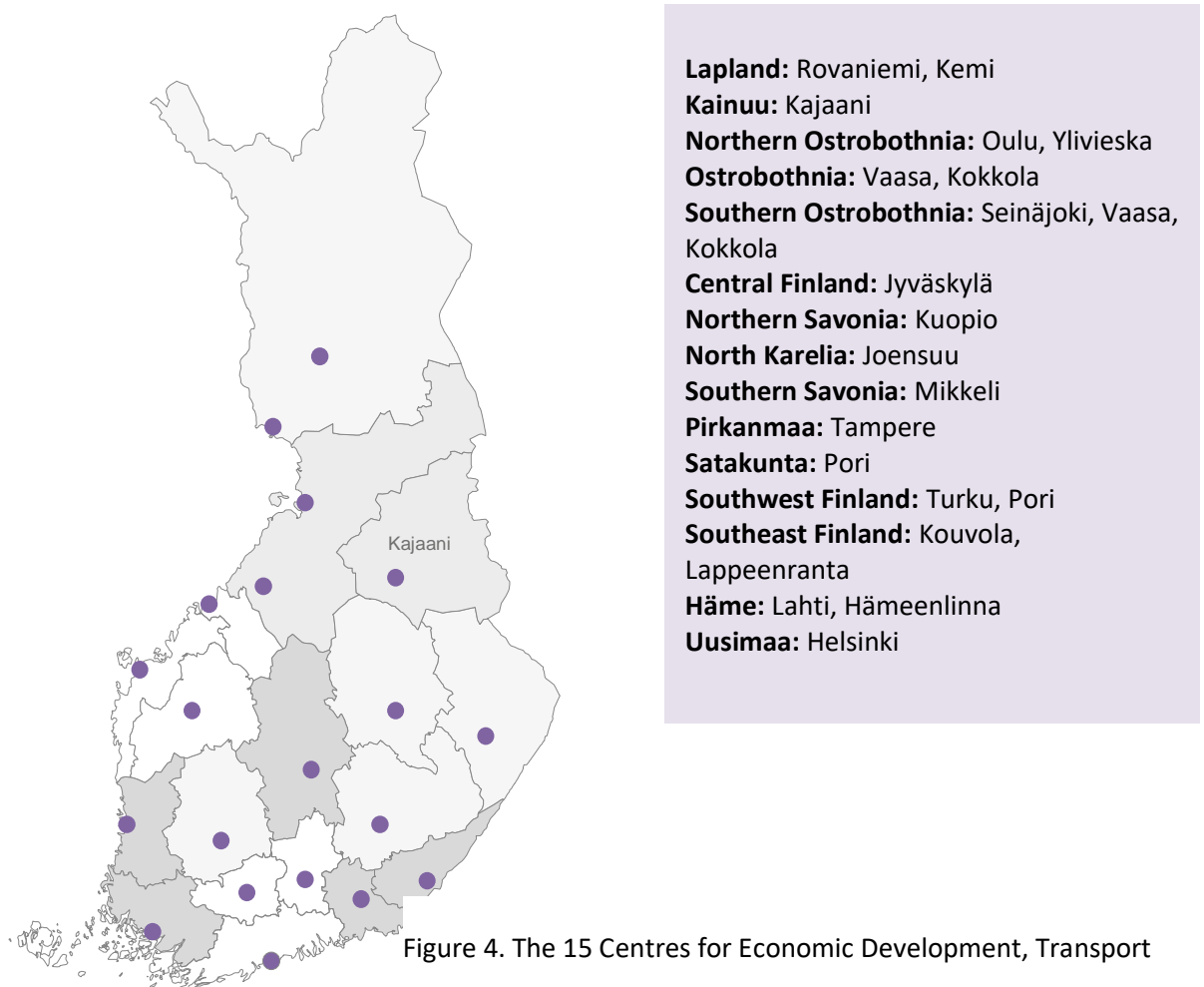


Figure 4. The 15 Centres for Economic Development, Transport and the Environment

The development of working life is a joint process as changes in the population, cause of work, and entrepreneurial activity requires regions and cities to be able to develop continuously (TEM 2022d). Finland is built on vibrant regions with their own strengths and areas of development. Operations are guided by the AVI/ELY strategy, which is based on the current Government programme. The strategy is based on changes in the operating environment as working life is in constant change (Figure 5). (TEM 2022b)



Figure 5. Strategy for the Regional State Administrative Agencies and the Centres for Economic Development, Transport and the Environment for 2020-2023. Adopted from TEM 2020.

Driving forces such as digitalization, globalization, the population's age structure, and climate change are constantly impacting working life. AVI/ELY strategic priorities are (1) ensuring well-being and equality, (2) increasing vitality, (3) striving for carbon neutrality, (4) developing customer-oriented operations and promoting digitalization, (5) developing networking, and (6) developing employee well-being and community. The implementation of the strategy is monitored and evaluated on an ongoing basis. The ELY centers work in close cooperation with partner networks to promote the region's vitality, sustainable growth, and future, as well as well-being and internal security. (TEM 2022d)

4.1 Centre for Economic Development, Transport, and the Environment in Kainuu

The Centre for Economic Development, Transport and the Environment in Kainuu has two areas of responsibility whose strategic priorities are based on ELY/AVI strategy and regional programs. The two areas of responsibility are (1) Business and industry, the labor force, competence and skills, and cultural activities, and (2) Environment and natural resources. The aim is to gain social impact by increasing vitality and striving for carbon neutrality. The strategic priorities of the Kainuu ELY Centre are (1) increasing vitality, (2) the availability of skilled labor, (3) ensuring a good life, and (4) personnel and cooperation (Figure 6). (Kainuun Elinkeino- liikenne- ja ympäristökeskus [ELY] 2022a)



Figure 6. The strategic priorities of the Kainuu ELY Center. Adopted from ELY 2022a.

Kainuu ELY Centre employs over 80 experts who specialize in administrative functions, Economic Development and Environmental Development. The organization contains three administrative branches accordingly, as follows (1) the Administration branch, (2) the Economic Development branch, and (3) the Environmental Development branch. Each administrative branch is divided into business units according to the areas of responsibility. Each business unit's areas of responsibility also determine performance targets which are continuously monitored and reported semiannually.

The performance targets of Kainuu ELY-Centre are based on the strategic priorities listed in figure six, which are based on the AVI-ELY strategy document 2020-2023. Performance targets are reported semiannually to ELY-Centers' directing authority, The Ministry of Economic Affairs and Employment. Government agreements are drawn upon the performance targets and contain the most central issues in terms of the operation of ELY centers and the issues requiring change, which are based on the strategy document derived from the government program and support the goals of the provincial program. Agreements may be adjusted as they are being revised considering the government programme, the state economy, the government's policy, and other factors affecting the operating environment. (TEM 2019)

This thesis focuses on Kainuu ELY-Centre's fourth strategic priority, *personnel and cooperation*. In the next sections, the development actions of the fourth strategic priority are reviewed, and the status of job satisfaction is presented at a general level. Job satisfaction was presented based on the recent data collected through VMBarometer Job Satisfaction survey.

4.2 An excellent workplace and a desired partner

Kainuu ELY Centre aims to be an excellent workplace and a desired partner. Ely Centers adhere to a good personnel policy and invest in promoting the well-being of their employees at work. At the heart of both internal and external operations are transparency, open interaction, and communication. Promoting employee well-being and job satisfaction is one of Kainuu ELY Centers' strategic priorities. (ELY 2022a; ELY 2021)

Annual government personnel surveys, VMBarometer (VMBaro) Job Satisfaction Survey, are an important management tool that is used across government organizations in Finland to develop operations and improve the well-being of employees. The VMBaro Job Satisfaction Survey measures and monitors the job satisfaction of personnel, personnel opinions on the success of managerial work and leadership of their supervisors, and the functioning of the state remuneration system in practice. (Valtiovarainministeriö 2022)

The analysis, monitoring, and utilization of the data obtained through the VMBaro Job Satisfaction Survey in different government organizations is of paramount importance in the development of management, well-being at work, and remuneration. Utilizing the data is a key part of leadership development. VMBaro serves as a means of obtaining information, but the analysis and effective

use of the information obtained in the operation and management of the organization is the responsibility of the organizations themselves. (VMBaro 2022f)

Final reports provide comprehensive information about each government agency (e.g., organization, agency unit divisions, and staff classifications) as well as comparative information (e.g., administrative sector and agency type), allowing agencies to improve their performance through benchmarking. Annual surveys may also be viewed as a time series. Surveys and analyzes of administrative sectors and the state are an essential part of knowledge management and management reform. (Palkeet 2022)

The survey has a total of 43 questions which are divided into eight main categories and additional sub-categories and optional sub-questions. Job satisfaction is measured on a five-point scale (1= totally disagree to 5=strongly disagree), including open questions from each category. The survey consists of the following main categories: (1) Managerial work and Leadership, (2) Content of work and possibilities to influence, (3) Pay, (4) Skills and competencies, (5) Operating culture of the working community, (6) Working and operating environment, (7) Interaction and communication, (8) Employer image and values. (VMBaro 2022b)

The critical limit of job satisfaction on an index scale of 1-5 is an index number of 3. If job satisfaction is below 3, critical attention must be paid to job satisfaction, and corrective measures must be taken. Job satisfaction is at a satisfactory level if the index is 3-3.5. Better than average level of job satisfaction is achieved when the index exceeds 3.5. Job satisfaction is considered good if exceeds 4 on the scale. The performance target of job satisfaction is 3,6. (VMBaro 2022f, 14)

VMBarometer job satisfaction results help identify the strengths and areas for development in the work community. The aim of the survey is to address the deficiencies at the earliest possible stage, and the necessary development measures are agreed upon in cooperation with the management, supervisors, and personnel. (VMBaro 2022c) The development of well-being and job satisfaction is based on knowledge management, and data is collected annually via VMBarometer Job Satisfaction Survey. VMBarometer job satisfaction findings support knowledge management and are an essential part of strategic activities at Kainuu ELY Centre. (VMBaro 2022a)

4.3 Job Satisfaction at Kainuu ELY Centre

The VMBarometer job satisfaction results and the answer distributions of the results have been obtained from the organization's intranet. According to the findings, job satisfaction at Kainuu ELY Centre is better than average and exceeds performance targets with an index score of 3,90 (N=70) +0,05 increase from 2021. However, differences in job satisfaction between administrative branches as well as business units were detected. One business unit stood out with an index score of 4,27, exceeding the second-best score of 4,23, which the administrative branch withholds. (ELY 2022c) Job satisfaction has positively developed since 2018. (Figure 8)

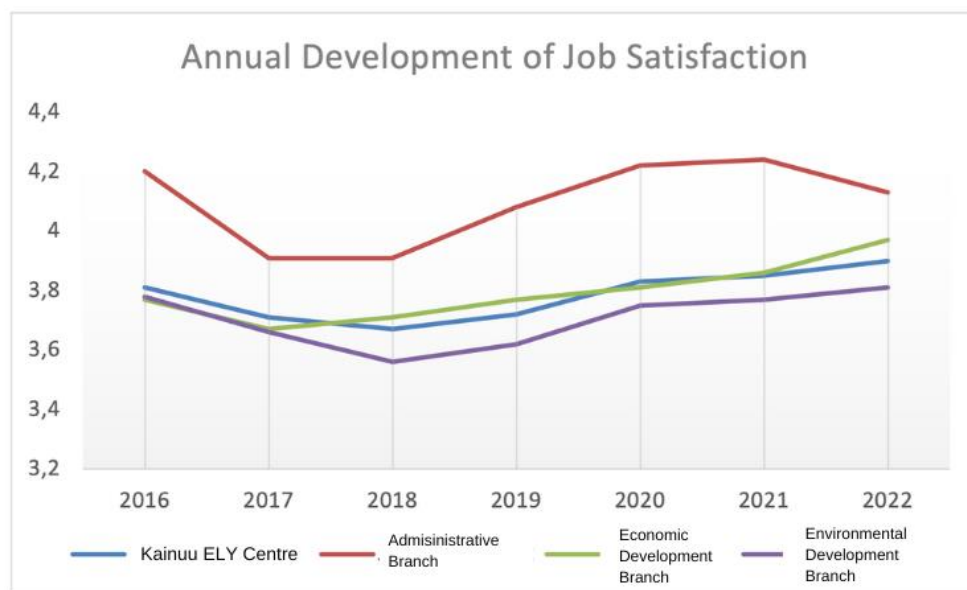


Figure 7. Annual development of job satisfaction 2016-2022.

According to the Ministry of Finland (2010), performance is the result of three factors motivation, abilities, and potential to succeed in work. Competent personnel alone is not enough to achieve performance targets, as motivation and potential are equally as important in the equation (VMBaro 2022f, 4-5). Motivation is measured by job satisfaction, which is affected by various factors, which are listed in the next section along with the results.

The information was utilized using indexes. In previous years, the data have been interpreted by three official indexes: The leadership Index, Innovation Capacity Index, and Work Community Index (VMBaro 2022d). Official indexes supporting the interpretation of the data have been found necessary to revise based on factor analysis, considering comprehensibility and usability. (VMBaro 2022e)

Factor analysis is a statistical method used to reduce a large number of variables into fewer numbers of factors. The method helps uncover interrelated factors in large variable sets of data making data more manageable and more understandable. (DATAtab, 2022) The new indexes have been introduced in parallel with the existing indexes (3). The five new indexes are (1) one's own work, (2) equity at work, (3) managerial work, (4) leadership, and (5) pay. New and existing indexes are both in use for a certain transition period. (VMBaro 2022e)

4.3.1 One's own work Index

One's own work Index consists of the following sum variables: (Q 2.3) My work is interesting and challenging (Q 2.4) My work is motivating and inspiring, (Q 4.1) I am able learn and update my skills in my work, and (Q 2.2) I can influence my work. The central variables are questions 2.3 and 2.4. The reliability of the sum index is 0,87. (ELY 2022c)

Recent VMBarometer results (2022) show that 89 percent (n=66) of the employees agree their work is interesting and challenging, 77 percent (n=65) agreed their work is motivating and inspiring, 83 percent (n=65) agreed they can influence their work, and 84 percent (n=66) agreed on the ability to learn and update competence. The sum index of one's own work is 4,17, which may be considered a good level. (ELY 2022c) (Figure 8)

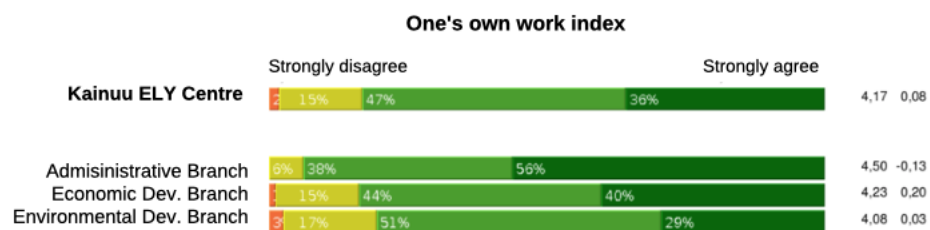


Figure 8. One's own work Index (2022).

ELY Centres have stated that good personnel policy includes active development of expertise at all levels of the organization and continuous development of well-being at work. Ensuring and developing competencies at the individual and organizational level are considered as customer need change and the requirements of the change in work evolve. (ELY, 2022a)

4.3.2 Equity at work Index

The Equity of the Working Community Index (Figure 9) consists of the following sum variables– questions (Q): (Q 5.2) My colleagues treat me fairly, (Q 5.5) There is no discrimination between persons in my working community, (Q 5.3) My work and competence are appreciated in my working community, (Q 5.4) Different genders are treated equally in my working community. The reliability of the sum index is 0,84. (ELY 2022c)

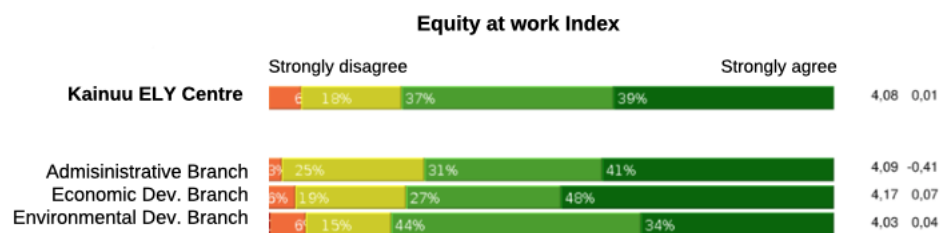


Figure 9. Equity at work Index (2022).

Recent VMBarometer results (2022) show that 76 percent (n=66) of employees agreed they are being treated fairly by colleagues, and 4 percent disagreed. 72 percent (n=66) of employees agree that there is no discrimination between persons in the working community and 81 percent (n=66) agreed that different genders are treated equally. 75 percent (n=66) of employees agree that their work and competence are appreciated in the working community. The minority of employees who disagree, work in the Environmental Development branch. The Equity at work sum index is 4,08 which is considered good. (ELY 2022c) (Figure 9)

4.3.3 Managerial Work and Leadership Index

Measuring, monitoring and developing job satisfaction is an essential part of managing organizations. As work flows from top to bottom in government organizations, the satisfaction of managerial work and leadership are evaluated as part of the VMBarometer job satisfaction survey. (Valtiovarainministeriö 2010, 4) The Leadership and Managerial work Index measures the personnel's experience of how well they are managed. Based on the results, it can be seen that people are more satisfied with managerial (supervisory) work than with leadership, as seen in the results below. (ELY 2022c)

The Leadership index consists of the following sum variables: (Q 1.8) The management makes beneficial and correct decisions, (Q 1.9) Strategic policies of the management (resources, systems, processes, etc.) support the achievement of objectives, (Q 1.6) The senior management act as an example and lead the way, (Q 1.10) I can trust the leadership in our work community, and (Q 1.5) The management have organized the work in my working community successfully. The reliability of the sum index is 0,94. (ELY 2022c)

According to the results, 59 percent (n=66) of employees agreed that management makes beneficial and correct decisions. 47 percent (n=66) agreed that strategic policies such as resources, systems, and processes support the achievement of objectives, and 30 percent of respondents did not agree or disagree. 60 percent (n=66) of employees agreed that senior management acts as an example and leads the way. 60 percent (n=66) agree they can trust the leadership in their work community. Over half of the employees (n=66) agreed that the management has organized the work of their working community successfully. The leadership index is 3,63, which is better than average. (ELY 2022c) (Figure 10)

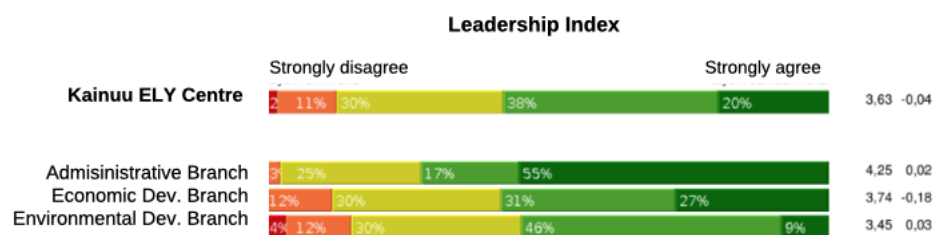


Figure 10. Leadership Index (2022).

