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IMPORTANCE OF EMPLOYEE MOTIVATION AND JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE: A STUDY ON MC DONALD’S IN FINLAND

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ABSTRACT

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**Abstract**
Employee motivation and job satisfaction among employees play an important role in the performance of an organization. When employees are motivated and satisfied with their job, they are more engaged, productive which ultimately enhances the performance of employees and organization as well. However, it has become a challenge these days to implement ways and techniques to motivate employees at workplace. Several authors describe different theories that explain the ways to motivate employees and keep them satisfied are discussed in the present study.

The aim of the present study is to analyse the relationship between an employee’s motivation and job satisfaction on organizational performance as well as to determine whether there is a positive relationship between the job satisfaction and organization performance.

Data was collected using quantitative methods. Primary data was collected to answer research question. Participants were recruited by convenience sampling method. Questionnaires was sent to 60 participants who were currently working at Mc Donald’s chains in Finland. However, response rate was 70%. The collected data was analysed using descriptive methods and presented in pie charts for better representation.

The findings of the present study showed how motivation and job satisfaction impact the performance of an organization. Further studies with a large sample size are recommended for more robust findings.

**Key words**
Employee motivation, job satisfaction, Mc Donald’s, organizational performance.
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1. INTRODUCTION

Survival of fittest is always brought about by the better adaptability of an individual to the evolutionary change. However, this applies to the communities and if survival of fittest discussed specifically, then in various organisations and businesses as well. The bigger concern of businesses in today’s time is to combat various challenges posed by the migration of work force due to lack of required employee motivation and commitment for the industries (Varma 2017). This perspective emphasises on the importance of the study of motivation for job and thereby its relationship with job satisfaction as both factors equally impact the performance of an organisation.

The policies and practice framework of a human resource management should be devised in such a way so as to calibrate the expectations of working staff with the action plan of organisation they are working for (Riyanto, Endri and Herlisha, 2021). These strategies should be aimed at creation of a workplace that is fascinating and retentive. But of course, the focus should also be on overcoming the harmful side effects of demotivation and disorientation such as absenteeism, poor coordination and performance, ignorance to stand up for the achievement of organisational goals as all of these can lead to difficulty in striving in modern era of competition (Varma 2017).

The creation of an effective and productive impulse in the system environment of a company helps to retain the high skill that directly and indirectly affects the growth of business and thereby drives it on the path of advancement in highly competitive environment (Pang and Lu, 2018). Employee dedication is always linked to maximising the produce and thereby benefitting from a business. There is a need to enhance the liabilities of higher management to update themselves in the modern times with the need of satisfaction and motivation at various levels among the valuable employees in their working environment because employees are valuable assets of a company. Performance of an organisation is always dependent on the active involvement of its employees with the stimulation and dedication for the job that follows job satisfaction. So, there is a need to reform the motivation system to improve employee satisfaction at their workplace to bring positive impact on organisational production.
The strategic management of employees and their operations is very meaningful and important in restaurant and hospitality industry. Here comes a globally leading chain in food industry famous under the brand name of McDonald’s with their branches covering more than 100 countries and serving about 69 million customers worldwide daily. Though having a world-renowned brand in food business, their suffering lies in the form of higher dissatisfaction from their work force end.

There may be several causes for job dissatisfaction ranging from lower wages, poor coordination and improper communication resulting in misunderstanding between employees and the higher management, highly stressful and toxic environment at the workplace, low chances of reward and promotion etc. These are some proved facts from some studies related to the work culture of McDonald’s. The job dissatisfaction takes the form of disorientation of employees towards their duties, lack of dedication and sincerity to follow work norms, reduced efficiency, output and ultimately company benefits. It may further lead to migration of employees to various other work cultures that best suits to their needs and thereby leave behind an organisation with highly unpredictable future and financial growth.

The primary cause to leave the job at McDonald’s may be attributed to having fewer chances to get promoted in future (Branham, 2005). Many people do not like to choose their carrier in this food chain only because of this major drawback of being not promoted to higher positions. Studies shows that not more than six percent of McDonald’s workers continue their jobs after four years at this market leader in food business (Nadolny and Ryan, 2015). McDonald’s should use these data studies to address their problems of employee motivation.

Ultimately the understanding, analysis and redressal of problems associated with happiness of working man force of a company at the workplace is key to the success and stand out from market rivals and this should be of priority for higher management with right measures taken in time. The aim of this research initiative is to bring the focus on need of job motivation and gratification from work to result in positive outcome of business organisations in general and McDonald’s in particular.

The primary research conducted with connection to this research forms the basis of establishing an association between the two factors: absence of employee encouragement, discontent from their working
conditions and their possible impact on industrial downturn. This scientific advancement with given guidelines will further help the big businesses like McDonald’s to improve and uplift their company culture with productivity through understanding the causes of problems connected to motivate workers. The objective of the conducted study is given as follows.