Managerial work Index consists of the following sum variables: (Q 1.1) My immediate supervisor's work helps me to do my work effectively, (Q 1.2) My immediate supervisor gives me feedback that helps me to work successfully, (Q 1.3) My immediate supervisor treats me fairly. The reliability of the sum index is 0,89. (ELY 2022c)

The managerial work sum index is 4,06. 83 percent (n=66) of employees agreed that their immediate supervisor's work helps them work effectively, and 66 percent (n=66) of employees experience that they receive feedback that supports success at work. 83 percent (n=66) of employees feel that they receive equal treatment from their immediate supervisor. (ELY 2022c) (Figure 11)

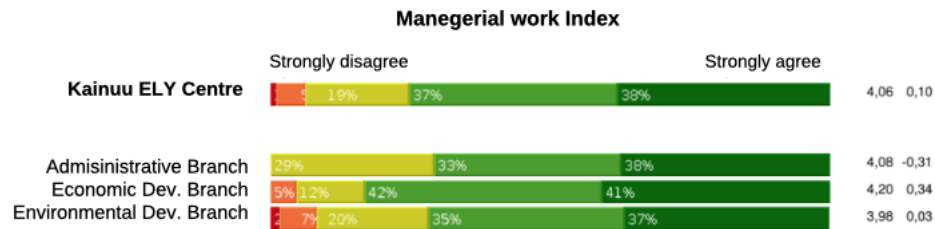


Figure 11. Manegerial work Index (2022)

4.3.4 Pay Index

The Pay Index consists of the following sum variables: (Q 3.4) The basis for my pay is clear and understandable, (Q 3.2) My pay is appropriate considering how demanding my work is, (Q 3.3.) If my work performance changes, my pay changes accordingly, and (Q 3.4) My pay is fair. Reliability is 0,89. (ELY 2022c)

Satisfaction with pay is at a satisfactory level according to the pay sum index. 56 percent (n=66) of employees agree that their salary is clear and understandable. 63 percent (n=66) of employees find their salary to be in line with the job requirements. However, there was dispersion between the groups and the highest level of dissatisfaction with the salary compared to the job requirements was felt in the Economic Development branch. Less than half (n=66) of the respondents felt that the salary changes when work performance changes. 56 percent (n=66) of respondents agree that pay is fair. However, less than half of the employees in both the Economic Development and Environmental Development branches agreed to pay is fair. (ELY 2022c) (Pay Index)

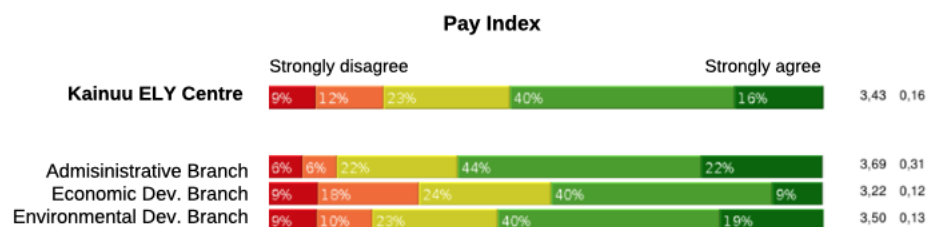


Figure 12. Pay Index (2022)

5 Research design

The aim of this thesis is to identify motives that promote high performance, outline areas for improvement, and develop an action plan in the form of a playbook. The purpose of this research is to investigate how performance can be improved at the Centre for Economic Development, Transport and the Environment in Kainuu.

As theory shows, performance is the result of organizational culture, which can be influenced by Total Motivation. This means high total motivation creates strong cultures and strong cultures enhance performance. Correspondingly, low total motivation leads to poor performance. The analysis, monitoring, and utilization of the data obtained through the VMBaro Job Satisfaction Survey are of paramount importance in the development of management, well-being at work, and remuneration. However, understanding *why* people work, *what* influences performance, and *how* performance can be influenced can provide a new perspective on how performance can be improved. This leads to the research problem of how operation methods can be developed to improve Total Motivation and, thereby, performance.

Research questions:

1. What factors impact Total Motivation?
2. How can Total Motivation be improved?

The thesis is limited to work motivation leaning upon Doshi's and McGregor's (2015) theory on the science of Total Motivation. Findings from the VMBarometer job satisfaction survey were utilized in data analysis to further understand what factors impact performance at the Centre for Economic Development, Transport and the Environment in Kainuu.

This chapter of the thesis discusses the research strategy and research development methods used to answer the research questions. The next sections introduce the research strategy and approach, followed by the research methods used in this research. The last section of this chapter introduces and describes the development methods used to finalize the development task. The final task is to develop a playbook to help management promote performance through Total Motivation. The research design is presented in the figure below. (Figure 13)



Figure 13. Research design.

5.1 Research strategy

This thesis adopts a case study strategy which is typically used when aiming to gain a rich understanding of the context of the research. A case study strategy involves an empirical investigation of a particular contemporary phenomenon within its real-life context. (Saunders, Lewis, & Thornhill, 2009, 145-146) In this case, how to promote performance through total motivation at the Centre of Economic Development, Transport and the Environment in Kainuu.

An embedded case study is chosen as a strategy for doing research as the research examines multiple units of a holistic case. Embedded case study strategies are utilized when the research is concerned with multiple sub-units of an organization. (Saunders et al. 2009, 147) The Centre for Economic Development, Transport and the Environment in Kainuu represents the case in this study. The case represents front-line experts from two business units, the *Economic Development branch* and *Environmental Development branch*, and the executive team, the *administrative branch*, serve as embedded cases. The three embedded cases compose sub-units within the organization.

This study incorporates only a single case, as the research is done solely for the commissioner. Single cases are often used to observe and analyze a phenomenon that few have considered

before and are typically used by part-time students whose commissioner is their employer. Using multiple cases focuses on the need to establish whether research findings occur repeatedly in other cases. (Saunders et al. 2009, 146)

5.2 Research approach

A deductive approach is applied as the theoretical position leans on theory prior to the collection of data (Saunders et al. 2009, 36). The underlying factor in promoting performance is understanding what drives performance in individuals, as in what motivational factors influence work (Doshi & McGregor 2015).

Total motivation can be quantitatively measured through six basic motives: play, purpose, potential, emotional pressure, economic pressure, and inertia. The six basic motives form the motive spectrum created by Doshi and McGregor can be turned into a single metric, the Total Motivation factor (ToMo factor). The ToMo factor helps organizations engineer total motivation to create a high-performing culture.

Total motivation analysis has five steps starting from measuring the total motivation factor, identifying issues, prioritizing actions, setting aspirational goals, and developing the business case for investment (Doshi & McGregor 2015, 107). These steps from total motivation analysis were partially applied to the research design. The deductive approach uses existing theory to shape the research process, which helps shape the research design and an initial analytical framework (Saunders et al., 2009, 489-489).

5.3 Research methods

The research applies a mono-method data collection technique in a combination of qualitative and quantitative data collection methods using a single survey. Mono method data collection applies to single data collection techniques and corresponding analysis procedures (Saunders et al. 2009, 151). The mono method is an adequate method in relation to answering the first research question, *what factors impact total motivation*, considering the available data provided on job satisfaction. The data collected from the VMBarometer job satisfaction survey results

provided by the commissioner served as an additional database and was used for complementary reasons in the analysis of data.

Surveys are low-cost in time and money (Gillham 2008, 7) and are most common in business and management research to answer who, what, where, and how. Surveys provide suggestive data for testing a hypothesis and possible reasons for relationships between variables (Saunders et al. 2009, 125; 144; Gillham 2008, 7) The research employed a Webropol-survey to analyze the organization's total motivation and discover what factors influence total motivation.

Surveys are also a better option in small-scale research when respondent anonymity is desired and valued (Gillham 2008, 7). Doshi and McGregor (2015) emphasize the importance of anonymity in analyzing total motivation, as employees should never feel as if they or their managers will be called out or penalized for their responses (p. 110).

5.3.1 Data collection methods

The organizations' total motivation can be evaluated and measured by simplifying direct and indirect motives into one simple metric, *the total motivation factor*. Doshi and McGregor have developed a simple method that requires only six questions to help identify what elements in business should be improved to promote performance. In this method, participants state the degree to which they agree with the six statements affiliated with direct and indirect motives on a seven-point scale (1 = strongly disagree, and 7 = strongly agree). (Doshi & McGregor 2015, 108-110)

The Likert-style rating scale produces scaled responses that are often used to measure satisfaction (Saunders et al. 2009, 378). Although Gillham (2008) argues that the seven-point scale is usually reductant due to people not using the whole scale (p. 32), the original survey was used to analyze the ToMo factor. The ToMo factor was calculated using a Webropol-survey utilizing the same questions from the original questionnaire found on www.primedtoperform.com - website.

A survey can be used to collect both numerical and non-numerical data, which quantitative and qualitative data collection methods refer to (Saunders et al. 2009, 151). The survey applies both quantitative and qualitative data collection methods to identify factors affecting total motivation.

In addition to the ToMo-survey questions, open questions were presented to gain a deeper understanding of influencing factors affecting motivation and performance. (See Appendix 2) Although the research applies a deductive approach which is often associated with quantitative data collection and analysis, a deductive approach may also use qualitative data to permit alternative explanations (Saunders et al. 2009, 125; Heikkilä 2014, 48) as open questions can lead to a greater level of discovery and are less likely to be representative, as they are not forced into predetermined categories (Gillham 2008, 5).

Misunderstanding the research questions is a challenge researchers may face while interpreting data. (Gillham 2008, 10) Therefore, the survey was pilot tested by several people prior to data collection. The purpose of the pilot test is to ensure there are no problems regarding data collection or recording of data. In other words, respondents have no problems answering the questions in addition to analyzing the collected data. Saunders et al. 2009, 394)

The survey was sent via e-mail to the entire personnel. The personnel included a total of 82 employees. The cover letter briefly presented the topic of the thesis and the goal of the research. At the end of the cover letter was a link to the Webropol-survey. (See Appendix 1) The VMBarometer survey findings provided general information on the level of motivation, the ToMo survey provided more in-depth information on motivational factors, and the open questions provided alternative explanations that helped in the development task.

5.3.2 Data analysis methods

Total motivation was analyzed from collected data by applying the total motivation analysis method developed by Doshi & McGregor. The total motivation analysis method is based on decades of research. The precursor of the diagnostic tool was initially developed by researchers Richard Ryan and Wendy Grolnick (1987) from the University of Rochester in the process of researching student motivation and its effects on academic performance. A similar metric for the workplace was developed later by Trembley et al. (2009) at the University of Ottawa. (p. 107)

Analyzing total motivation requires several phases. Firstly, the calculation of the total motivation factor and secondly, testing theories based on the collected data in identifying areas within the organization where adaptive performance is most critical and reflecting on the data as to where total motivation can be improved and through which motives. (Doshi & McGregor 2015, 111) Due

to the time restraints, the second phase focused on identifying areas for improvement as part of the development task.

Calculating Total Motivation

Calculating the total motivation (ToMo) factor requires the values (1-7) of each statement. The statements apply to the six motives on the motive spectrum, each representing its own motive. The motives total can be calculated by multiplying the answer by the determined weight. The different weights (Figure 14) are assigned to the motives, as each motive has a slightly different impact on performance. The differences in weight values are based on the impact it has on the activity. (Doshi & McGregor 2015, 23-24) For example, play is more powerful than purpose, and purpose is more powerful than potential. (Doshi & McGregor 2015, 109)



Figure 14. Weight values assigned to direct and indirect motives. Adapted from *Primed to Perform*. (Doshi & McGregor 2015, 108)

The data was analyzed using PSPP software. PSPP is an open-source application used for the statistical analysis of sampled data. PSPP was used in this research for analyzing descriptive statistics, mainly creating frequency tables.

The ToMo factor is calculated by adding the totals for the direct motives and indirect motives and then subtracting the sum for indirect motives from the sum for direct motives. ToMo Factor = (Play total x 10) + (Purpose total x 5) + (potential total x 1,66) – (emotional pressure total x 1,66) – (economic pressure total x 5) – (inertia total x 10). (Doshi & McGregor 2015, 109)

The ToMo factor for each case was calculated using excel. The data from excel was imported to PSPP to further analyze the descriptive statistics, the mean, and the standard deviation. The mean represents the average of all data values. The standard deviation describes the extent to which data values differ from the mean. (Saunders et al. 2009, 445)

The ToMo factor lies on a scale that ranges from -100 to 100. Once the ToMo factor for each individual is calculated, the scores may be averaged, and the mean represents the ToMo of the organization. The result shows how motivated the organization is. (Doshi & McGregor 2015, 110) In this research, the ToMo factor serves as a base value and was used as a tool to identify areas for improvement.

Identifying influencing factors affecting motivation and performance

Two open questions were presented in the survey to identify influencing factors affecting motivation and performance. The questions were (1) List three things in order of importance that increases your motivation and performance at work. Briefly justify your answer, and (2) List three things in order of importance that decrease your motivation and performance at work. Briefly justify your answer.

A deductive approach was applied in the analysis of collected qualitative research data. Although it is debated whether a deductive approach is the best option for analyzing qualitative research data, commencing the work from a theoretical perspective has certain advantages as it categorizes collected data providing an initial analytical framework. (Saunders et al. 2009, 490)

The main variables were determined based on existing theory. In this research, the variables are factors influencing direct motives (play, purpose, and potential) and indirect motives (emotional pressure, economic pressure, and inertia). The main variables are devised into a descriptive framework using an excel sheet. A descriptive framework relies on prior experience and what is expected to occur (Saunders et al. 2009, 490). However, the method did not intend to exclude new perspectives for what reason open-ended questions instead of closed questions were chosen.

A descriptive framework is devised for each of the questions, using the same variables with opposite meanings under each main category. The framework consists of six main categories representing the direct and indirect motives play, purpose, potential, emotional pressure, economic pressure, and inertia. Under each category are variables that influence those motives.

(Figure 15) For example, according to theory, the possibility to influence one's own work is a motivating factor influencing play. Play is the main category, and in positive terms (question one), the *possibility to influence one's own work* is the variable. In negative terms (question two), the *limited possibility to influence one's own work* is the variable.

Data samples represent the open-ended answers. All data samples were copied to the excel sheet that is used to analyze the data. As categories and variables are predetermined, data was first classified into the upper category and then processed into main categories. Each data sample serves as a unit of data (Saunders et al., 2009, 493).



Figure 15. Predetermined categories for content analysis.

The data was quantified in each upper category representing one unit to count the frequency of answers. Contextualizing the numbers before the respondents' open answers are presented can add insight, texture, and context to the repository of qualitative data (Saldaña 2011, 61-62; Saunders et al., 2009, 497).

5.4 Development methods

The final task was to develop an action plan in the form of a playbook, to help management promote performance through Total Motivation. Co-developing methods were used to develop proposals based on the collected data. In this phase, the administrative branch was invited to a

virtual co-working space to work on ideas to improve total motivation reflecting on areas requiring development.

Research results were reviewed with two executive experts, and development actions were considered together. Common interfaces were found in the organizations' risk management work, and it was decided to utilize ongoing co-developing methods for answering the second research question, *how can total motivation be improved*, as risk management also aims to enhance performance. Cooperation, in this instance, was adequate and efficient.

Outcomes of prior co-developing work were used to identify areas where adaptive performance is critical. The development task utilized the annual risk assessment and risk management report. Assessments are done annually in cooperation with the entire work community within their business units. Identified risks requiring action were all associated with the factors that were identified in the research findings. Solutions for identified risks associated with the findings of this research were at the core of the development task. This is further reviewed in the next chapter.

Service design tools were utilized in the process of finding solutions that were necessary for performance. A Value Proposition Canvas was designed to create solutions on how operating methods may be developed to achieve Fit. The tool may be used to find connections between operating methods and employee jobs, pains, and gains. The objective of Fit is to verify if correct matters are addressed, considering both the customer profile and the value map. (Osterwalder, Pigneur, Bernarda & Smith 2014, 3; 46) The outcome of the canvas helps create proposals for development.

The customer profile is used as a tool to understand the customer's jobs, gains, and pains (Osterwalder et al. 2014, 42-43). In this substance, the customer profile was used to clarify employee understanding as to what employee jobs, gains, and pains were. The value map was used as a tool to describe how employer services may create value for employees. Fit is achieved if services create gains and reduce pains. (Osterwalder et al. 2014, 42-43).

Executive experts that were working on risk management were invited to an online co-working space to develop ideas that can impact performance. The aim was to create a customer profile and value map to see how services create value. An online tool, Google Jamboard, was used to introduce open-ended answers that describe customer pains and gains related to identified risks and brainstorm ideas. Virtual post-it notes were used to present them on the customer profile.

The results of brainstorming were presented on the value map. Identified customer gains and pains related to the subjects were added to the canvas prior to the workshop.

5.5 Playbook design

The final task was to create a playbook. A playbook is a common tool for documenting a plan helping the subject of the product understand what, how, and why something needs to be done and how operations can be managed by providing specific instructions on how milestones may be reached and directing employees in the correct direction. (Indeed 2021)

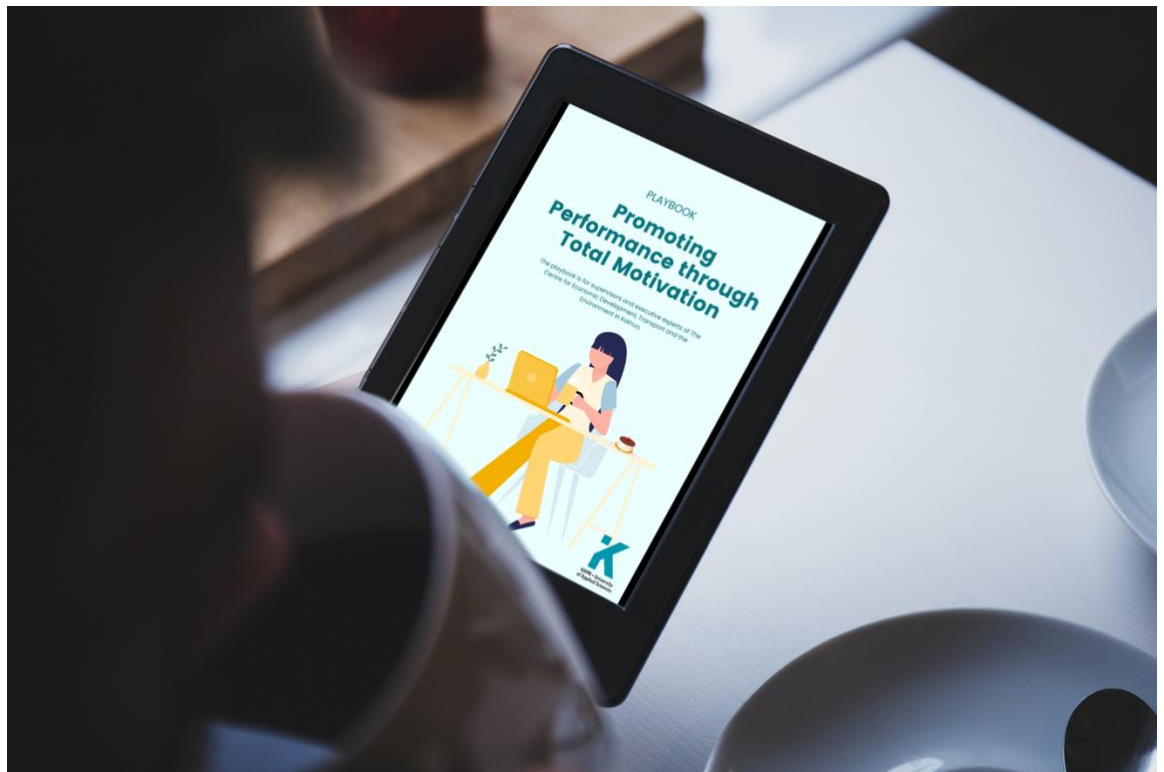


Figure 16. Mock-up of the digital Playbook.