The collection and analysis of the data related to this study can be helpful to uncover the factors influencing the enthusiasm for work in employee’s mindset and thereby affecting the productivity and capability of an organisation in response to determination of employees towards their job. Senior managers can benefit from the outcome of this study by formulating policies to improve work culture for the man force of their company to present excellence in their services. The evaluation reporting officers of management of various businesses need to make use of the fundamentals of this study outcome to record the wellbeing and dedication of their employees and its association with their business gains.

The research questions are developed after consideration of purpose of this study:

1. Are there any relationship between the employee motivation and job satisfaction in the McDonald’s restaurants in Finland?
2. Are there any relationship between employee motivation and organization performance of McDonald’s restaurants in Finland?
3. Are there any relationship between employee’s job satisfaction and organization performance of McDonald’s restaurants in Finland?

This thesis is comprised of six chapters named as background and purpose, review of the related literature, methodology, data collection and data analysis, results, and discussion and finally conclusion. The first chapter, named as background and purpose presents a brief background, problem under consideration, research aim and questions and finally thesis outline. The second chapter namely related literature review contains introduction, Definition of motivation, importance of motivation, various theories related to motivation such as Maslow theory, Equity theory and concept of job satisfaction and theory related to job satisfaction (two factor theory). It also presents the concept of organizational performance and the relationship between employee motivation, job satisfaction and organizational performance and lastly discusses the theoretical framework of the present study.
Chapter three deals with the research methodology of the thesis such as aim of research and design, selection of study sample and participants, data collection methods and data analysis. While chapter four focuses on presenting the results and discussion of the research. Lastly, chapter five represents conclusion drawn in the present research and discusses implications and suggestions for future research.
2. THEORETICAL FRAMEWORK

This chapter is associated with in-depth analysis of current literature related to the abstractions of study under consideration. There is a descriptive explanation of definitions of employee motivation and satisfaction from work environment as well as problems associated with theories of motivation and interdependence of work force motivation and gratification from work. Lastly, focus is put on performance of institutions and its correlation to satisfaction of employees, their motivation and various academic models are developed where several techniques are used to inspire employees in different institutions.

2.1 Definition of Motivation

Motivation is the Latin word “Movere” which gave rise to the term motivation. This could simply relate to “push” or “transfer”. However, different writers have put their efforts in the past to define motivation. It could have been defined as a set of measures taken to channelize the energies of an individual to obtain a sustainable objective. Some another author has tried to define it as an inbuilt process that brings guided change in attitude.

A work environment motivation is thought to be an inspiration that a person explores in himself knowingly or sometimes subconsciously to put efforts to attain the objective. Contribution and efficiency of a worker is always directly aligned with the extent of his stimulation and motivation regarding the work which influences the institutional efficiency. Therefore, motivation acts as a trigger for working individuals of the industries to increase and improve their potential and conduct. So, to enhance the effectiveness and competence of an industry by increasing individual productivity and potential of employees should be the target of employee motivation.
2.2 Need for discussion on work force motivation

Why we need to study on motivation? Dedicated and self-efficient employees are the backbone of every successful industry, and this dedication is derived from a generation of impulse among the employees of the industry and their peace of mind at the working environment. This is the devotion that drives the worker on the path of business growth and creates the road map of success with the ultimate achievement of company goals. No business setup would be on the path of growth advancement without having dedication and commitment from their work force (Varma, 2017). The motivation of workers is positively aligned and directly proportional to productivity and efficiency of the business setups as well as creation of an atmosphere inclined to positive gains. Therefore, indirectly motivation is the basis of sustainability of businesses in the era of competition. So, the significance of formulating policies and practices with relation to development of high competence of their employees by the organizations lies in the form of gain of competitive advantage and stand out from the market rivals.

Motivation is a kind of stimulation of employee mindset that guides the attitude of employees. Everyone has a different perspective due to the nature of individual mind, but the focus of organization should be the group and not for the individuals. Therefore, policies and practices for motivating employees should be oriented to a group of employees. This will help in managing diversity in company employees.

The team leaders and higher managers should come up with such strategic planning to create an atmosphere of employee strengthening and confidence development to make use of the fullest capability of their employees. Indirectly it is the energy of the higher management that is reflected in the employees of a company, and this is materialized in the form of business outcome. The recognition and analysis of internal motivation that derives from workplace satisfaction must be prioritized by businesses. However, external motivation strategies followed by the organizations from various theories, which are to be discussed in the thesis later could further boost and improve the results.
2.3 Theories of motivation

There are many different assumptions and theories related to motivation which are provided by several writers. Many of them have gained popularity and are famous worldwide. These have sufficient support and relevancy from analysts. These are for example Maslow’s hierarchy of needs theory, Equity theory, Herzberg’s theory of motivation. These are examined as follows.

2.3.1 Theory of needs by Maslow

In the year 1943 Abraham Maslow asserted that, “Unfit or sick mind people are mere a reflection of the depriving environment they are brought up in (McLeod, 2013). There are several types of needs an individual may have but out of all five needs are common in all individuals that evoke in a ranking or systematic order. These are materialistic requirements, wellbeing requirements, communal requirements, popularity, and self-fulfillment requirements. These needs follow a highly categorized order from gross to finer levels and therefore should be activated in the same manner for all individuals. It means if gross requirements are not fulfilled then further desire for the higher is stopped naturally in an individual.