The playbook is designed using an online graphic design tool, Canva. The playbook presents key theories from the theoretical framework of the thesis, key findings from research, and presents suggestions on how performance can be managed through total motivation, as well as a board game-like development roadmap as a summary of the theory. The key findings include graphics that illustrate descriptive statistics and visually appealing patterns to help make sense of the data. The conclusions are presented with checklists for managers to identify development needs and take action.

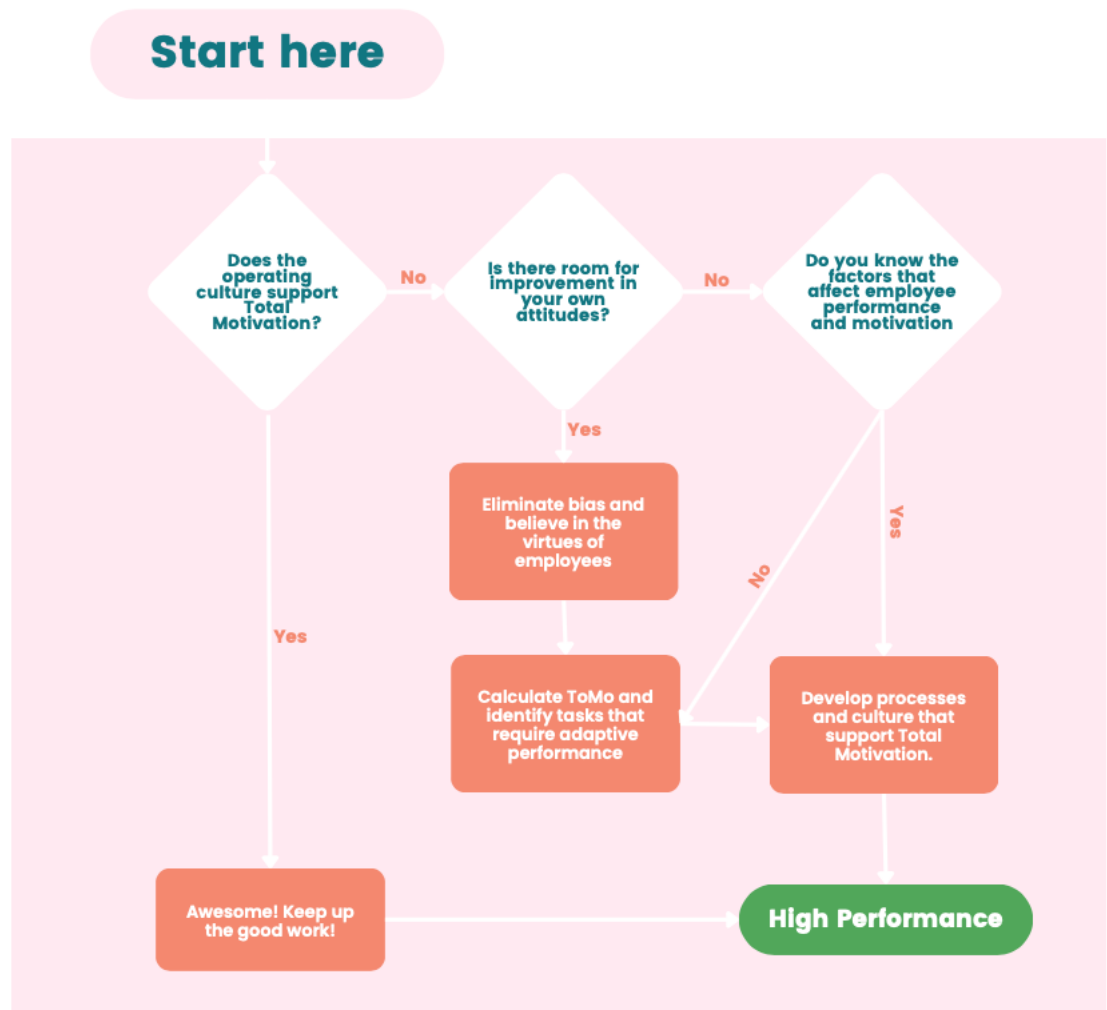


Figure 17. Illustration of the board game-like roadmap.

The playbook was designed for supervisors and executive experts. The playbook may be used for developing competence and emotional intelligence and contains several tools that can be used for developing total motivation. The last section of the playbook is a board game-like roadmap to help management get started on their journey to a high ToMo culture. The next chapter presents the research findings and development task. The Playbook is written in Finnish, see Appendix 3.

6 Empirical Part

The empirical section discusses the survey findings and the outcomes of the co-development task. In the first section, the total motivation of the organization is examined and explores the motives that influence it. In the second section, the factors that affect performance and motivation are identified and introduced. The last section discusses the outcomes of the co-development workshop.

The Total Motivation survey was sent via email to the entire personnel of the Kainuu ELY Centre. The recipient list included 82 people. The response time was nearly two weeks. During that period, several kind follow-ups were sent. According to the Microsoft Viva report, 71 percent (58 recipients) of the people who received the survey had opened the email. The survey link was opened 109 times, the survey was viewed 45 times, and 38 responses were received.

6.1 Analyzing Total Motivation

The response rate for the Total Motivation survey was 46 percent. The respondents consisted of the following respondent groups; 13,5 percent (n=5) were employees of the administrative branch, 34,2 percent (n=13) were employees of the Economic Development branch, and 52,6 percent (n=20) were employees of the Environmental development branch (Table 1). The total of respondents was 38. The results obtained in this study apply only to this target group and may not be generalized.

	Frequency	Percent	Valid Percent	Cumulative Percent
Admisinistrative Branch	5	13,2%	13,2%	13,2%
Economic Dev. Branch	13	34,2%	34,2%	47,4%
Environmental Dev. Branch	20	52,6%	52,6%	100,0%
Total	38	100,0%		

Table 1. The table illustrates the descriptive data of respondent groups.

The total motivation factor is the summary of the totals of indirect motives subtracted from the totals of direct motives. The total of each motive can be calculated by multiplying the answer with the determined weights (Table 2). The weights make the ToMo factor generally predictive of adaptive performance on a scale that ranges from -100 to 100. (Doshi & McGregor 2015, 109)

MOTIVE	QUESTION	WEIGHT	TOTAL
PLAY	I continue to work at my current job because the work itself is fun to do.	10	answer x 10
PURPOSE	I continue to work at my current job because I believe this work has an important purpose.	5	answer x 5
POTENTIAL	I continue to work at my current job because this type of work will help me to reach my personal goals.	1,66	answer x 1,66
EMOTIONAL PRESSURE	I continue to work at my current job because if I didn't, I would disappoint myself or people I care about.	1,66	answer x 1,66
ECONOMICAL PRESSURE	I continue to work at my current job because without this job, I would be worried I couldn't meet my financial objectives.	5	answer x 5
INERTIA	There is no good reason why I continue to work at my current job.	10	answer x 10
TOTAL MOTIVATION FACTOR = Play total + Purpose total + Potential total – Emotional pressure total – Economic pressure total – Inertia total			

Table 2. The table presents the question, weight values, and equation per motive.

The questions applied in the survey were adapted from the original ToMo-survey found in the book *Primed to Perform* and online at www.primedtoperform.com (Doshi & McGregor 2015, 108). The questions were translated into Finnish for better understanding (See Appendix 2).

6.1.1 Play

The first statement applies to play and is as follows, *I continue to work at my current job because the work itself is fun to do*. Over half of the respondents (n= 27) agreed with the statement and continue at their current job because the work itself is fun to do. About 16 percent (n=6) somewhat agreed that the work itself is fun to do and 8 percent (n=3) have a neutral attitude toward the statement. Less than ten percent (n=3) disagreed with the statement. The mean of the answers was 5,89 and the standard deviation was 1,13. (Figure 18)

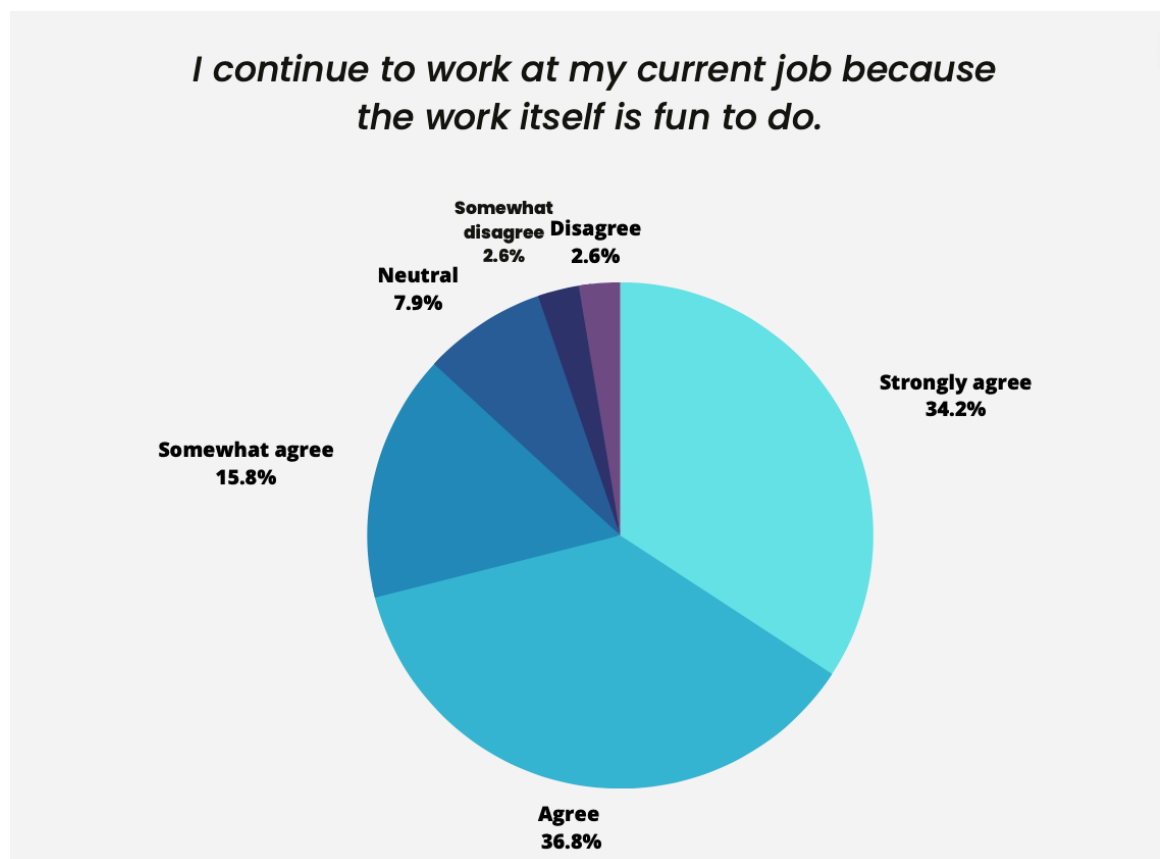


Figure 18. Assessment to statement: I continue to work at my current job because the work itself is fun to do.

In the open-ended answers, over half (n=26) of respondents brought up factors that mostly influence play when asked to list three things in order of importance that increases personal motivation and performance at work. 34 percent (n=13) of respondents listed the possibility of influencing one's own work as one of the most important factors that increased their motivation and performance at work. Remote work was mentioned frequently, and it seems to be a significant factor affecting play:

“Remote work has increased my well-being significantly as it is much easier to balance family life and work”, was a translation from one respondent's answer.

“The possibility of remote work is a very significant factor in terms of work motivation”, was another translated reply.

45 percent (n=17) of the respondents considered the work itself as a motivating factor. Adequate resources (n=2), a clear job description (n=2), and challenges (n=2) were also brought up. Interesting and versatile tasks were considered a motivating factor that increased enjoyment of the work itself, and many found their own work to be genuinely interesting.

Correspondingly, factors hindering motivation and performance were also associated to play. Over 60 percent (n=29) brought up factors that mostly influence play when asked to list three things in order of importance that decreases personal motivation and performance at work. 53 percent (n=20) of respondents listed limited resources, mainly referring to time and, in some cases, technology as a factor that decreases performance, as one of the respondents stated:

“Multitudinous systems are inefficient and non-functional. Digitization is progressing quite slowly, and we are still in a situation where system updates take an inordinate amount of time.”

Deliberate processes associated with bureaucracy seemed to frustrate some employees (n=5) and impact the work itself. Other responses were associated with unclear job descriptions (n=3) and workload (n=3). Several respondents also answered that administrative work has a negative effect on motivation.

The Total (*mean*) for Play was 58,4 and the standard deviation was 12,20. The range of values was 50, the minimum value was 20, and the maximum value of 70.

6.1.2 Purpose

The second statement applies to purpose and is as follows, *I continue to work at my current job because I believe this work has an important purpose*, measures the purpose motive. Seventy percent of the respondents (n= 27) agreed with the statement to continue work at their current job because they believe their work has an important purpose. About 20 percent (n=8) somewhat agreed that the work has an important purpose, and only one neutral response was received.

Less than six percent (n=2) disagreed with the statement. The mean of the answers was 5,84 and the standard deviation was 1,13. (Figure 19)

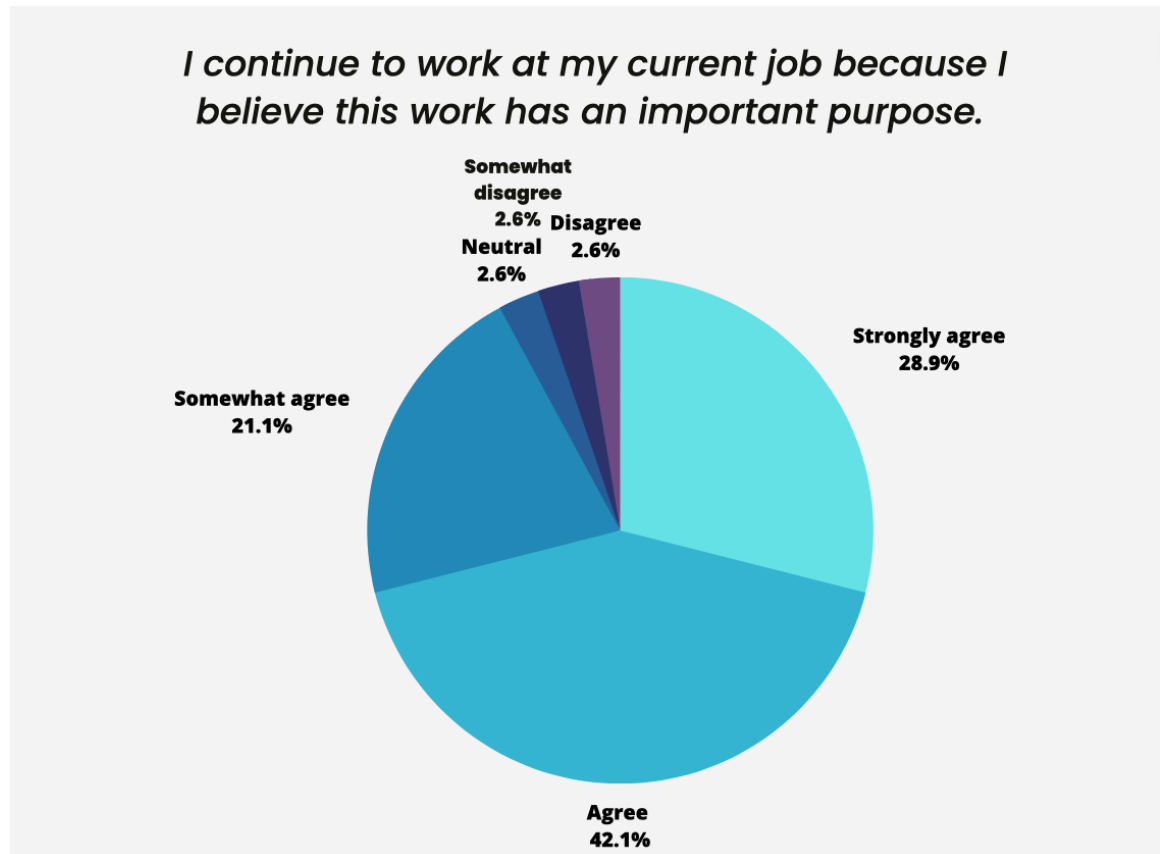


Figure 19. Assessment to statement: I continue to work at my current job because I believe this work has an important purpose.

In open-ended answers, nearly a quarter (24 %) of respondents (n=9) brought up factors that influence purpose when asked to list three things in order of importance that increase personal motivation and performance at work. 16 percent of respondents (n=6) listed meaningful work as the most important factor, and 11 percent (n=4) found customer interest to be a motivating factor than enhances performance. Several respondents who considered network cooperation as a factor promoting work motivation emphasized learning new things and meeting people as an influencing factor. Common sense of values and the possibility to do meaningful work was brought up in several cases, more frequently by employees working at the environmental development branch.

Correspondingly, conflict of values at work were factors hindering motivation and performance. The ToMo factor was also lower than the average for respondents who experienced conflict of values at work (range 11,66 – 40).

The Total (*mean*) for Purpose was 29,21 and the standard deviation was 5,64. The range of values was 25, the minimum value was 10, and the maximum value of 35.