Those who are fearful about their job security and concerned about financial stability, they would be anxious about their lower requirements such as utility bills, rental payments, and groceries rather than needs of gaining popularity at the workplace and their self-realization. Therefore, trigger to next higher level of requirement or automatic transition and descending to lower gross form of needs is dependent upon the type of environment and therefore impacts the self-actualization of an individual, which is very much associated with his performance and therefore the performance of the organization they work for. It should be ensured to meet first the lower needs of employees and then the higher ones in a hierarchical order to pave a way to exuberant growth.

The ranking and place of an individual on the pyramid of hierarchy of needs directs the application of type of motivation practice towards him at the working environment because with the already accomplished needs, an individual could not stay motivated all the time. Even a part of the requirements of
an individual can be fulfilled at any point of time in his life. So, this all lead to further fine tuning of theory of hierarchy of needs through elaboration and inclusion of sensible, artful and needs of excel by Maslow in 1970. Figure 1, below gives the demonstration in the pyramid form of hierarchy of needs by Maslow (Mcleod, 2013).

Working as a healthy and well fit person is directly aligned to the achievement of the needs of the person according to Maslow. He apparently came up with the idea of differentiation between deprivation and thriving requirements. Both these needs could never be accomplished by everyone in their life (Kaur, 2013). Employees who have higher positions and highly skilled ones can meet both requirements but low-ranking individuals (Nadler, Hackman and Lawler III., 1979) with average and low skill could fulfill only inadequacy requirements but need for growth are somehow compromised in them.

Though the idea of this theory did not appeal to many people as it was believed that more attention was paid to the discussion of attitudes of individuals working in top positions advancing in needs of growth. Moreover, it is. an impractical approach in supporting a single method to accomplish the employee needs where all the workers and the circumstances everywhere are assumed the same (Nadler, Hackman and Lawler III., 1979).
2.3.2 Theory of Equity

In the year 1963, Adam introduced the theory concept of equity. Accordingly, employees at any workplace feel discriminated against and unfairly treated when they notice any difference and inequality in the ratio of yield to the infusion for them and the ratio of yield to investment for their colleagues” (Adams, 1963). That is an example of toxic workplace favoring a specific group of employees and denouncing others. It ultimately demoralizes and distress individuals working there in the atmosphere full of anxiety.

Investment or inputs comprises the provision of efforts, potential, honesty, dedication, better understanding with colleagues, teamwork, strengthening, adaptability, patience, and various skills. Yield or
output comprises securing employment, remuneration, popularity gain, sense of self-actualization, incentivizing and rewarding, high ranking and admiration.

Most of the time in most workplace environments, earning factors influence the discrimination and unfair treatment. Less remuneration and wages are the main cause of demotivation and hostility in workers of an industry that is further followed by displeasure and unsatisfactory contributions by them. Consequently, lack of stimulation and productivity prevails in the work atmosphere. However, rewarding in the form of bonuses or extra payments for special services and efficiencies of the employees increase their motivation and ultimately their gratification from workplace (Dugguh, I. Dugguh and Dennis, 2014).

The multidisciplinary approach of theory of equity is evident from its nature of differentiating the ratio of input to yield of not only an individual but also of a group of individuals of an organization. Theory of equity implies various processes for wellbeing connected with work. Workers always put maximum effort into enhancing their efficiency. Some people in a group of workers can stimulate others to bring about more fair play and collective benefits. There is a prevalence of both types of circumstances in an unfair work environment out of the fact that employees are underpaid or overpaid. Those who receive more than enough will feel more embarrassed when they realize themselves as a part of unfair working environment and those who receive less than their potentiality, they become more argumentative and hostile to the workplace. The efforts for sufficient Input and receiving yield can be compromised resulting in leaving the employment and to go out of that place and situation if the members of an organization find themselves trapped in a work environment where unfairness prevails.

This theory finds application and involvement in self-confidence, potential, efficiency, and outcome of workers. There are various described manners in which a person can react to the fairness and unfairness situation at the workplace by Schultz & Schultz. This concept of different behavioral design is elaborated as follows (Schultz & Schultz, 2010). Compassionate with public spirit even though the individual gets less wages than colleagues. This is the highly satisfied form of behavior in the working environment. Impartial and sympathetic ones who want to maintain the equilibrium in the yield ratio to the efforts required from them. They want equal treatment and incentivizing everyone in the organiza-
tion to have a balanced atmosphere. Vested ones with thinking of being authorized who consider themselves as to have right of receiving everything in excess as a birthright with a bit negative attitude and being impatient to the atmosphere of little unjust.

The industries could make use of this theory in getting deep insight to the science of behavior and beliefs of their working staff though the theory. This theory could not include cognitive and statistic factors that impacts the ability of people to sense the unfair and inequitable work environment.