Potential

The third statement applies to potential and is as follows, *I continue to work at my current job because this type of work will help me to reach my personal goals*. Less than half (n=18) agreed with the statement, 21 percent (n=8) somewhat agreed that their work helps them reach personal goals, and about 30 percent (n=7) answered neutrally. Less than 15 percent (n=5) of respondents disagreed with the statement. The mean of the answers was 5,08 and the standard deviation was 1,26. (Figure 20)

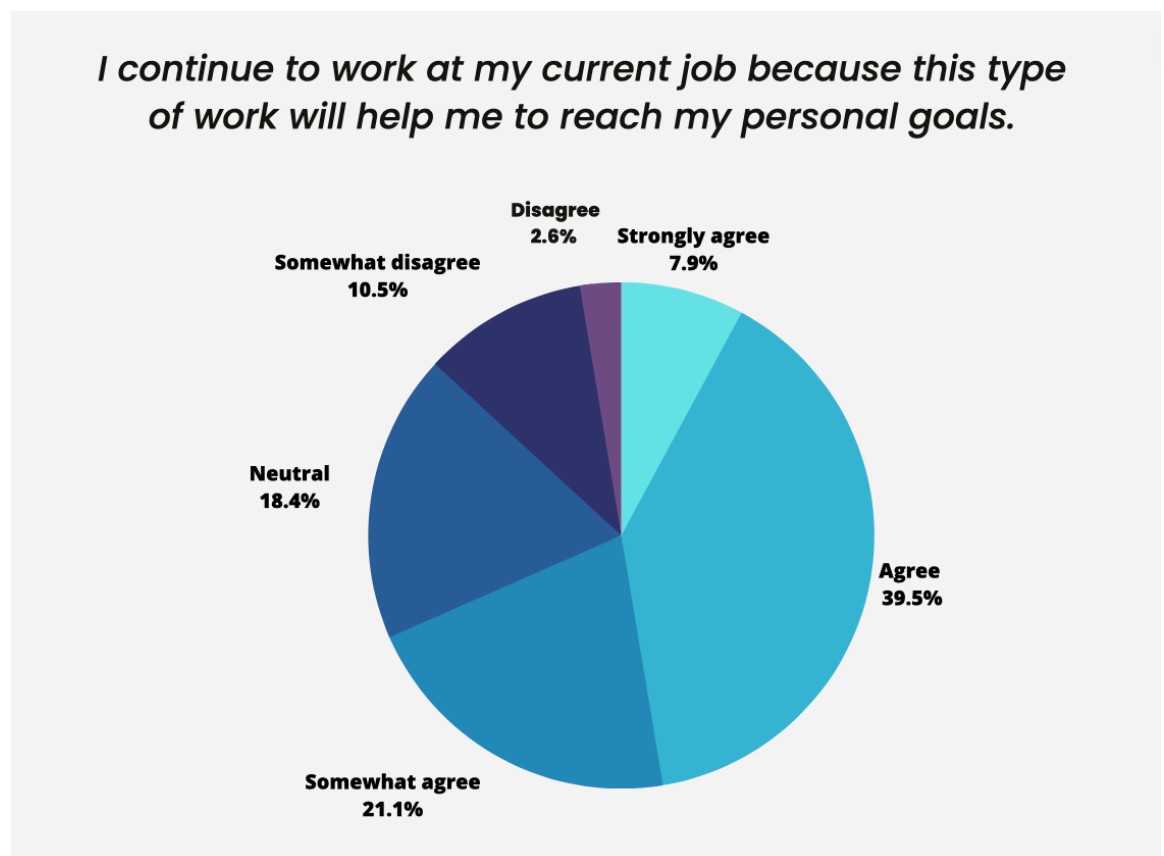


Figure 20. Assessment to statement: I continue to work at my current job because this type of work will help me to reach my personal goals.

In open-ended answers, 20 percent of respondents (n=8) brought up factors that influence potential when asked to list three things in order of importance that increases personal motivation and performance at work. The possibility of developing competence was most frequently (n=5) brought up in this category of responses. Given responsibility and trust were also mentioned several times in the responses. Processes that support reaching performance targets and a clear set of goals were listed in responses as well.

Correspondingly, lack of competence was a factor hindering motivation and performance. The importance of feedback was emphasized in those answers. Several respondents felt that they did not receive enough feedback and were concerned about whether tasks were being done correctly.

Potential is the farthest motive from the work itself, hence the multiplier weight is lower, 1,66. The Total (*mean*) for Purpose was 8,43 and the standard deviation is 2,09. The range of values was lower than ten (8,3), the minimum value was 3,3, and the maximum value of 11,6.

6.1.3 Emotional pressure

The fourth statement applies to emotional pressure and is as follows *I continue to work at my current job because if I didn't, I would disappoint myself or the people I care about*. 15 percent of respondents (N=6) agree with the statement, and 11 percent (n=4) somewhat agree. The same number of respondents that somewhat agree responded neutrally. Over half of respondents (n=24) disagree with the statement. The mean of the answers was 3.18 and the standard deviation was 1.75. (Figure 21)

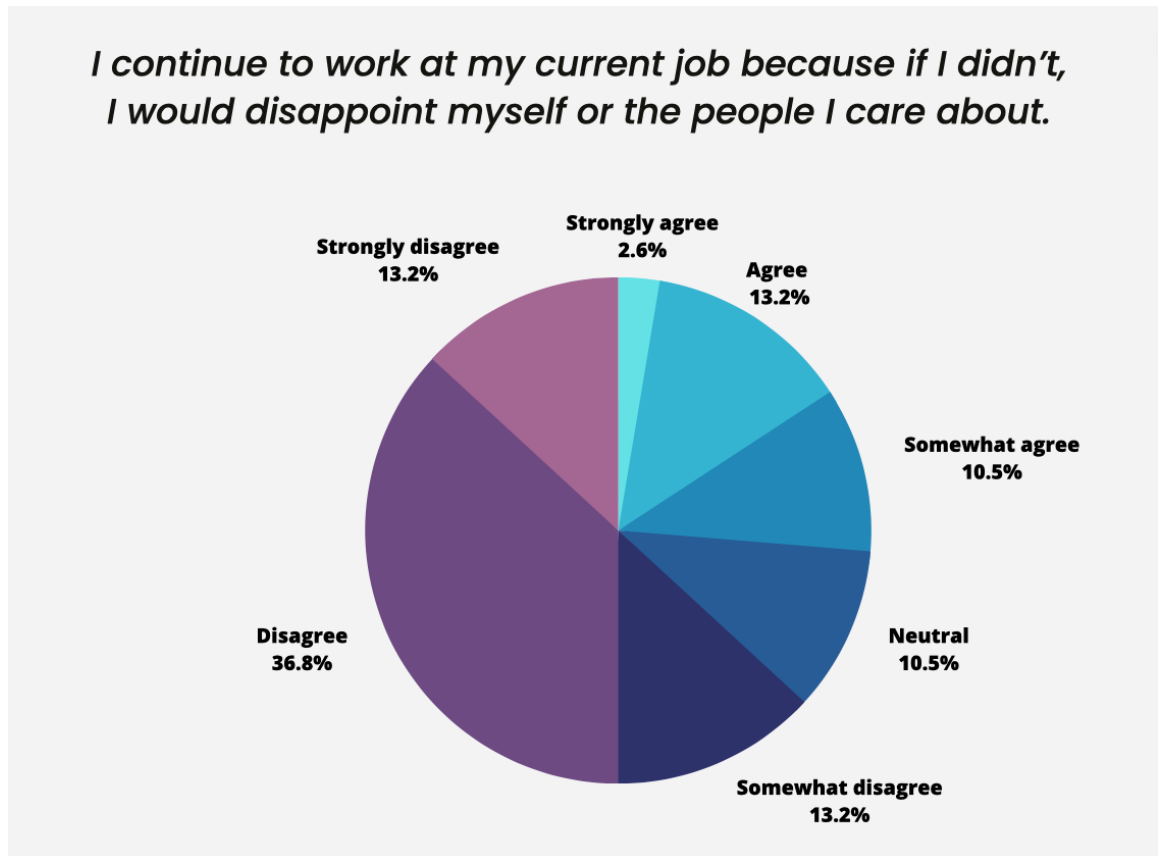


Figure 21. Assessment to statement: I continue to work at my current job because if I didn't, I would disappoint myself or the people I care about.

In open-ended answers, over 75 percent of respondents (n=29) brought up factors that influence emotional pressure when asked to list three things in order of importance that increase personal motivation and performance at work. 71 percent (n=27) of respondents referred to the culture in their responses and emphasized the importance of the work community to motivation and performance. Realistic performance targets (n=3) and fair leadership (n=4) were also influencing factors.

Correspondingly, poor climate (n=11) was a factor in decreasing motivation and performance. Over half of the respondents (n=20) brought up factors within the category that decreased motivation and performance when asked to list three things in order of importance that decrease motivation and performance at work. Uncertainty and insecurity regarding employment were considered to have a negative impact on motivation mentioned by nearly 20 percent of respondents (n=7). The lack of appreciation and trust (n=4), and unfair leadership (n=3) were listed in the responses.

The multiplier weight for emotional pressure is also the lowest of the indirect motives and is the same as the weight for potential at 1,66. The Total (*mean*) for Emotional pressure was 5,29 and the standard deviation is 2,19. The range of values was below ten (9,96), the minimum value was 1,7, and the maximum value of 11,6.

6.1.4 Economical pressure

The fifth statement applies to economical pressure and is as follows, *I continue to work at my current job because, without this job, I would be worried I couldn't meet my financial objectives.* Nearly half of the respondents (n=16) agree with the statement, and 11 percent (n=4) somewhat agreed. Four (10,5 %) of the respondents responded neutrally. The remaining 30 percent of respondents somewhat (n=5) to disagreed (n=4) or strongly disagreed (n=2) with the statement. The mean of the answers was 4,76 and the standard deviation was 1,78. (Figure 22)

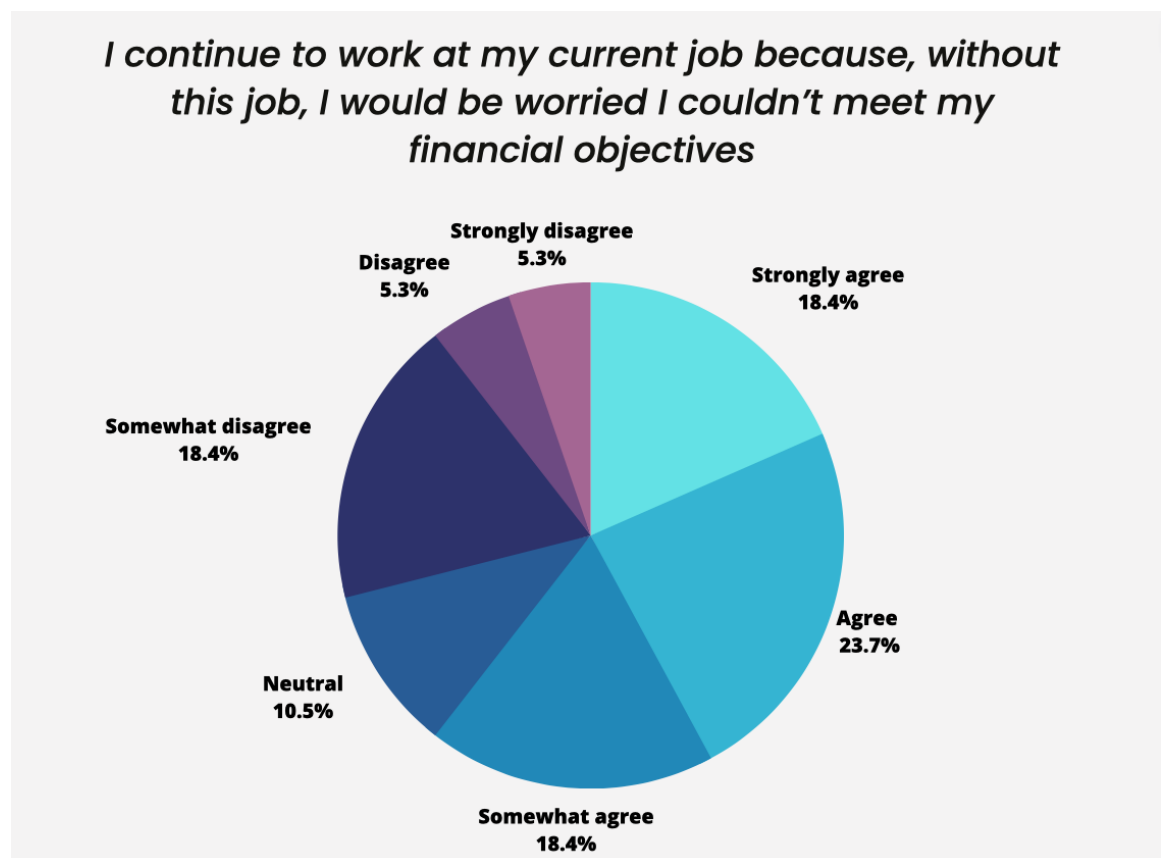


Figure 22. Assessment to statement: I continue to work at my current job because, without this job, I would be worried I couldn't meet my financial objectives.

In open-ended answers, 20 percent (n=8) of respondents considered pay as a motivating and performance-enhancing factor when asked to list three things in order of importance that increases personal motivation and performance at work. Several respondents emphasized the importance of fair pay.

Correspondingly, economic uncertainty arose in one answer when asked to list three things in order of importance that decrease personal motivation and performance at work. A Poor salary was mentioned in one other answer.

The Total (*mean*) for Economic pressure was 23,82 and the standard deviation is 8,89. The range of values was 30, the minimum value was 5, and the maximum value of 35.

The questions were (1) List three things in order of importance that increase your motivation and performance at work. Briefly justify your answer, and (2) List three things in order of importance that decrease your motivation and performance at work

6.1.5 Inertia

The sixth statement applies to inertia and is as follows: *There is no good reason why I continue to work at my current job*. Over 50 percent of respondents (n=20) disagree with the statement, and over 30 percent (n=12) strongly disagree. 11 percent of the respondents (n=4) somewhat disagree. Only two respondents agreed with the statement. The mean of the answers was 2,00 and the standard deviation was 1,14. (Figure 23)

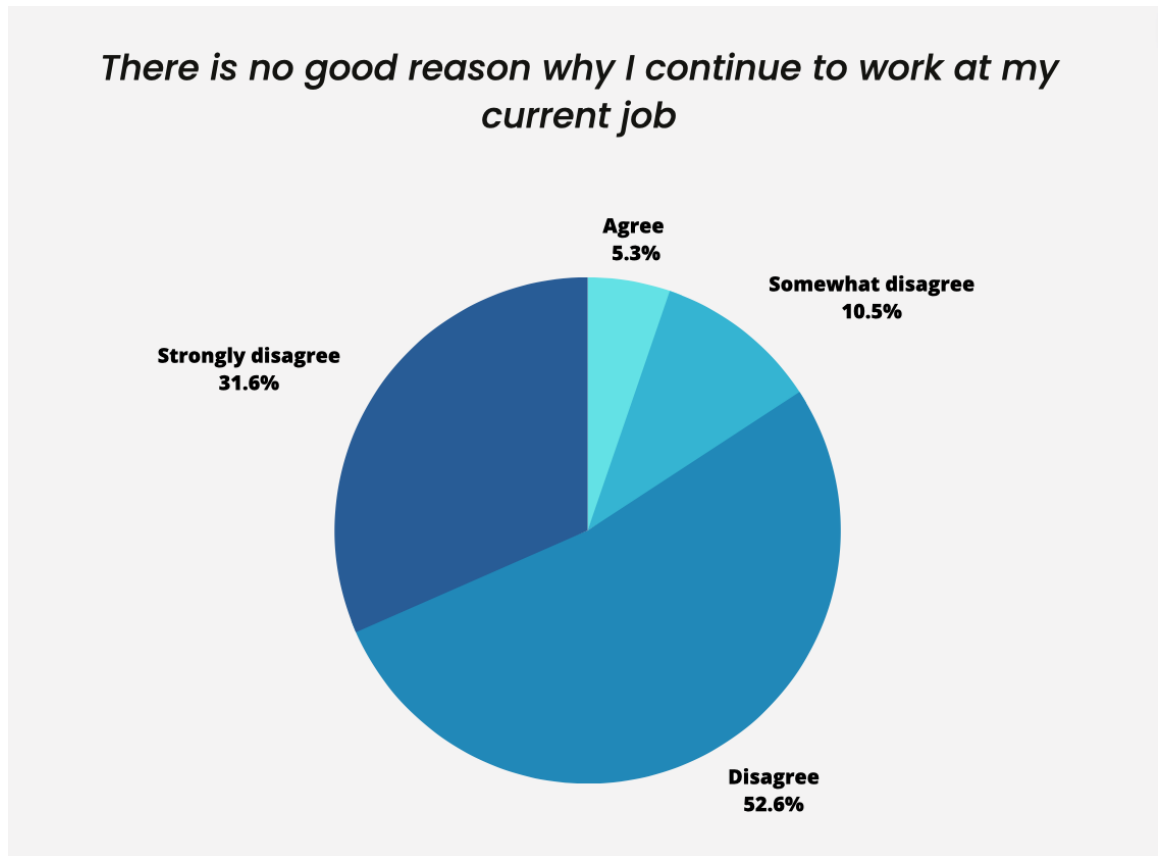


Figure 23. Assessment to statement: There is no good reason why I continue to work at my current job.

In open-ended answers, factors associated with inertia were listed when asked to list three things in order of importance that decrease personal motivation and performance at work. Wasted effort (n=6) and unimpactful work (n=5) regarding decision-making and processes were the main concerns. One of the respondents experienced inertia and mentioned it to be due to doing the same work for too long. Concerns were related to a lack of resilience and persistence in government processes as one of the respondents stated:

“Changes in work arise in every new government term and there is hardly enough time to work on issues at hand when new projects just keep on continuing to emerge.”

Other concerns were comprehended as challenges related to inoperative networks and inaccessible customer relations that can result in wasted effort and inertia:

“The non-functioning of networks and apparent cooperation, where in reality, almost everyone is just focused on their own interests, was the opinion of one respondent’s reply.”

Inertia is the most harmful to performance as it is strongly linked to the work itself. Thus, the weight value is 10. The Total (*mean*) for Inertia was 20 and the standard deviation was 11,39. The range of values was 50, the minimum value was 10, and the maximum value 60.

Non-classified open-ended answers that affected motivation and performance were related to one’s own well-being. Work-life balance, exercise, and breaks were considered factors affecting well-being. In addition, respondents perceived remote work to have a positive influence on work-life balance, well-being, and their ability to manage work.

6.1.6 The Total Motivation factor

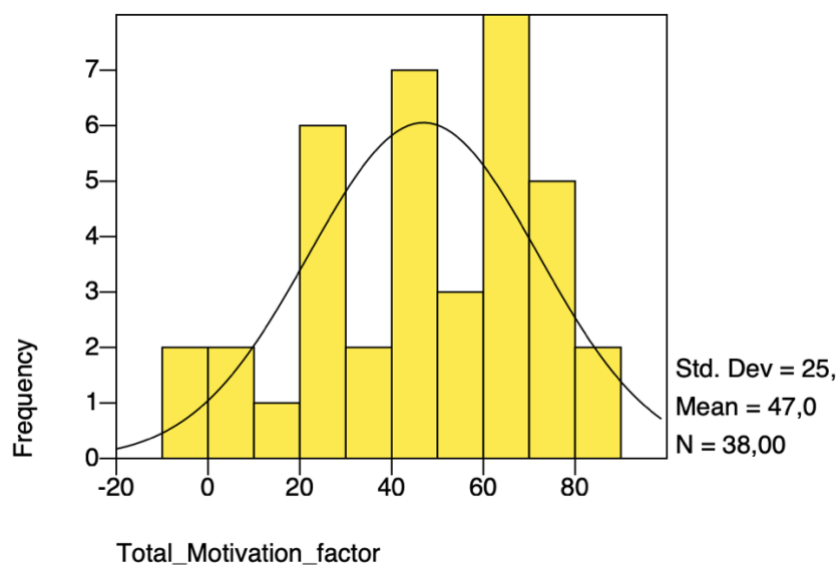


Figure 24. Representation of the range of ToMo frequencies.