2.4 Employee well-being on work environment

There are numerous writers who tried to define the concept of job gratification. According to Parvin and Kabir (2012), happiness and euphoria of a worker from his workplace could be the parameter of employment satisfaction. Permana et al. (2011), defined work satisfaction as a feeling of elation and bliss gained through employee's experience from his place of work. Tnay et al. (2013) interpreted job satisfaction as feeling of gratification and pleasure developed because of both cognitive as well as ecological circumstances. Moreover, job satisfaction has no standard illustration which we can say, is applicable to every situation. The reason is attributed to the variance in perception to different people. Job satisfaction correlates in leadership, disagreement, motivation, and output as well. Job satisfaction plays a pivotal role in evaluating the quality and success of a business industry. As a result, employees needs are taken into cognizance by industries these days.

2.4.1 Interpreting job satisfaction

Inducers and the hygiene maintainers are the two main factors that encourage the pleasure and peace associated with working environment and inhibit disappointment from job. These two variables form the basis of the theory of Herzberg’s two-factor theory, which is renowned in strategically influencing employee wellbeing with a positive approach as well as find its approach in organizational behavior. Motivators could find direct application in the job gratification of employees and ultimately have positive bearing on industrial performance through contentment of employees. While the factor of hygiene maintenance prevents disappointment arising through various aspects of employment though these factors are not directly involved with job satisfaction.
Motivators are responsible for accomplishment, establishment, growth, and popularity etc. Hygiene maintainers are in the form of reasonable wages factor, coordinating with colleagues and policy framework of companies related to work. Both factors may be categorized under intrinsic and extrinsic factors that are either directly involved or have indirect but strong implications to bring a change in performance of a business. Though motivators are the most important intrinsic factors to encourage the employees, factors associated with maintenance of hygiene and purity at the workplace should be prioritized to take care. Despite the extrinsic nature and indirect implications in an organization, Hygiene maintainers are the ones to bring the encouragement initiation done by motivators to implementation in employees as these burdens to the workers the most out of everything. One may not accept the contribution of these factors in gratification from work but application of these in the prevention of displeasure through work could not be denied at all.

Hygiene maintainers and the influencers may be considered as having an antagonistic nature, but they are still parallelly aligned and bring similar results when successfully applied to work environment. People disappointed with work atmosphere will be hostile to their workplace and individual performance will also downturn and the employees who are contented with work environment, they become more loyal to their companies and this sincerity and wish to work always for the same company forever directs their energies to bring productivity and enhance individual performance.

Team management practices inclined to employee contentment should be applied by the persons ranking higher in the organizations to enhance the efficiency of business at each level. Senior managers should be accountable for the transformation of their business environments into positive and effective workplaces. The capability of a business depends upon the pleasure associated with work efforts as a statement of consideration by this two-factor theory (Kurt, 2021). But several extrinsic variables that could have impact on the output of an industry were not discussed in this theory of Herzberg that leads to further argumentation in this regard.
Figure 2: Herzberg’s two factor theory, motivator, and hygiene factors (adapted from Kurt, 2003)

2.4.2 Correlation of motivation and satisfaction from work

All employees are at first inclined to their immediate requirements and it should be the responsibility of industries to prioritize fulfillment of their immediate needs. Newstorm (2014) believes that managers should analyze their junior workers adaptation to the work practices and methods to carry out work operations to fit them at the place in the workforce chain where they would be most suitable to efficiently carry out business operations. Therefore, productivity and efficiency in an industrial setup is a play way of outcome of employee happiness and bliss due to their appropriate positioning in the work chain. Employees understand their duties and responsibilities much better and follow ethics in a more regular way when they feel content and suitability to the workplace. So, the effectiveness in industries is a parameter of how satisfying and vibrant their work environment is.

Different industries have different approaches and development practices to incentivize their employees and boost them with self-sufficiency and confidence for attainment of better results. These approaches of fair return for employee efforts can be classified as extrinsic and intrinsic bonuses. Intrinsic or the internal methods of paying off to employees are aimed to provide a peaceful work environment where they feel elation, excitement, and achievement from within. Extrinsic way deals in the
form of extra pay, need based gifts, multi packaged prizes and appreciation speeches for time bound targets achievement and serving with sincerity (Remi, Durowoju, and Toyosi, 2011).

Springer (2011), explored the deepest correlations of pleasure from work and stimulation for work. If discussed in general, encouragement of workers has a positive bearing on output enhancement though several studies have introduced different facts. Igalens and Roussel (1999), could have found correlation of attitude and emotions at workplace-to-workplace stimulation and workplace happiness. The creation of a work environment with excellently developed rewarding policies and fairness will pave the way to enhance gratification of workers.

2.5 Industrial Performance

It is highly complicated and challenging to analyze and understand the enumerable aims of a business industry which may be complex thereby posing difficulties to establish the strategic planning for enhancing industrial effectiveness which is calibrated in the form of performance of an industry. The policy and practice framework of an industry and the condition of an industry generally gets reflected in the form of industrial performance.

Whether applied individually or wholly to all employees, encouragement and stimulation always affect industrial advancement and growth in vibrant as well as desirable manner (Risambessy et al., 2012). Therefore, the contributions and hard work encouragement and appreciation of work force needs to be the prioritized in an industry. This employee’s admiration at different times for their sincerity towards work further helps in setting up various levels of management to stimulate others in that industry. Resultantly there will be a boost in the economic aspects and quality structure of assignments of an industry to strengthen them and to meet their needs of positive outcome.

2.5.1 Work happiness and industrial performance

The number of employees, Industrial instructions, professionalism, and team spirit are the factors that govern the success and productiveness of an industrial setup. However, team spirit and self-esteem are more pertinent in the present time than all other factors influencing growth of an industry. Everyone in senior positions wishes to work with happy, highly satiated, and high-spirited employees under them. There will be better coordination in seniors and their subordinates if all will be having like minds and
thinking pattern based on optimism and positive stimulation. Employees feel more protected and respected, which opens them to give their maximum and behave in the workplace in a more responsible way. A good feeling and having a positive thinking about workplace environment in the employees transform them into dedicated and ethically responsible towards their industries they work for and consequently their work efforts transform into magnificent business advancement.

The close association in job satisfaction and organizational performance is depicted more clearly in an elaborate representation given by Bakotić (2016). The left side of this model mentions job satisfaction, which is influenced by several variables to some or all extent. The type of behavior oriented to work place that may be in the form of happiness or disappointment is affected by several factors such as type of job, influence and practice of management, coordination and understanding with other staff, chances to get promotion and potential of individual growth, chances of development of self-esteem and education in industrial environment, remuneration, individual reputation and popularity, timings of job, open ended work agreement and terms for the employment.

However, the association between job satisfaction and organizational performance is established based on financial factors elaborated on the right side of this chart. Financial indicators given in the chart are such as calculators of industrial potential to utilize their resources for maximizing sales, factors measuring net profitability of an industry out of value shared by stakeholders. It also includes expenditure over salaried individual as well as income generated by individual, quantitative analysis of earnings over spending, relationship of total income outcome to the finance available etc. The motive behind presentation of this illustration is to establish interdependence of motivation for job as well as performance of organizations proving the conversing relation between them respectively.
2.6 Conceptual framework for relationship between three variables of study
Since the literature did not exhibit any specific model previously communicating the three concepts employee encouragement, workplace pleasure and efficiency of organization. Therefore, a consortium of the three concepts has been developed and presented in this study.
I have given attention to two theoretical models and one study by Abioro (2013). All three versions deal with two different variables at a time and try to establish a relationship between them.
The first model (Ayub, Ghauri and Ayub, 2020) underlines an association of workplace pleasure and employee encouragement while the second model by Bakotić (2016), put light on interrelation of workplace pleasure and positive industrial outcome. Lastly there is examination of study conducted by Abioro(2013) to testify motivation of employees ultimately leading to positive industrial outcome.
This given illustration is derived from combining the results of all these models considered in my study.

Figure 4: Conceptual framework developed for relationship between employee motivation, job satisfaction and organization performance (developed by me with the help of Ayub et al., 2020 and Bakotic, 2016)

To justify the absence of a reliable model in previous literature establishing the interrelation between all the three variables of the study and the need to present evidence of the above given relationship has prompted me to design this theoretical framework with proven relationship of workplace pleasure, employee encouragement and industrial performance.
3. RESEARCH METHODOLOGY

To understand the causal factors stimulating the employees, information is collected from the employees of Mc Donald’s in the form of data. There are two methods to conduct a study: quantitative and qualitative (Matthews and Ross, 2010). Quantitative methodology trusts mainly on figures and numerical data resulting from questionnaires and or experimental examinations and descriptive statements. However, qualitative study is based on observations, understanding the experiences and perceptions of individuals within organization and it rely on non-numerical data (Kratochwill et al., 2013).

The present study deals with questionnaire as the basis of research and thereby implementing quantitative method of data collection in research. So, the questionnaire survey was intended to gather primary data. The questionnaire was used to establish association between all the three variables considered in this study: employee motivation, job satisfaction and organization performance. Encouragement and stimulation of work force is as independent as the pleasure from workplace, but the third variable of industry performance is completely dependent one. The findings of this study will be used to portray a picture of the current scenario prevailing at McDonald’s restaurants in Finland.

3.1 Selection of participants and Methods of sampling

Target population plays an important role in the research. In the research, most of the times, a large population is preferred for collecting data, so that accurate information regarding the research issue can be found (Creswell, 2009). However, it is very difficult to get access into large population. Therefore, a study sample is taken which represents the whole of population. The study sample selection is very important, and researcher requires to have all the information and characteristics of the study sample. For the present study, convenience sampling method is used and, employees who are currently employed at Mc Donald’s were sent questionnaires to get an overview of present situation regarding the variables of the study. The target population of the present study was employees working at different Mc Donald’s chain in Finland.
This study made use of easy questionnaire for data collection. However, being socialising with my colleagues in McDonald’s and other workers employed in various other branches of this food brand, being diligent and using so many of the resources, distribution of these questions was done to the workers in this brand of food chain business. This survey questionnaire included 19 questions apart from 5 background questions from the employees. The number of questionnaires distributed for taking opinions of employees working at McDonald’s organisation were 60.