The average mean for total motivation was 47. The standard deviation was 25. The range of values was 93,32. The minimum value was -5, and the maximum value was 88,3. No significant differences between administrative branches were identified. However, the administrative branch did have a ToMo 10 points higher than the average ToMo.

The lowest ToMo within the administrative branch was 40, and the highest ToMo was 75. The lowest ToMo within the Economic Development branch was -5, and the highest was 88. The

lowest ToMo within the Environmental Development branch was -5, and the highest ToMo was 83.

Due to dispersion in ToMo, the respondents were divided into three groups: low-ToMo group, average group, and high-ToMo group. The groups were divided based on the mean value. As theory suggests, high-performing teams have a 15-point ToMo lead over their peers. Thus, a 15-point decrease from the mean was set as the lowest limit value for the average group, and a 15-point lead was set as the highest limit value.

Respondents with a ToMo value lower than 32 were placed in the low-ToMo group, and respondents with a ToMo value higher than 62 were placed in the high-ToMo group. Comparison between average totals was compared using excel, and areas for improvement were identified. The areas of improvement are further discussed in the next section (6.2).

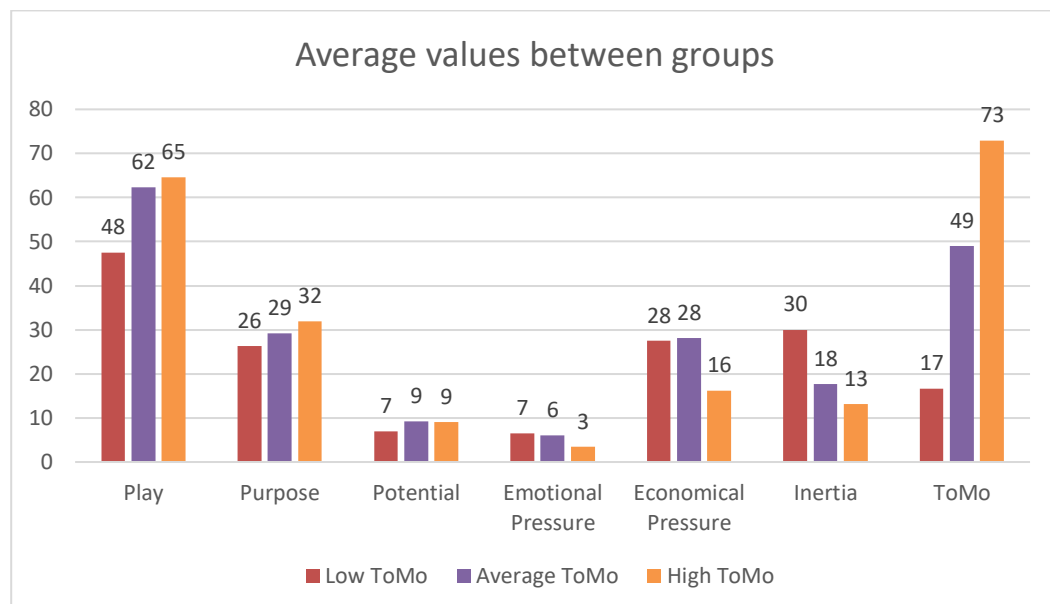


Figure 25. Average values between groups.

The low-ToMo group's average ToMo was 17 (n=12). The average ToMo group's average ToMo was 49 (n=13). The high-ToMo group's average ToMo was 73 (n=13). The average and high-ToMo groups had higher levels of play in comparison to the low-ToMo group. No significant differences in purpose or potential were observed. Emotional pressure was slightly higher in the low-ToMo, and average group compared to the high-ToMo group. (See Figure 26; Figure 27)

The average economic pressure was over 10 points higher in the average and low ToMo groups than in the high-ToMo group. The most disruptive motive, inertia, was 17 points higher in the

low-ToMo group compared to the higher ToMo group and 12 points higher than the average group.

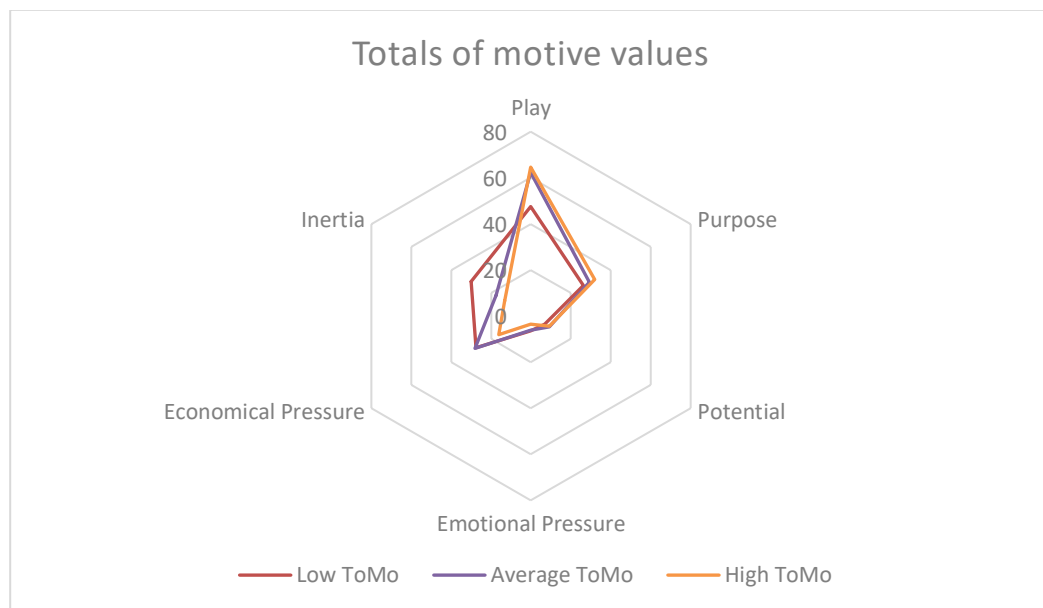


Figure 26. Dispersion of motives between groups.

Collected data can be used to identify where total motivation can be improved and through which motives. The final task is to develop an action plan to help management promote performance through total motivation. Play and inertia were the identified motives chosen that required particular attention and subject to development. Development actions are discussed in the next section.

6.2 Promoting performance

Success in expert-level work requires competence in knowledge management and time management. Furthermore, competence in solving problems and making decisions are necessary to meet the quality requirements of work. Jobs in government agencies are commonly regulated by law and most tasks follow fixed processes. Strategies are based on the government program, which sets the framework and performance targets for work.

In this phase of research, central research findings and identifying matters affecting motivation and performance were presented to executive experts and members of the administrative branch in the co-developing space. The main objective of the workshop was to discuss the risks affecting

performance by reflecting on the central jobs and brainstorming ideas that may serve employees to help them perform better.

In the discussion, it occurred that the same issues that affect performance and found in the research findings arose from the risk management assessment. Risk management assessments are done annually in cooperation with the entire work community within their business units. Based on the assessments, executives work jointly on developing an action plan to eliminate and reduce the risks.

Four critical to high risks that emerged in the risk assessment also affect total motivation, particularly play and inertia. Play and inertia were the two motives that required attention, according to the research findings. And according to the risk management assessment, the four risks requiring attention were (1) falling into the water, (2) interruption of work and pace of work, (3) quality requirements of work, and (4) processing information. The latter three were issues that arose in the open-ended answers that affect play, inertia, and emotional pressure.

High risks critical to performance were time management, knowledge management, and competence in problem-solving and decision-making, which were selected to be reviewed. The next sections present the outcomes of the discussion and illustrate the fit between the employees' jobs, pains, gains, and the value proposition. Based on the outcomes, conclusion and development proposals were made.

6.2.1 Time management

Time management is associated with interruptions of work and the pace of work. Research findings present that both had an influence on play and were assessed as a high risk in risk management. According to risk management, employees should have the possibility to influence their own workload and work time, including taking enough breaks.

In open-ended answers (Figure 24), interruptions, excessive workload, lack of resources, pointless meetings, and tight deadlines were considered as pain points related to Interruptions and pace of work, decreasing play and increasing inertia. Correspondingly, the ability to influence workflow, the flexibility of the working community, flexible working hours, independent work, and trust were considered as gains increasing play and link to time management and the possibility to influence work.

The organization offers several options and opportunities to influence one's own work, including flexible working hours, the possibility of remote work, and other time management tools. The time management tools consist of the Break Pro application, education, and smart calendar features. Services are illustrated in the figure below. (Figure 25)

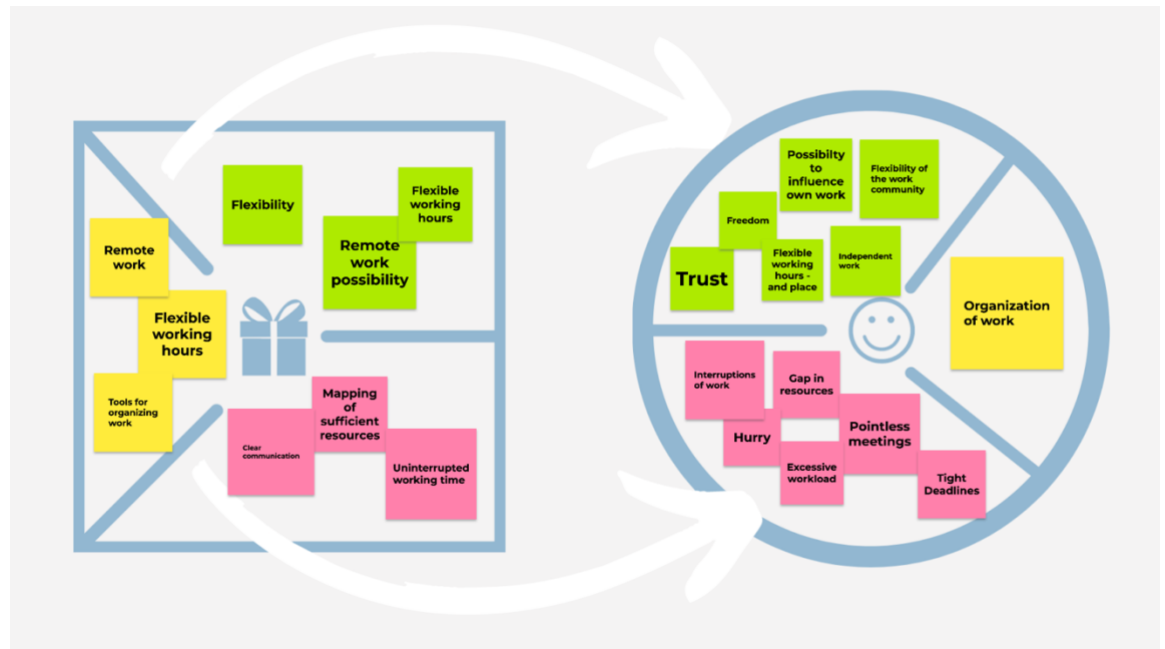


Figure 27. Co-developing outcome of the Value Proposition Canvas related to Interruptions and pace of work. Canvas adapted from Strategyzer (Osterwalder et al., 2014, 8-9)

As employees do have the opportunity to regulate the workload themselves, with enough breaks, other development proposals were suggested while brainstorming on ideas that could be improved. Executive experts concluded that the challenges are probably in the employees' own time management abilities and in planning and scheduling their own work rather than in the processes themselves.

Another expert also emphasized that time management is also something that can be developed but not that frequently used:

“There are so many tools available, but I don't think many know how to use them. To some extent, supervisors can give support by trying to direct time management, but I believe it is important that employees can influence the scheduling of their own work within the time frames of the given tasks.”

6.2.2 Problem-solving and decision-making

According to risk management, quality requirements of work were another critical to high risk requiring action. It was emphasized that quality requirements of work, such as problem-solving and decision-making tasks or extensive and diverse tasks, can be demanding and wearying. Requirements should be aligned with the employee's resources, abilities, and skills and the ability to influence work. Employee pains and gains related to the context were presented, as seen in the figure below, to create the employee profile (Figure 26).

Identified employee pain points within the context were excessive workload, tight deadlines, extensive entities referring to tasks, uncertainty about own competence and righteousness of decisions, lack of guidance and feedback, hurry, and loneliness. Feelings of inadequacy and self-criticism emerged in this context. Contrary to pains, employees also considered versatile tasks to be motivating and performance-enhancing.

Respondents emphasized that a clear job description, interesting tasks, an appropriate amount of challenge, and feedback increased motivation and performance. Furthermore, continuous learning and developing competence through networks were considered a factor that increases performance. Other factors, such as personal well-being, trust, and openness, were also mentioned and considered important in this context.

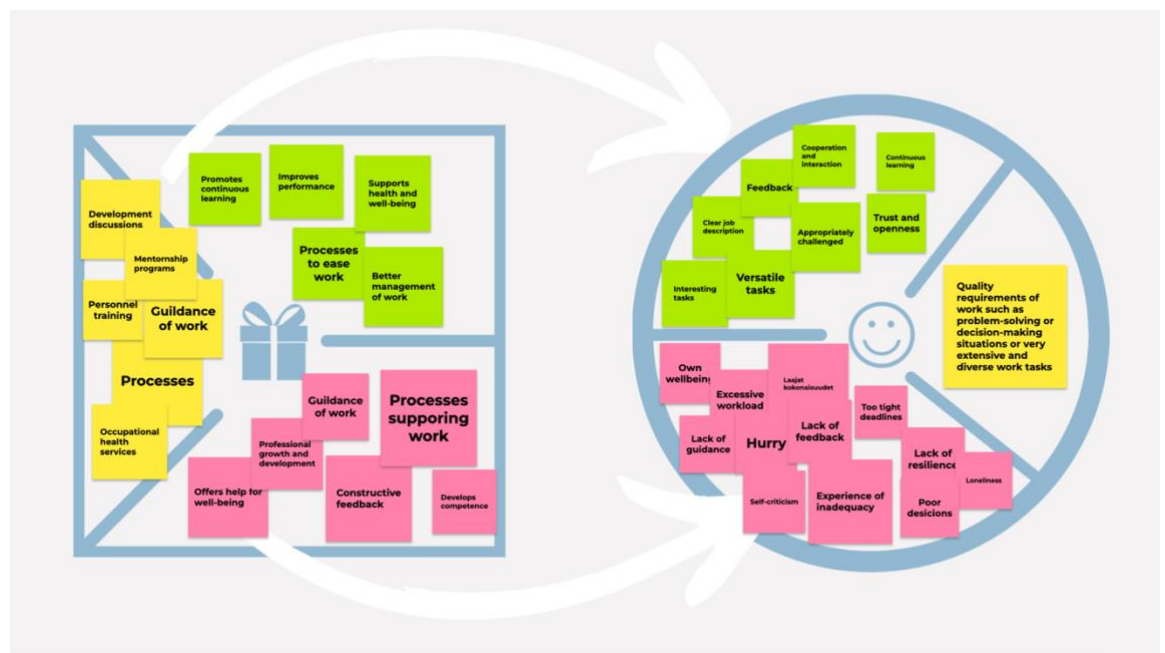


Figure 28. Co-developing outcome of the Value Proposition Canvas related to problem-solving and decision-making. Canvas adapted from Strategyzer (Osterwalder et al., 2014, 8-9)

According to executive experts, professional work and development are supported by processes and other services such as personnel training and occupational healthcare. Existing services were discussed during the workshop. Job guidance services and mentoring programs were introduced by one of the executive experts:

“Job guidance services are offered for professional development and growth. The main objective of the service is to help employees manage their jobs better and to help them understand their job holistically. Mentoring is also available for learning new tasks and operating methods or for problem-solving.”

However, it was also noticed that those services are not as frequently used. The need for personnel training or other services is usually discussed in face-to-face annual development discussions. Development discussions are conducted with a coaching approach that emphasizes goal setting, inclusion, and appreciation. Salary is also defined in the development discussions, in which case employees have the opportunity for a pay raise.

Coaching conversations are conducted quarterly, where goals are reviewed, and necessary changes made. In addition to individual development discussions and coaching conversations, group development discussions are conducted where unit-based goals and resources are reviewed, competence and development needs are discussed, and constructive feedback is given. Shared knowledge and learning were also brought up in the sub-lines when discussing group development discussions, as stated:

“Learning also takes place in informal groups when information is shared. Work pressure can also be shared among others, which in turn lightens your own burden. However, for learning to happen in groups, openness and mutual trust are required.”

Many processes, such as ready-made file templates and structured processes, make work easier and relieve the demanding workload.

“Too little attention is given to daily processes. It would certainly be a good idea to add a program or agenda to meeting invitations. It would also be good for the chairperson to introduce the objective and purpose of the meeting in the opening words. More time should be left for joint discussion.”

Stress was another topic that sparked discussion:

“Stress increases pressure at work. If you don't take care of your own well-being, there is a higher probability of losing a sense of control at work. A healthy individual copes better at work as well as in other areas of life, even under a little pressure.”

Leaders, supervisors, occupational healthcare, and labor protection personnel actively support the well-being of the personnel. Occupational healthcare plays an important role in the prevention of work disability and in promoting well-being at work. The management's main objective in promoting work well-being is developing work and the work environment.

6.2.3 Knowledge management

Processing information was the last of the critical to high risks requiring attention. According to risk management, an excessive amount of information or the assimilation of constantly changing information challenges human cognitive functions such as memory, attentiveness, and learning ability. An excessive and poorly managed flood of information can threaten the feeling of being in control of work and cause psychological stress, errors, and decreased performance.

Identified employee pain points within the context were excessive workload, resistance to change, fragmentation of control, lack of own expertise, lack of resilience, non-functioning of systems, and lack of monitoring effectiveness. Contrary to pains, employees also desired to gain new knowledge and it was considered a motivating factor. The factors that increase performance were sufficient resources, functioning tools and technologies, and the interestingness of the work itself, which can be categorized as benefits in this context.

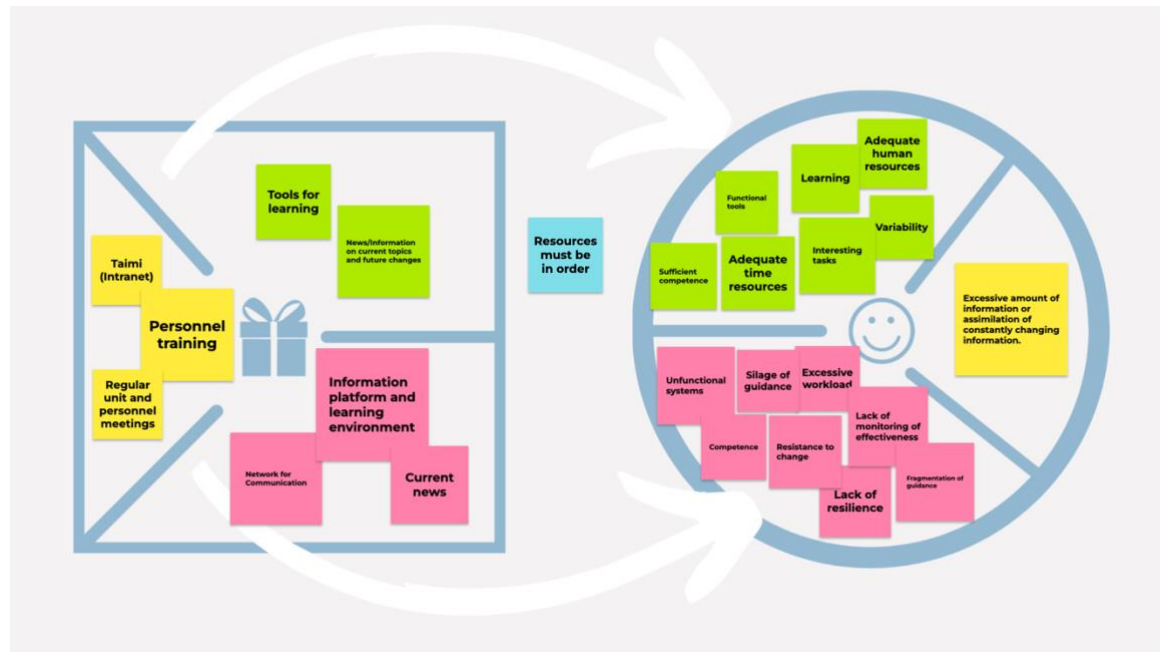


Figure 29. Co-developing outcome of the Value Proposition Canvas related to knowledge management. Canvas adapted from Strategyzer (Osterwalder et al., 2014, 8-9)

According to executive experts, intranet, business unit meetings, personnel meetings, and personnel training services support the assimilation of constantly changing information. The intranet is the organization's local network, which is used for internal communication and processing information where for instance, information on current news, process manuals, guides, and personnel training services are found. An excessive amount of information is available, which is considered part of the problem as an executive expert phrased it:

"There is a lot of information available, which I guess is the challenge. The assimilation of information is the responsibility of both the manager and the individual. Knowledge management must be developed."

The discussion led to the special features of the government agency roles. The sector is considered demanding and requires competence and the desire to assimilate new information. It was emphasized that the suitability and the abilities to assimilate information are good to consider when recruiting new personnel as well as training existing personnel, as the following statements present:

"Administrative sectors are demanding as the field is constantly changing. The governance program changes every four years, and the strategy can change, even drastically, with it. This issue is also a common challenge for our management"

team. The recent global crisis challenges the entire staff because no one can be certain of what comes next. The only way to go forward is to be prepared. Foresight activities are a central part of our task, and risk management is a concrete example of how we intend to develop competence within our own work as well as the competence of personnel.”

“Basically, it's not worth applying if you can't cope with constant change. This is an important thing to consider in recruitment and personnel training.”

In summary, similarities between employee profiles and value propositions were found in each area. Most contradictions were found in knowledge management, problem-solving, and decision-making. The outcome of the co-development findings leads to conclusions and proposals for developing performance through the science of total motivation.

7 Conclusions

The aim of this thesis was to identify motives that promote high performance, outline areas for improvement, and develop an action plan in form of a playbook. The purpose of this research was to investigate how performance can be improved at the Centre of Economic Development, Transport and the Environment in Kainuu.

As theory shows, performance is the result of organizational culture, which can be influenced by Total Motivation. This means high total motivation creates strong cultures and strong cultures enhance performance. Correspondingly, low total motivation leads to lower performance. This leads to the research problem of how operation methods can be developed to improve Total Motivation and, thereby, performance.

The ToMo for the Centre of Economic Development, Transport, and the Environment in Kainuu was 47. There was a dispersion in total motivation within the working community, and the range of values was over 90. The lowest ToMo was -5, and the highest was 83.

The ToMo serves as a base value, and it may be used as a diagnostic tool to identify areas for improvement. However, for comparison, the teachers' ToMo average is 44, about 25 points higher than the average of people in other industries. In addition, the highest value ever measured in a single large organization was measured at Southwest Airlines, with a ToMo at 41. (Doshi & McGregor 2015, 25; 117). Thus, referring to this information, the measured ToMo factor can be considered good. VMBarometer supports this fact, as over 77 percent of employees agreed that their work was motivating and inspiring.

Although ToMo is at a good level compared to international comparisons, it is important to influence the motivation of low ToMo respondents and find solutions that may influence motivation without creating emotional pressure in the process. In prior research, high ToMo employees can positively influence culture, which leads to high performance. Correspondingly, low ToMo employees can have the opposite effect. High ToMo employees had high levels of play, purpose, and potential, and low emotional pressure, economic pressure, and inertia.

7.1 Influencing direct motives

Over 70 percent of the respondents continue their jobs because of play and purpose. Less than half of the respondents continue to work because of potential. From this conclusion, it can be assumed that both play and meaningfulness at work are important factors that are beneficial to motivation and performance. Thus, it could be beneficial for the organization and management to clearly state the mission, vision, and values as well as reinforce the outcomes of work in internal and external communication to improve employer image and create meaningfulness at work.

Interesting, versatile tasks and the possibility to influence one's own work were the most influential factors influencing play. Findings were supported by VMBarometer results as the index for one's own work was at a good level. Limited resources and unclear job descriptions had a negative impact on play. Bureaucracy was considered to decrease play as it limited the possibilities to influence work. In this context, management should pay attention to creating more possibilities for creativity and providing enough resources for employees to thrive.

Potential can be influenced by offering opportunities for employees to develop and proceed in their careers. Several employees considered developing competence to be one of the most influencing factors for motivation and performance. Furthermore, lack of competence was a factor hindering performance which is discussed more in the latter sections.

7.2 Eliminating indirect motives

From the other half of the motive spectrum, economic pressure seemed to have the most effect on motivation. Less than 20 percent of employees continue their jobs because of emotional pressure, and nearly half because of economic pressure. Only two respondents experienced inertia. Managers may reduce inertia by cycling work and ensuring no effort is wasted. Creating purpose can also have a positive influence on eliminating inertia.

Findings suggest that the work community, which applies to emotional pressure, may have a greater weight value in experts' work as the work itself is network-oriented and requires common interfaces, both internal and external. Thus, it is important that management supports culture by enabling trust and appreciation.

Dissatisfaction with salary does not seem to affect the overall results of job satisfaction. However, fair pay was considered an important factor influencing performance. Fair pay was also considered to be a sign of appreciation for one's own work. Thus, pay should be aligned with performance, and employees evaluated holistically. Findings support prior research findings that total motivation can be influenced in other ways than pay, rewards, and punishment.

7.3 Promoting performance

Three aspects of work were identified to be crucial to success. As stated, the jobs in governmental agencies are demanding due to frequent changes in work and the working environment. Some employees struggle with time management, knowledge management, and quality requirements, and those challenges were also identified as high to crucial risks in risk management. Adaptive performance is most needed in all three areas.

A few contradictions appeared between the opinions of experts and executive experts that attended the co-developing workshop. The pain points of employees were quite easily blamed on employees themselves, when in fact, processes and management would have a great influence on eliminating them. Before the actual development of operations, executives should critically examine their own attitudes and eliminate any possible blame bias. VMBarometer job satisfaction survey results seem to support the notion.

7.3.1 How to improve time management

Fixed processes support tactical performance and, in some instances, even support time management. However, the excessive amount of information received and uncertainty regarding the future require adaptive performance. Interruptions and a heavy workload were observed to be critical to high risk that decreased performance. However, with minor exceptions, employees have the freedom to regulate their work which increases play. This leads to the next question, do employees know how to manage time or how can time management be supported?

It should be the management's priority to search for solutions that decrease the workload by possibly recruiting more personnel for the job or decreasing the workload in other ways in cases where the employee's time management is at a good level and the employee continues to have

challenges with issues such as organizing work and taking enough breaks. Decreasing the workload in this instance should not affect the salary if performance is otherwise at a good level as primarily, there was already too much work compared to one human resource. A pay cut in this context may increase both emotional pressure and economic pressure as fair pay and appreciation were valued and satisfaction towards pay was at a satisfactory level.

7.3.2 How to improve the quality of work

The pain points related to problem-solving and decision-making tasks arose most frequently in open-ended responses. Some of the issues related to the quality requirements of the work may improve linearly as time management skills develop.

Other factors were related to management and interestingly, similarities were also found in the VMBarometer job satisfaction results and related to feedback. As though most of the employees are satisfied with managerial work and consider that immediate supervisors help them work effectively, almost half feel that they do not receive enough feedback. Furthermore, feedback was considered one of the most important factors that influence motivation and performance. More feedback should be given to employees.

Another noticeable factor was associated with competence that requires attention. Solutions to the employee's challenges should be found together with their immediate supervisor in their mutual interactions, and at the least, the coaching conversation and development discussions. Openness and mutual trust are required in order for employees to come forward with their concerns considering their perceived flaws and personal development targets.

One weakness was observed in relation to the development discussions. Salary negotiations should be held separately as when the salary is defined in development discussions, it can possibly increase the threshold to come forward with perceived flaws and personal development targets if economic pressure is a motivating factor. Employees may not be able to develop competence if they are afraid to bring up their own development needs in those conversations. Despite eighty percent of the employees that considered they can learn and update competence, attention should be drawn to the twenty percent that do not.

The possibility to influence work was considered a motivating and performance-enhancing factor, which problem-solving and decision-making require. Furthermore, clear job descriptions and

performance targets were factors that influence performance and are in place. Well-being was an additional source that was considered to have a positive impact on performance that needs more inspection.

7.3.3 How to improve knowledge management

The existing formal processes support knowledge management, although none were mentioned in the open-ended answers in the survey. Executive experts emphasized the importance of communication. Contrary, few employees considered pointless meetings a waste of time. This conflict can potentially be resolved through clearer communication on the meeting objectives, purpose, and importance.

Repeatedly, the same issues that influenced time management influenced knowledge management. Limited resources are factors that prevent performance in this context. Special attention should be focused on the well-being of the employees. Physical and emotional health may have limitations to performance. However, more research is needed to clarify the matter.

8 Discussion

The main objective of this thesis was to identify motives that promote performance, outline areas for improvement and develop an action plan in form of a playbook. The purpose was to investigate how performance can be improved at the Centre of Economic Development, Transport and the Environment in Kainuu. The research questions were *What factors impact Total Motivation*, and *How can Total Motivation be improved?*

The goals were achieved in all aspects, and the researcher was satisfied with the outcome of the work, especially the playbook, as it clearly describes the current situation and explains what factors motivate and enhance the performance of personnel that answered the survey. The playbook also reviewed the VMBarometer job satisfaction survey findings, which fortunately supported the research findings. The playbook offers practical suggestions for practice in which performance can be improved by utilizing Total Motivation.

By reforming operating methods, employers may improve performance, which leads to a positive impact on employment, the economy, and competitiveness. By reflecting on the strategy of ELY Centres, higher performance would create a positive impact on the community, society, and well-being of citizens, taking all the strategic objectives were reached.

8.1 Reliability, validity and ethics

Reliability refers to how consistently the data collection yields the research findings. Participant error may occur if the questionnaire is completed at different times. (Saunders et al. 2008, 156) In survey research, it is difficult to influence how or at what time the respondents answer the survey. The cover letter contained a mention of the length of the survey and a recommendation to reserve enough time.

The other threat to reliability applies to observer bias, as there are several ways to interpret replies (Saunders et al. 2008, 157). Observer bias was attempted to be avoided by categorizing the results into upper categories. It may not be certain that each open-ended questions were categorized correctly, as the interpretation of the answers was left to one researcher alone.

Validity refers to how well findings among the respondents appear in relation to similar individuals outside the study. As the research uses only a single case study, data may not be generalized. (Saunders et al. 2008, 146-147; 157) However, VMBarometer findings support the research findings, in which case the key findings can be considered reliable. A higher response rate would have been desirable.

The response rate for impersonal questionnaires is around 30 percent. Motivating respondents to answer is challenging as the market is questionnaire saturated. Questionnaires that have personal relevance, e.g., gathering information on opinions on job organization or other topics of importance, are typically motivating. (Gillham 2008, 9-10) The VMBarometer job satisfaction survey was conducted a week before the ToMo survey, which could have affected the poor response rate. The response rate in the VMBarometer job satisfaction survey was 86.4 percent.

Research ethics is associated with gaining data and using the collected data ethically (Saunders et al. 2008, 168). Ethics were considered from the beginning of the process and in designing the research plan. Data of those who responded to the survey are treated confidentially and collected data was not nor will be shared. Apart from the researcher, no one had access to the material otherwise. The collected data was promised to be deleted after the research is published. As an internal researcher, secondary sources, VMBarometer job satisfaction survey results, were accessed at an early stage, and their use in the research was not an issue as the results are public.

The researcher has attempted to present the research processes and findings transparently throughout the phases within the writing and at work. The research was mainly done outside of working hours, which presented some challenges.

8.2 Further research topics

Further research topics emerged through the research process as research findings inspired new questions. In the non-categorized answers, well-being was perceived to be a factor in promoting performance. Further research is needed to understand how it influences performance and to what extent and well as how well-being can be supported other than with existing occupational health care services.

In addition, it could be beneficial to study the conflicts between employers and employees and to verify whether previous studies are valid in the sense that employers believe that their

employees' motives are external. Some indications were noticed in this research that may support the fact. However, more research is required.

Time management was the third topic for further research. Time management may be the key to many problems. However, it was not quite certain what level of time management skills the employees have. Time management skills could be evaluated on the basis of which development measures can be taken.

8.3 Learning outcomes

The researcher constantly reflected on her own motives throughout the research journey that influenced reading and writing. Play was mostly involved, as a year ago, the researcher came across an article in Harvard Business Review written by Neel Doshi and Lindsay McGregor that inspired her to do more research on the subject and eventually order the book written by them. the researcher was so inspired by the topic but had difficulties defining the research problem. The research problem eventually formed, which turned out to be quite simple. The data collection methods were clear from the start. The researcher's topic and research questions were too broad at first. The amount of information and studies read and processed was considered enormous and even a bit overwhelming. At the end of the process, more emotional pressure was in play.

The research plan and processes lived throughout the journey, learning by each step along the way. The researcher proved her capability of adaptive performance and was capable of diverging from the plan when needed to. For example, after noticing that alternative methods are better in terms of the research objective and considering the practicality of the results, other strategies were applied. Initial co-developing methods regarding the plan for the development task were no longer an option after being informed that overlapping personnel development workshops related to the topic were already underway and the deadline for my thesis was before they even started. Overlapping work was seen as pointless and that would have led to wasted effort.

The researcher was grateful for the time of the executive experts who participated in the co-developing workshop. In the end, the final result of this thesis had a much greater impact because the results may not only be used to improve managerial work but also may be used in risk management. In addition, the outcome of the development task was more reliable because it applied data and reports that had been generated through prior co-developing methods and had been assessed by the whole personnel. In the initial plan, the researcher would have received

only a fraction of the information because she would not have had the resources to assemble the entire personnel.

If the researcher had to do something differently, she would have reduced the workload from other areas of life and focused on studies and doing research. There is a saying whose origin is unknown to the writer, but it goes like this: *"We either succeed or we learn"*. It can be argued that both success and development through trial and error have occurred in the process of carrying out this research.

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Total Motivation Survey cover letter (19.10.2022)

Tervetuloa vastaamaan Kokonaismotivaatio-kyselyyn!

Opiskelen Tradenomin ylempää ammattikorkeakoulututkintoa (Master's Degree in International Business Management) Kajaanin ammattikorkeakoulussa. Opinnäytetyössäni tutkin kokonaismotivaatiota ja sen vaikutuksia organisaation toimintakulttuuriin. Opinnäytetyön toimeksiantajana toimii Kainuun ELY-keskus ja kysely on tarkoitettu Kainuun ELY-keskuksen henkilöstölle.

Neel Doshi & Lindsay McGregorin **mukaan parhaiten menestyvissä organisaatioissa vallitsee vahva toimintakulttuuri, jossa heijastuu hyvä kokonaismotivaatio**. Opinnäytetyön tavoitteena on tunnistaa kokonaismotivaatioon vaikuttavia tekijöitä, löytää toimintakulttuuriin liittyviä kehittämiskohteita ja luoda työkirja parhaista käytännöistä. Tutkimuksen tarkoituksena on löytää uusia näkökulmia kokonaismotivaation kehittämiseksi. Kehittämistehtävän tavoitteena on auttaa johtoa ja esihenkilöitä parantamaan toimintatapoja kokonaismotivaation edistämiseksi.

Webropol kyselyn avulla on tavoitteena selvittää, mitkä asiat lisäävät kokonaismotivaatiota ja miten sitä voitaisiin organisaatiossa edistää.

Kokonaismotivaatiokysely (Total Motivation Survey) on Doshin ja McGregorin kehittämä kysely, joka nojaa vuosisadan tutkimustyöhön. Tämä lyhyt kuuden (6) kysymyksen kysely auttaa esihenkilöitä ja johtoa luomaan kokonaismotivaatiota inspiroivan toimintakulttuurin.

Kyselyn vastausten pohjalta valitaan keskeisimmät teemat esimiehille toteutettavaan kehittämistyöpajaan. Kyselyn ja kehittämistyöpajan pohjalta luodaan työkirja parhaista käytännöistä esihenkilötyön tukemiseksi.

Pysähdy hetkeksi pohtimaan niitä syitä, miksi jatkat työskentelyä nykyisellä työnantajallasi. Vastauksissa on kyse henkilökohtaisista kokemuksista ja mielipiteistä.

Vastaamiseen kannattaa varata aikaa noin 10–15 minuuttia.

Tähdellä (*) merkityt kysymykset ovat pakollisia.

Osallistuminen kyselyyn on vapaaehtoista ja luottamuksellista. Kysely toteutetaan nimettömänä ja antamanne vastaukset käsitellään anonymisti ja luottamuksellisesti. Tulosten analysoinnin jälkeen tiedot hävitetään. Lisätietoja voi kysyä (etunimi.sukunimi@ely-keskus.fi)

Vastaathan kyselyyn maanantaina 31.10.2022 klo 16.00 mennessä tästä linkistä:

<https://link.webropol.com/s/kokonaismotivaatiokysely>

Tutkimuksen tuloksista kirjoitetaan Taimiin artikkeli ja esitellään tarkemmin joulukuun henkilöstöinfossa!