3.2 Collection of Data through questionnaire

In the research, data collection plays an important role to gather the information required to answer research question (Gill et al., 2008). Two methods are commonly used for data collection: Quantitative and Qualitative. As discussed earlier, Quantitative method was employed in the present study which was done by collecting both primary as well as secondary data. However, for collecting data, mainly primary data was collected through questionnaires. The questionnaires were sent to 60 participants who were working in Mc Donald’s chains in Finland through emails or WhatsApp and collected data was analysed which is presented in next section, findings, and analysis.

3.3 Data analysis

Data analysis has very crucial role in the research as it helps to analyse the collected information in the form of data. With the help of data analysis, research can understand the relationships between variables of the study. In the present study, after analysing the gathered information, I could understand the importance of motivation and satisfaction among employees and how it impacts the performance of organization. To make the analysis clearer, pie charts were used as pie charts clearly demonstrate the share of different responses provided by employees.
4. FINDINGS AND ANALYSIS

The motive behind this analysis is to provide accurate information about and relationship between all the three variables: employee motivation, job satisfaction and organizational performance of McDonald’s. To get answer to our research question, the questionnaire was sent to persons working in various Mc Donald’s Chains in Finland. The questionnaires were sent to 60 individuals however, 42 individuals gave response to the questionnaire.

4.1 Duration of employment

The participants of the present study were asked about their duration of employment and response of this question are presented in figure 4 below. It is evident from the figure that 55.6% employees were working for 1 year but 25.9% did not like to disclose about their tenure in MacDonald’s. However, 11.1% were working from more than 2 years. While, only a small percentage (7.4%) were working continuously from more than 5 years.

![Figure 3: Duration of employment](image-url)
4.2 Level of employee education

The employees working at Mc Donald’s were asked about their education level, the results of which are presented in Figure 5. Figure 5 shows that 63% of workers in MacDonald’s were well educated and have higher education. 14.8% were diploma holder. While 11.1% were specialist in some field and 11.1% had vocational background in education.

![Figure 4: Level of education among participants](image)

4.3 Work style preferences

The participants of this study were asked about how they like to work at Mc Donald’s. The results of participants preferences regarding work are presented in Figure 6, which clearly demonstrates that 66.7% of participants tend to work as a team player at Mc Donald’s with the exceptional small percentage of 3.7% who wish to work alone. Rest 29.6% have an equal share of 14.8%, either ambitious of working as group leader or according to their seniors.
4.4 Job Responsibility at Mc Donald’s

The participants who are employees at Mc Donald’s were asked about their duties and responsibilities at their workplace. The findings of this question are shown in Figure 7. Figure 7 shows that 63% of the employees were working as kitchen chef, and 18.5% responded that their duties were quite changeable and 14.8% were working as cashier. Only a small proportion (3.7%) were working as freelancer.
Figure 6: Job responsibility of employees at Mc Donald’s

4.5 Opportunity for career development and educational advancement

The employees working at Mc Donald’s were asked about what are the opportunities regarding career development and advancement in their organization. The results of their responses are presented in Figure 8, which shows that only a small proportion of employees i.e., 7.4% strongly agree that there were opportunities for career development and educational advancement. While 33.3% feel that they could have further learning and career development at McDonald’s. 29.6% employees were not able to say anything and, 18.6% were disagreed and 11.1% strongly opposed that there could be further education and training opportunities at Mc Donald’s.
4.6 Communication of employees with each other during shifts

The participants of the present study were asked about how they feel about their communication with other workers. Figure 9 represents the results of employees’ communication with each other at their workplace. 59.3% highly appreciated the communication with their colleagues. 18.5% were strongly agreed with this perspective and same number of participants (18.5%) did not chose to answer. A small proportion of 3.7% were disagreed on better understanding and communication with other employees.
Participants were also asked about their communication with senior managers. Figure 10 presented below shows the findings of our study related to this question. It is clear from the figure that 51.9% of employees appreciated their communication with senior managers of McDonald’s while, a small proportion (3.7%) were highly satisfied in this regard. 25.9% stayed neutral and did not want to respond to it however, 18.5% disagreed with having positive communication with seniors in their organisation.

**Figure 8: Communication of employees with their colleagues at workplace**
4.8 Satisfaction with salary compared to workload.