Kiitos vastauksestasi!

Ystävällisin terveisin,

Kristi

Total Motivation Survey questions

Jakelu KAI ELY henkilöstö (sähköposti)

Kokonaismotivaatio kysely

kuvaus

Valitse

Vastuualue E-vastuualue Y-vastuualue Johto+Yhteiset palvelut

**ToMo kysely
(6 Kysymystä)**

Ei ole mitään hyvää syytä jatkaa nykyisessä työssäni.

täysin eri mieltä - täysin samaa mieltä (1–7)

Jatkan työskentelyä nykyisessä työssäni, koska ilman tätä työtä olisin huolissani siitä, etten saavuta taloudellisia tavoitteitani.

täysin eri mieltä - täysin samaa mieltä (1–7)

Jatkan työskentelyä nykyisessä työssäni, koska jos en tekisi, tuottaisin pettymyksen itselleni tai ihmisille, joista välitän.

täysin eri mieltä - täysin samaa mieltä (1–7)

Jatkan nykyisessä työssäni, koska uskon, että työllä on tärkeä tarkoitus.

täysin eri mieltä - täysin samaa mieltä (1–7)

Jatkan työskentelyä nykyisessä työssäni, koska työ itsessään on kivaa.

täysin eri mieltä - täysin samaa mieltä (1–7)

Jatkan työskentelyä nykyisessä työssäni, koska tämän tyyppinen työ auttaa minua saavuttamaan henkilökohtaiset tavoitteeni.

täysin eri mieltä - täysin samaa mieltä (1–7)

Avoimet kysymykset:

Listaa tärkeysjärjestyksessä vähintään kolme asiaa, mitkä lisäävät motivaatiota ja suorituskyyäsi työssäsi. Perustele vastauksesi lyhyesti.

Listaa tärkeysjärjestyksessä vähintään kolme asiaa, jotka haittaavat motivaatiota tai suorituskyyäsi työssä. Perustele vastauksesi lyhyesti.

PELIKIRJA

Motivaatiotekijöillä suorituskykyä

Tämä pelikirja on osa YAMK-opinnäytetyötä. Pelikirja on tarkoitettu Kainuun Elinkeino- liikenne- ja ympäristökeskuksen johtotehtävissä oleville henkilöille.



Johdanto

Neel Doshin & Lindsay McGregorin (2015) mukaan parhaiten menestyvissä organisaatioissa vallitsee vahva toimintakulttuuri, jossa heijastuu hyvä kokonaismotivaatio.

Tämä pelikirja on osa opinnäytetyötä, jossa työmotivaatiota ja sen vaikutuksia Kainuun ELY-keskuksen suorituskykyyn tutkittiin.

Työkirja kokoaa yhteen keskeisiä teorioita opinnäytetyön teoreettisesta viitekehyksestä, tutkimustyön tuloksista sekä kehittämistyöpajan tuotoksista.



Sisällysluettelo

		Sivut
1	Kokonaismotivaatio & suorituskyky Osio käsittelee keskeisiä teorioita opinnäytetyöstä. Keskiössä on Doshin & McGregorin kokonaismotivaatio -teoria ja sen vaikutukset toimintakulttuuriin ja työn tuottavuuteen.	3-5
2	Henkilöstön motivaatiotekijät Osio esittää tutkimustyön keskeisiä löydöksiä ja kokoaa sekä VMBarometrin tuloksia että Kokonaismotivaatio-kyselytutkimuksen tuloksia yhteen.	6-10
3	Motivaatiotekijöihin vaikuttaminen Osio käsittelee kehittämistyöpajan keskeisiä löydöksiä ja oivalluksia sekä esittää toimenpiteitä, joilla motivaatiotekijöihin voidaan vaikuttaa.	11-15
4	Työkalu - Kehitä kokonaismotivaatiota Osio kokoaa pelikirjan sisällön yhteen pelin-omaiseen työkaluun, jonka avulla johtaja voi itse aloittaa oman henkilökohtaisen kehittämismatkinsa.	16

Kokonaismotivaatio & suorituskyky

Organisaatiomenestys saavutetaan paremmalla organisaation suorituskyvyllä, joka voidaan saavuttaa kehittämällä ihmislähtöisesti organisaation suorituskykyä. Valituilla HR-käytännöillä on merkittävä vaikutus organisaation suorituskykyyn.

Aloitetaan tarkastelemalla, mitä suorituskyky on.



Taktinen suorituskyky

Kuvaa organisaatiossa sitä, kuinka hyvin henkilöstö kykenee suoriutumaan arkisista työtehtävistä.

Taktista suorituskykyä edistävät selkeät tavoitteet ja prosessit, jotka ohjaavat ja edesauttavat työtä.

Pohdittavaksi

Mitkä prosessit edesauttavat työntekoa työyhteisössäsi? Millä tavoin kukin prosessi auttaa? Haittaavatko prosessit adaptiivista suorituskykyä; jos haittaavat, onko se vältettävissä?

Adaptiivinen suorituskyky

Kuvaa organisaatiossa sitä, kuinka hyvin henkilöstö kykenee mukautumaan muutoksiin tai poikkeamaan suunnitelmasta.

Adaptiivista suorituskykyä edistää työntekijän mahdollisuus vaikuttaa omaan työhönsä. Luovuus on keskeinen osa adaptiivista suorituskykyä.

Pohdittavaksi

Missä tehtävissä muutoskyvykkyttä tarvitaan? Kuinka työyhteisössäsi edistät luovuutta? Millaisia omaan työhön vaikuttamisen mahdollisuuksia tarjoat henkilöstölle?

Lähteet

Kesti, M. (2012). The Tacit Signal Method in Human Competence based Organization Performance Development.. s. 19
Doshi, N., & McGregor, L. (2015) Primed to Perform. How to build the highest performing cultures through the science of Total Motivation. New York: HarperCollins Publishers. s.37

Kokonaismotivaatio & suorituskyyky

Motivaatio ja suorituskyyky

Doshi & McGregor (2015) havaitsivat, että menestyvissä organisaatioissa vallitsee vahva toimintakulttuuri, jossa heijastuu hyvä kokonaismotivaatio. Rakentaakseen vahvan toimintakulttuurin, on ymmärrettävä, mitkä tekijät työn tekemisen taustalla vaikuttavat.

Organisaatioiden on tasapainotettava adaptiivista ja taktista suorituskyykyä. Päivittäisten, viikoittaisten ja kuukausittaisten tavoitteiden saavuttamiseksi tarvitaan taktista suorituskyykyä. Adaptiivista suorituskyykyä taas tarvitaan innovaatioihin sekä tilanteisiin, jotka edellyttävät ongelmanratkaisua ja päättelykyykyä, kun asiat eivät menekään suunnitelmien mukaisesti. Parhaillaan tasapainoillaan luovuuden ja käytännöllisyyden, arvojen ja arvioiden, pyrkimysten ja talouden tasa-painottamisen välillä.

Valitut HR-käytännöt ja prosessit saattavat epäsuorien motiivien kautta tahattomasti haitata suorituskyykyä. Suorat motiivit puolestaan edistävät suorituskyykyä. Tutustu seuraavalla sivulla kuuteen suorituskyykyyn vaikuttavaan motiiviin.



Vahva toimintakulttuuri

Vahva toimintakulttuuri ohjaa ihmisten ajattelua, tekoja ja valintoja. Lisäksi se vähentää organisaation johtamisen ja valvonnan tarvetta sekä kustannuksia. Vahva toimintakulttuuri myös auttaa ihmisiä käsittelemään keskinäisiä suhteitaan ja jännitteitään. Lisäksi se kannustaa henkilöstöä kehittämään itseään ja työtään.

Lähteet

Doshi, N., & McGregor, L. (2015) Primed to Perform. How to build the highest performing cultures through the science of Total Motivation. New York: HarperCollins Publishers. s. 257–259
 Harisalo, R. (2021) Organisaatioteoriat. Helsinki: Tietosanoma. s 194)

**HYVÄ JA KESTÄVÄ
SUORITUSKYKY SYNTYY, KUN
LUODAA KULTTUURI, JOSTA
HEIJASTUVAT INNOSTUS,
MERKITYKSELLISYYS JA
POTENTIALI.**

Neel Doshi & Lindsay McGregor

Kokonaismotivaatio & suorituskyky



Käytä hetki aikaa pohtiaksesi syitä, mitkä saavat sinut heräämään töihin joka arkiamu. Pyri tunnistamaan myös tekijät, jotka vaikuttavat suorituskykyysi.

Onko työ mielekästä? Tuntuuko työ merkitykselliseltä? Motivoiko uralla eteneminen? Koetko emotionaalista painostusta työssäsi? Motivoiko palkka? Vai onko sinulla oikeasti ainuttakaan syytä jatkaa työskentelyä nykyisissä tehtävissäsi?

Näitä kysymyksiä tutkittiin kyselytutkimuksessa. Vastaajat saivat myös kertoa, mitkä tekijät vaikuttavat positiivisesti ja mitkä negatiivisesti suorituskykyyn. Seuraava osio esittää keskeiset tulokset, joiden avulla opit ymmärtämään työn tekemisen taustalla vaikuttavia motiiveja.

Lähteet

Doshi, N., & McGregor, L. (2015) Primed to Perform. How to build the highest performing cultures through the science of Total Motivation. New York: HarperCollins Publishers. s. 7-12

Henkilöstön motivaatiotekijät

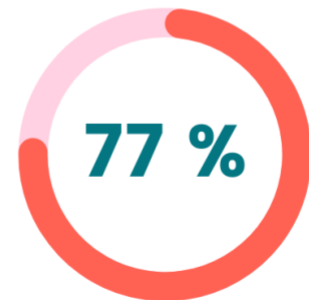
Erinomaisen suorituskyvyn taustalla on ymmärrys siitä, mitkä tekijät vaikuttavat työn tekemisen taustalla. Aiemmissa tutkimuksissa on havaittu, että syy työn tekemiselle vaikuttaa siihen, kuinka hyvin työtä tehdään.

Yksilöiden suorituskäkyyn voidaan vaikuttaa vasta, kun on tunnistettu tarpeet ja rakennettu ymmärrys tekijöistä, jotka niihin vaikuttavat.

Kokonaismotivaatioindeksi

Kokonaismotivaatiota voidaan kvantitatiivisesti mitata kartoittamalla yksilöiden suorat ja epäsuorat motiivit. Kokonaismotivaatioindeksi saadaan kertaamalla motiivit omilla määritellyillä painoarvoilla sekä laskemalla suorien/epäsuorien motiivien tulokset yhteen. Kokonaistulos saadaan vähentämällä suorien motiivien yhteissummasta epäsuorien motiivien yhteissumma.

Kokonaismotivaatioindeksiä voidaan käyttää pohja-arvona jatkotutkimusta ja seurantaa varten sekä motivaatiotekijöiden tunnistamista ja kehittämistä varten.



Tiesitkö, että Kainuun ELY-keskuksen vastaajista 77 prosenttia pitivät työtään motivoivana ja innostavana VMBarometri-työtyytyväisyyskyselyn mukaan 2022?



Kainuun ELY-keskuksen kokonaismotivaatio

Kainuun ELY-keskuksen kokonaismotivaatiokyselyyn vastasi 38 henkilöä. Vastaajien kokonaismotivaatioindeksi oli 47. Kansainväliseen vertailujen perusteella tulosta voidaan pitää hyvänä. VMBarometrin tulokset myös vahvistavat väitettä.

Hajontaa oli 90 pisteen verran. Seuraavalla sivulla tarkastellaan tarkemmin heikon kokonaismotivaatiotuloksen saaneiden sekä korkean kokonaismotivaatiotuloksen saaneiden eroja.

47

Kainuun ELY-keskuksen henkilöstöstä 38 vastasi Kokonaismotivaatiokyselyyn. Vastaajien kokonaismotivaatioindeksi oli 47.

Lähteet

Doshi, N., & McGregor, L. (2015) *Primed to Perform. How to build the highest performing cultures through the science of Total Motivation*. New York: HarperCollins Publishers. s. 108–110

Henkilöstön motivaatiotekijät

Hajonnan mahdollisia vaikutuksia toimintakulttuuriin

Vaikka kokonaismotivaatio (ToMo) on kansainväliseen vertailuun verrattuna hyvällä tasolla, on tärkeää vaikuttaa alhaisten ToMo-vastaajien motivaatioon ja löytää tekijät, joilla edistää heidän motivaatiotaan.

Aiemmat tutkimukset osoittavat, että korkean kokonaismotivaation omaavat työntekijät voivat myönteisesti vaikuttaa organisaation toimintakulttuuriin. Valitettavasti alhaisen kokonaismotivaation omaavilla työntekijöillä voi olla päinvastainen vaikutus.

Tutkimuksessa vastaajat, joilla oli korkea kokonaismotivaatio, kokivat työn mielekkääksi, merkitykselliseksi ja uraa eteenpäin vieväksi. He kokivat myös vähemmän emotionaalista (sosiaalista) ja taloudellista painetta sekä vähiten inertiaa eli kyllästymistä ja passivoitumista.



Pohdittavaksi

Miten sinä voit edistää työn mielekkyyttä, merkityksellisyyttä, oppimis- ja etenemismahdollisuuksia henkilöstösi keskuudessa? Millaisin keinoin voit vähentää emotionaalista painetta, taloudellista painetta tai inertiaa?



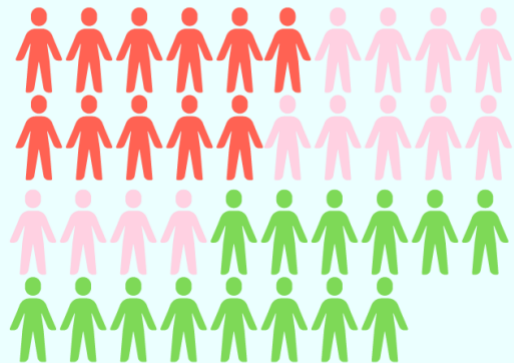
Vastaajat, joiden kokonaismotivaatio oli matalalla tasolla. Kokonaismotivaation keskiarvo oli 17 (N=12).



Vastaajat, joiden kokonaismotivaatio oli keskitasolla, eli hyvällä tasolla. Kokonaismotivaation keskiarvo oli 49 (N=13).



Vastaajat, joiden kokonaismotivaatio oli korkealla tasolla. Kokonaismotivaation keskiarvo oli 73 (N=13).



Henkilöstön motivaatiotekijät

Kertauksena jo aiemmin opittuun, kokonaismotivaatio koostuu kuudesta työskentelytapaan vaikuttavasta tekijästä: työn mielekkyys, merkityksellisyys, mahdollisuudet, emotionaalinen paine, taloudellinen paine sekä inertia. Tarkastellaan, miten nämä tekijät vaikuttivat Kainuun ELY-keskuksen kyselyyn vastanneiden työntekijöiden kokonaismotivaatioon.



Mielekkyys
71 % (n=27) vastaajista jatkaa työtään, koska työtä on mielekästä tehdä.



Merkityksellisyys
71% (n=27) vastaajista jatkaa työtään, koska uskoo työllä olevan tärkeä tarkoitus.



Eteneminen
47 % (n=18) vastaajista jatkaa työtään, koska työ auttaa saavuttamaan henkilökohtaiset tavoitteet.

Suorituskykyä
lisäävät tekijät



Emotionaalinen paine
16 % (n=13) vastaajista jatkaa työtään, koska muutoin kokevat että tuottavat pettymyksen itselleen tai muille.



Taloudellinen paine
42% (n=16) vastaajista jatkaa työtään, koska muutoin olisivat huolissaan siitä, etteivät saavuttaisi taloudellisia tavoitteitaan.



Inertia
5% (n=2) vastaajista kokee, ettei ole mitään hyvää syytä jatkaa työssä.

Suorituskykyä
heikentävät tekijät

Henkilöstön motivaatiotekijät

Kysely kartoitti myös vastaajien keskuudesta kolme tärkeintä motivaatiota ja suoriutuskykyä parantavaa tekijää. Kysymyksen rajausta huomioi ainoastaan tärkeimmät asiat, minkä vuoksi jokaisella vastauksella pitäisi olla jonkin verran painoarvoa. Alla motiivia lisäävät ja heikentävät tekijät lueteltuina.

Mielekkyyys

- Mahdollisuus vaikuttaa omaan työhönsä (13)
- Mielekkäät ja/tai mielenkiintoiset työtehtävät (17)
- Selkeä työnkuva (2)
- Riittävät resurssit (2)
- Haasteet (2)

Merkityksellisyys

- Merkityksellinen työ (6)
- Asiakaspalvelu ja auttaminen (4)
- Yhteiset arvot (1)

"Mahdollisuus toimia verkostona valtakunnallisesti saman asian tärkeäksi kokevien ihmisten kanssa."

Eteneminen

- Mahdollisuus oman osaamisen kehittämiseen (5)
- Onnistumiset (1)
- Vastuu (1)
- Tavoitteita edistävät prosessit (1)

Motiivia lisäävät tekijät

Mielekkyyys

- Rajalliset resurssit (20) viitaten aikaan ja välineisiin.
- Byrokratia (8)
- Epäselvät työtehtävät (3)

"Lukuisat järjestelmät ovat tehottomia ja toimimattomia. Digitalisaatio etenee melko hitaasti, ja olemme edelleen tilanteessa, jossa järjestelmäpäivitykset vievät kohtuuttoman paljon aikaa"

Merkityksellisyys

- Arvoristiriidat (3)

"Mietityttää, ovatko eteenpäin viemäni asiat lopulta ekologisesti paras ratkaisu."

Eteneminen

- Osaamisen puute (3)
- Vähäinen palaute (2)

"Koen, että tarvitsisin enemmän palautetta työstäni kuin mitä tällä hetkellä saan. Vaikuttaisi motivaatioon, kun tietäisi paremmin, missä voi kehittyä ja mitä taas tekee hyvin."

Motiivia heikentävät tekijät

Henkilöstön motivaatiotekijät

Kyselyssä kartoitettiin henkilöstön kokemuksia siitä, mitkä kolme tekijää lisäävät tai vähentävät motivaatiota tai suorituskykyä. Kysymyksen rajaus huomioi ainoastaan tärkeimmät asiat, minkä vuoksi jokaisella vastauksella pitäisi olla jonkin verran painoarvoa. Alla motiivia lisäävät ja heikentävät tekijät lueteltuina vastausmäärineen.

Suositus! Pyri vaikuttamaan näihin.

Emotionaalinen paine

- Epäoikeudenmukainen kohtelu esihenkilön taholta (3)
- Arvostuksen ja luottamuksen puute (4)
- Epäselvä työnkuva ja epävarmuus (7)
- Huono työilmapiiri (11)

Taloudellinen paine

- Palkka (6)
- Huono palkkaus (1)
- Taloudellinen paine (1)

Huom! Palkkauksen vähentäminen ei vähennä taloudellista painetta. Taloudellista painetta voi voimistaa oikeudenmukaisella palkkauksella.