The employees were asked about if they are satisfied with their salary when compared to their workload at workplace. Figure 11 represents the findings of how much employees were satisfied with their PayScale according to the load at workplace. The results show that 25.9% of employees were agreed that they are being paid decent salary in comparison to workload they bear. However, the same number of employees did not choose to answer that they were satisfied/dissatisfied with their salary as per workload. 29.6% opposed this and they expressed their displeasure with wages. 7.4% strongly disagreed with this and thought that they were underpaid. Only 11.1% strongly admire that they were being paid decent amount comparing to workload at Mc Donald’s.
Figure 10: Employees satisfaction with salary compared to the workload.

4.9 Supervisor/ Senior managers attitude towards employees

The participants were asked about how their supervisors or senior managers used to behave with them. This attitude of supervisors or senior managers were assessed based on their biased nature or how they appreciate or ignore the working capabilities of workers. Figure 12 represents the findings of biased nature of supervisors. The results clearly demonstrates that 37% of participants agree that their supervisors were biased and unfair towards the employees for their individual performance, while 33.3%
stayed neutral and 22.2% disagreed and felt that the judgement abilities of their supervisor are without any favouritism. 7.4% strongly feel that their supervisors are biased.

Figure 11: Biased supervisors toward employees

Figure 13 represents the finding of supervisors’ attitude towards ignoring working capabilities of the employees at workplace. The results show that 37% of employees disagree that their working capabilities were ignored by their supervisors while 29.6% felt this true. Only 7.4% strongly agreed with this that their senior managers at McDonald’s did not give diligence to their working effectiveness. However, 25.9% stayed neutral at this stance.
4.10 Work life balance at McDonald’s

The employees were asked about how they feel about balance between work and life and flexibility in their working hours while working at Mc Donald’s. Figure 14 presents below the findings of work-life balance of workers at Mc Donald’s. It shows that 37% of employees found to have good correlation of work life balance whereas 7.4% strongly feel about having positive work life balance at their work place but a major proportion of employees 48.1% did not answer the question and remained neutral. Only 7.4% thought work life imbalanced at their work environment.
Figure 13: Work-life balance at Mc Donald’s

Figure 15 represents the findings of employee’s flexibility in terms of working hours at Mc Donald’s. The results show that 74.1% of employees think that the job at McDonald’s is very flexible and 3.7% strongly admire their workplace regarding this. While 3.7% strongly opposes and feel that they are bound to do shifts as per their shift schedule. Further, 7.4% were also disagreed to have flexibility in job at McDonald’s. 11.1% remained neutral.
Figure 14: Work-life balance at Mc Donald’s

4.11 Rewarding and Admiration of employees.

The employees were asked if their supervisors or seniors recognize them. They get rewards and being admired when they perform well in their work. Figure 16 represents the findings of employees getting rewards/admiration due to good work at Mc Donald’s. It shows that 48.1% of employees strongly agree that those who works effectively and efficiently receive bonuses and praise from seniors, 3.7% still agree with this perspective but 18.5% opposed this and 29.6% were neutral and neither supported this nor opposed this.
In the terms of recognition of employees by their seniors, 74.1% of employees agree that they got popularity at McDonald’s and even 14.8% strongly feel they are well recognised in their job but 11.1% were not sure about this. The Figure 17 represents the results of recognition of employees at workplace.

**Figure 15: Rewards and admiration of employees at workplace**
4.12 Working environment.

The employees were asked about the environment at the workplace. Figure 18 represents the finding of employees’ responses related to their working environment at McDonald’s. Gender equality and discrimination were considered as a key feature for assessing working environment. Regarding gender equality, 63% of respondents agree that there was gender equality at McDonald’s and 22.2% strongly admires the work environment at McDonalds regarding this. Remaining 14.8% did not answer anything.
Figure 17: Gender equality at workplace

Figure 19 shows the results of discrimination at workplace. The results found that 44.4% agree that there was no discrimination on the workplace by their seniors and even 7.4% strongly feel that everyone is treated equally. However, 25.9% disagree with this and find an atmosphere of discrimination at McDonald’s. Remaining 22.2% did not comment anything.

Figure 18: Discrimination at workplace
Figure 20 shows that working environment impacting positively on mental health of employees. It is clear from the results that 51.9% of the employees agree that McDonald’s work environment was very positive, helpful, and favourable for the mental health of employees while 22.2% were neutral. 11.1% of the employees were disagree and 11.1% strongly agree with having positive work environment with relation to mental health. Remaining 3.7% feel the work environment at McDonald’s strongly toxic and undesirable regarding this.

![Positive mental health at workplace](image)

**Figure 19: Positive mental health of employees at Mc Donald’s**

### 4.13 Safety and Security of workers in McDonald’s

The employees were asked if they feel safe while working at McDonald’s. Figure 21 represents the finding of how employees responded to the question. The results showed that 48.1% of employees agree that they feel safe and secure while working at Mc Donald’s and 3.7% disagree. 29.1% stand clearly neutral. However, 18.5% feel completely assured of safety and security while working on their shifts at McDonald’s.
4.14 It is a wonderful experience working at McDonald’s.