Inertia

- Huonot päätökset tai prosessit, jotka eivät johda mihinkään (5)
- Inertia (1)
- Hukkaan mennyt työaika (6)
- Tavoitteita edistävät prosessit (1)

"Liikaa kokouksia, joista osa tuntuu aivan turhalta."

Motiivia lisäävät tekijät

Emotionaalinen paine

- Hyvä työyhteisö (27)
- Reilu kohtelu esihenkilöltä (4)
- Realistiset tavoitteet (3)

"Työyhteisön merkitys työmotivaatioon on suuri. Hyvässä työyhteisössä vallitsee keskinäinen luottamus, arvostus ja kunnioitus toinen toisiamme kohtaan."

Taloudellinen paine

- Oikeudenmukainen palkkaus (2)

"Palkkauksen on oltava linjassa työn vaativuuden kanssa."

Motiivia heikentävät tekijät

Motivaatiotekijöihin vaikuttaminen

Yhteenveto suoriin motiiveihin vaikuttavista tekijöistä

Mielenkiintoiset, monipuoliset tehtävät ja mahdollisuus vaikuttaa omaan työhön olivat eniten työn mielekkyyttä edistäviä tekijöitä. Pyri pohtimaan, kuinka asiantuntijoiden työhön voisi lisätä mahdollisuuksia vaikuttaa omaan työhön.

Rajalliset resurssit ja epäselvät työnkuvaukset vaikuttivat negatiivisesti työn mielekkääksi kokemiseen. Byrokratian katsottiin vähentävän myös sitä, koska se rajoitti mahdollisuuksia vaikuttaa: muun muassa hidas toimintakyky ohjaavalta taholta turhautti työntekijöitä. Pohdi, kuinka luovuutta voisi työssä edistää ja riittävätkö työntekijöiden resurssit. Riittävä osaaminen, aika ja henkilöstöresurssit vaikuttavat tähän osa-alueeseen.

Useat työntekijät pitivät osaamisen kehittämistä yhtenä eniten motivaatioon ja suoritukseen vaikuttavista tekijöistä. Lisäksi osaamisen puute koetaan suorituskyyä heikentäväksi tekijäksi. Tähän olisi syytä kiinnittää jatkossa huomiota esimerkiksi kehityskeskustelujen yhteydessä.

Yhteenveto epäsuoriin motiiveihin vaikuttavista tekijöistä

Inertiaa voi vähentää tehtävän kierrolla ja muilla tavoilla, joilla voidaan lisätä työn mielekkyyttä tai merkityksellisyyttä. Tutkimuksessa havaittiin, että asiantuntijatyö on hyvin yhteistyö- ja verkostopainotteista, mikä myös voi vaikuttaa itse työn mielekkyyteen. Hyvällä työyhteisöllä on äärimmäisen tärkeä merkitys emotionaalisen paineen vähenemisessä, mutta myös työn mielekkyyden lisäämisessä. On tärkeää, että esihenkilöt edistävät työyhteisössä luottamusta ja arvostusta.

Tarkista, ovatko nämä suorituskyyä edistävät rakennuspalikat kohdallaan.



- ☐ **Johtajuus ja esihenkilötoiminta**
Rakenteet ovat tilanteeseen sopivia ja linjassa henkilöstön kyvykkyyksien kanssa.
- ☐ **Organisaation identiteetti**
Organisaatiolla on vahva identiteetti. Organisaation tehtävistä, missiosta, visiosta ja arvoista viestitään läpinäkyvästi.
- ☐ **Selkeät tehtäväkuvat**
Kaikilla on selkeä tehtävän kuva ja rooli organisaatiossa. Työntekijä itse tietää oman roolinsa ja tehtävänsä.
- ☐ **Urapolut**
Jokaisella on mahdollisuus oppia uutta ja edetä urallaan. Koulutusmahdollisuuksista on riittävästi tietoa, ja osaamisen kehittämistä ohjataan ja tuetaan.
- ☐ **Palkkaus**
Palkkaus on oikeudenmukainen ja linjassa työnvaativuuden kanssa.
- ☐ **Työyhteisö ja toimintankulttuuri**
Työyhteisö heijastaa keskinäistä luottamusta. Jokainen tuntee olonsa turvalliseksi ja arvostetuksi.

Tyytymättömyys palkkaan ei näytä vaikuttavan tyytyväisyyden kokonaistuloksiin. Kohtuullista palkkaa pidettiin kuitenkin tärkeänä suorituskyyä vaikuttavana tekijänä. Kohtuullista palkkaa pidettiin myös osoituksena oman työn arvostamisesta: palkan tulee olla linjassa työn vaativuuden kanssa.

Motivaatiotekijöihin vaikuttaminen

Suorituskykyä uhkaavat riskitekijät on arvioitu yhdessä henkilöstön kanssa alkuvuodesta 2022. Samat riskitekijät nousivat esille myös opinnäytetyöhön liittyvässä kehittämistyöpajassa, jossa keskusteltiin ja ideoitiin ratkaisuja toimenpiteistä, joilla riskejä voidaan vähentää ja suorituskykyä edistää.

Asiantuntijatyölle ominaisia piirteitä ovat tiedonhallinta ja tiedon hyödyntäminen omassa asiantuntijuudessa. Menestyminen asiantuntijatyössä edellyttää tiedonhallinta-osaamista, ajanhallinnan taitoja sekä substanssiosaamista vaativien tehtävien kuten ongelmanratkaisun, päättelykyvyn ja päätöksentekokyvyn, hallintaa.

Osa työntekijöistä kokee haasteita muun muassa ajanhallinnan, liian suuren työkuorman, jatkuvasti muuttuvan tiedon ja työn laadullisten vaatimusten kanssa. Riskiarvioinnissa kriittisiksi suorituskykyä kuormittaviksi tekijöiksi nousivat esille työn laadulliset vaatimukset, tiedonkäsitely sekä työn tauotus ja työtahti. Osa-alueet valittiin tarkastelun kohteeksi myös tässä yhteydessä. Adaptiivista suorituskykyä tarvitaan eniten kaikilla kolmella osa-alueella.

Usko työntekijän hyveisiin

Mahdollisten ristiriitojen välttämiseksi niin johtavien asiantuntijoiden kuin johtavassa asemassa olevien henkilöiden on hyvä tarkastella kriittisesti omia asenteitaan ja uskoa työntekijöiden hyveisiin, jotta kehittymistoimenpiteitä olisi lähtökohtaisesti edes mahdollista toteuttaa.

Työntekijöiden suorituskykyyn liittyvät kipupisteet johtuvat pääosin toimintoihin, joihin johtajilla on suuri vaikutusvalta. VMBarometrin työtyytyväisyystutkimuksen tulokset tukevat tätä käsitystä.

Tukea työn tauotukseen ja työtahtiin

Työn tauotus ja työtahti nousivat keskeisesti riskiksi riskiarvioinnissa. Riskiarvioinnin mukaan työntekijällä tulisi olla mahdollisuus itse säädellä työnsä kuormittavuutta taukojen avulla. Mitä tarkempaa ja kuormittavampaa työtä tehdään, sitä suurempi on taukojen tarve.

Pieniä poikkeuksia lukuun ottamatta työntekijöillä on vapaus säännellä työtään, mikä lisää työn mielekkyyttä. Osaavatko työntekijät siis hallita omaa ajankäyttöään ja työskentelyään ja miten ajanhallintaa voidaan tukea?

Monet prosessit, kuten valmiit tiedostopohjat ja prosessikaavat, helpottavat työntekoa ja keventävät vaativaa työkuormaa.

Jos työntekijän oma ajanhallinta on hyvällä tasolla, mutta töissä on edelleen niin kiire, ettei taukoja ehdi pitää tai keskeytyksiä tulee jatkuvaksi, tulee tarkastaa, onko tehtävälle olemassa riittäviä henkilö- ja aikaresursseja.

Ilmapiiriin tulee olla riittävän avoin, jotta työntekijä uskaltaa tulla kertomaan työn kuormittavuudesta ja siihen liittyvistä tekijöistä. Yhdessä esihenkilön kanssa tulisi löytää ratkaisut haasteisiin.

Motivaatiotekijöihin vaikuttaminen

Johdon tulee reagoida mahdollisten resurssien puutteisiin joko palkkaamalla tehtävään lisää henkilöstöä tai vähentämällä työntekijän tehtävien määrää. On kuitenkin varottava, etteivät toimenpiteet vaikuta palkkaukseen, sillä liian suuri tehtävämäärä ei välttämättä ole työntekijän oma syy.

Riittävä palaute ja osaamisen kehittäminen tueksi työn laadullisiin vaatimuksiin

Toinen riskiarvioinnissa esiin noussut uhkatekijä liittyi työn laadullisiin vaatimuksiin. Riski-arvioinnin mukaan laadulliset vaatimukset, kuten liian vaikeat päättely-, ongelmanratkaisu- tai päätöksentekotilanteet tai hyvin laajat ja monimuotoiset työtehtävät voivat olla kuormittavia. Vaatimusten tulee olla oikeassa suhteessa työntekijän voimavaroihin, kykyihin ja taitoihin sekä mahdollisuuteen vaikuttaa työhön.

Ongelmanratkaisu- ja päätöksentekotehtäviin liittyvät kipukohdat nousivat esiin useimmiten avoimissa vastauksissa. Jotkut työn laadullisiin vaatimuksiin liittyvät asiat voivat parantua lineaarisesti ajanhallintataitojen kehittyessä.

Muut tekijät liittyivät johtamiseen ja yhtäläisyyksiä löytyi myös VMBarometrin tyytyväisyystuloksista. Asia liittyi riittävän palautteen vastaanottamiseen.

VMBarometrin tulosten mukaan suurin osa kyselyyn vastanneista henkilöistä on tyytyväisiä esihenkilötyöhön ja kokee, että suorat esihenkilöt auttavat heitä työskentelemään tehokkaasti. Kuitenkin lähes puolet kokee, että he eivät saa riittävästi palautetta. Huomionarvoista on se, että palautetta pidettiin kuitenkin yhtenä tärkeimmistä motivaatioon ja suorituskyykyyn vaikuttavista tekijöistä. Työntekijöiden tulee saada enemmän palautetta työstään.

Toinen huomionarvoinen tekijä liittyi omaan osaamiseen. Esihenkilöiden tulisi tukea ja yhdessä työntekijän kanssa etsiä ratkaisuja haasteisiin, jotka liittyvät osaamiseen. Työntekijän osaamisen kehittämistarpeita on hyvä tunnistaa muulloinkin kuin vuosittaisissa kehityskeskusteluissa tai varttikeskusteluissa, mikäli puutteellisen substanssiosaamisen koetaan haittaavan työntekoa. Tämä toki edellyttää keskinäistä luottamusta ja avoimuutta, jotta työntekijät voivat tuoda esille huolensa omista puutteistaan ja henkilökohtaisista kehitystavoitteistaan.



Motivaatiotekijöihin vaikuttaminen

Uusi näkökulma kehityskeskusteluihin

Kehityskeskusteluissa havaittiin yksi heikkous: työntekijöiden kokonaismotivaation näkökulmasta palkkaneuvottelut tulisi käydä erikseen. Kynnys nostaa esille puutteita ammattitaitoon ja osaamiseen liittyen nousee, jos taloudellinen paine on motivoiva tekijä työn teolle ja jos henkilö pelkää sen vaikuttavan negatiivisesti palkkaukseen.

Työntekijät eivät välttämättä pysty kehittämään osaamistaan, jos he pelkäävät tuoda keskusteluissa esille omia kehittämistarpeitaan. Vaikka VMBarometrin tuloksissa 80 prosenttia vastanneista työntekijöistä katsoivat voivansa oppia ja päivittää osaamistaan, on syytä kiinnittää huomiota niihin 20 prosenttiin, jotka eivät koe samoin.

Mahdollisuutta vaikuttaa omaan työhön pidettiin motivoivana ja suorituskyyä edistävänä tekijänä. Edellä mainitut asiat tukevat myös adaptiivista suorituskyyä, jota ongelmanratkaisu ja päätöksenteko edellyttävät. Työn laadullisia vaatimuksia sisältävien tehtävien työkuormaa voi keventää selkeillä tehtäväkuvilla ja toimeksiantoilla.

Työhyvinvointi ja oma jaksaminen ovat myös tärkeitä suorituskyyä edistäviä tekijöitä, joita on hyvä huomioida ja tarvittaessa tukea, jos (ainiun unohdin sanoa, että jos on parempi sana kuin mikäli!) se on työntekijällä huonolla tasolla.



Työkaluja tiedonhallintaan

Kolmas tunnistettu riski liittyi tiedon käsittelyyn. Riskianalyysin mukaan liiallinen tietomäärä ja jatkuvasti muuttuvan tiedon omaksuminen haastaa ihmisen kognitiivista toimintakyyä, kuten muistia, tarkkaavaisuutta ja oppimiskyyä. Liiallinen ja huonosti hallittu tietotulva voi uhata tunnetta työn hallinnasta ja aiheuttaa psyykkistä kuormitusta, virheitä sekä suorituskyyyn laskua.

Taimi, säännölliset henkilöstökokoukset sekä henkilöstön koulutukset tukevat tiedon hallintaa.

Motivaatiotekijöihin vaikuttaminen

Kehittämistyöpajassa johtavat asiantuntijat korostivat viestinnän tärkeyttä. Osa työntekijöistä päinvastoin piti joitakin kokouksia turhina ja ajanhukkana. Tämä ristiriita voidaan mahdollisesti ratkaista selkeämmällä viestinnällä: kertomalla jo kutsussa kokouksen tavoitteista, tarkoituksesta ja tärkeydestä.

Avoimia vastauksia analysoidessa ilmeni, että samat asiat, jotka vaikuttavat ajanhallintaan, vaikuttavat myös tiedonhallintaan. Rajalliset resurssit estävät suorituskyyä tässäkin yhteydessä.

Työntekijöiden hyvinvointiin ja työssä-jaksamiseen on hyvä kiinnittää huomiota, sillä fyysisellä ja henkisellä jaksamisella on tulosten mukaan yhteys suorituskyyyn. Asian selvittämiseksi tarvitaan kuitenkin lisää tutkimusta.

Suositukset ajanhallintaan eli työn tauotukseen ja työtahtiin

- ✓ Oman työn vaikuttamismahdollisuus
- ✓ Ajanhallinnan työkalut
- ✓ Ajanhallinnan koulutus (Taimi)
- ✓ Riittävät resurssit
- ✓ Oma jaksaminen ja työhyvinvointi

Suositukset työn laadullisten vaatimusten kuormitustekijöiden keventämiseksi

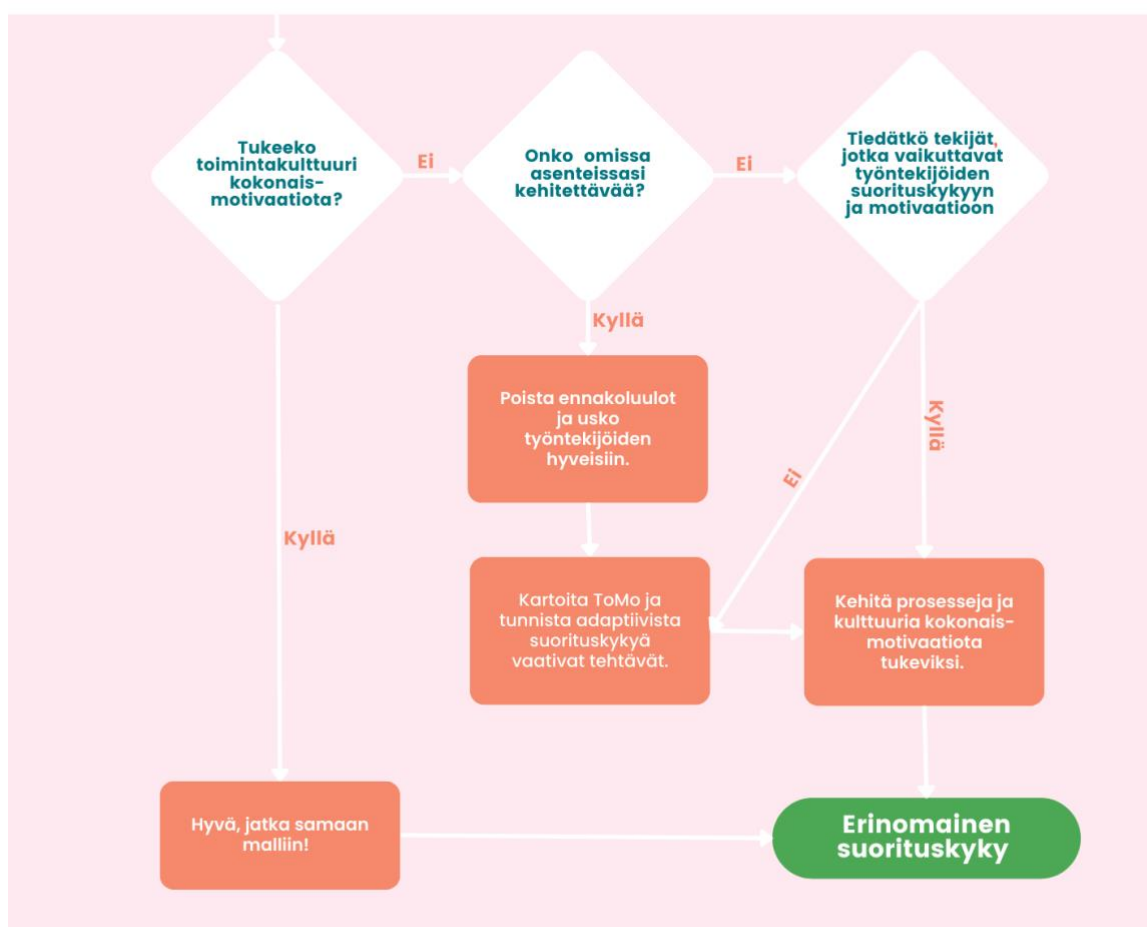
- ✓ Oman työn vaikuttamismahdollisuus
- ✓ Ajanhallintataidot
- ✓ Riittävä palaute
- ✓ Resurssien tarkistaminen
- ✓ Riittävät resurssit
- ✓ Oma jaksaminen ja työhyvinvointi

Suositukset jatkuvasti muuttuvan tiedon hallintaan

- ✓ Selkeä viestintä
- ✓ Riittävät resurssit
- ✓ Ajanhallintataidot
- ✓ Oma jaksaminen ja työhyvinvointi

Työkalu – Kehitä kokonaismotivaatiota

ALOITA TÄSTÄ



ToMo-kyselylomake löytyy Kainuun ELY-keskuksen Webropol-kyselyistä. Voit vapaasti hyödyntää kyselypohjaa omassa työssäsi.

Jos innostuit aiheesta lisää, niin voit lukea koko opinnäytetyön Theseus-palvelusta. Opinnäytetyön koko nimi on:

Promoting performance through Total Motivation