The employees were asked about their experience working at Mc Donald’s. Figure 19 given below represents the results of employees experiencing Mc Donald’s job as wonderful. The findings showed that 44.4% of the employees feel that their job is an interesting place, and they feel elated with wonderful experience whereas the remaining half (44.4%) out of these neither feel their job interesting nor
boring. A very small proportion of 3.7% of employees disagreed and did not like to work at McDonald’s. However, 7.4% strongly recommend working at McDonald’s and found this job as their dream workplace.

Figure 21: Wonderful experience showing satisfaction of employees with their job.
5. DISCUSSION

The aim of the present study was to assess the importance of employee motivation and job satisfaction on performance of an organization. In other words, our research aims to assess the relationship between three variables of our study i.e., employee motivation, job satisfaction and organizational performance in the McDonald’s chains in Finland. In the present study, questionnaire was created and sent to 60 individuals who were currently working in different McDonald’s in Finland. However, response rate was 70%. Therefore only 42 responses were collected from the individuals employed at McDonald’s in Finland. The questionnaires comprised of 23 questions. First few questions were related to the background of employees such as duration of employment, their level of education, their working style preferences and their duties and responsibilities while working at McDonald’s. Furthermore, employees were asked questions related to motivation and satisfaction at job place.

From the analysis, it is evident that more than half of employees were working from one year. While a small number of participants were employed for more than 5 years. Also, a large proportion of employees were highly educated, and a few employees had special education. Most of employees showed their performance of working in a team. A very small proportion of employees were always willing to work alone, neither in a team nor as a group leader.

Regarding responsibility at workplace many employees were working as kitchen chef, some employee’s duties were changeable as according to management requirements, while small proportions were working as freelancer. The employees working at McDonalds were asked if they feel there were opportunities for career development and advancement in their workplace. Most of the employees responded that there were no opportunities for further career development at McDonald’s. Regarding communication with their colleagues and with senior management, most of the employees highly appreciated their communication with other workers at McDonald’s. However, employee’s communication with their senior managers and supervisors were less appreciated. Also, a more than quarter of employees stayed neutral about their communication with senior managers. Furthermore, employees were asked whether they were satisfied with their salary in comparison to work they must do at McDonald’s.
Only a quarter of employees were satisfied with their PayScale when compared to workload they bear while more than a quarter strongly expressed their displeasure with wages. About little less than one third of employees reported biased attitude of their supervisors especially during announcing reward for employee performance. Only a small proportion of employees were satisfied with the attitude and behaviour of their seniors at the workplace.

In addition, employees were asked about if their working capabilities were appreciated or ignored by their supervisors and senior managers. More than quarter of employees responded that their supervisors ignored their talent and capabilities at workplace. Many employees were not agreed with this. Regarding work life balance, nearly half of employees did not respond to this question and stayed neutral on this stance. Whilst more than a quarter were quite satisfied and felt to have a good correlation of work and life while working at McDonald’s. Moreover, three fourth of employees found their job at McDonald’s quite flexible according to shift schedule which shows that they were quite satisfied as they found their job to be flexible in terms of working hours.

In organisations, mostly the employees who work efficiently and effectively are rewarded. In McDonald’s nearly half of employees strongly agree that they received bonuses and admiration from their senior managers and supervisors when they outperform in their work. Also, their seniors recognise them and appreciate them at workplace. Gender equality, discrimination and positive mental health were considered as key features to assess working environment at McDonald’s in the present study. From various responses, more than half of employees felt that they were treated equal regarding gender. Nearly half of the respondents found no discrimination at their workplace while a quarter disregard with this statement.

In case of impact of working environment on their mental health more than half of employees found their workplace environment was very positive and admirable for maintaining good mental health of employees. Furthermore, a large proportion of employees felt safe and secure while working at McDonald’s. Finally, nearly half of the employees found their job interesting and wonderful and they felt extremely happy while working at McDonald’s. The same number of individuals found their workplace neither interesting nor boring.
The results of the present study were in line with the previous studies by Varma (2017) which showed how motivation among individuals positively affect the productivity of employees and enhances the performance of organizations. Motivation is an imperative feature of any business, helps to keep employees satisfied with their jobs which in turn increases their working capabilities and leads to their growth as well as contributing to organization’s growth. The exact characteristics and importance of motivation is usually not properly understood, which led employees to discontinue their jobs, ending in leaving organization by them. That’s why it is important for organizations to understand human nature and their needs as described by Maslow in his theory of hierarchy of needs (Mcleod, 2013).

It is equally important to understand various factors responsible for motivation such as motivator factors and hygiene factors which brings happiness and peace at working environment within organizations as described by Herzberg two factor theory (Kurt, 2021). Also, employers need to create an environment at workplace with which they can provide an equal opportunities to employees irrespective of gender and position as stated in theory of equity (Lawler, 1969). Therefore, with help from these motivation and satisfaction theories, managers can find strategies to motivate employees and successful retention of employees within organization, which is considered as biggest challenge these days.
6. CONCLUSION AND RECOMMENDATION

To conclude, employee motivation and job satisfaction are important factors that can significantly influence the performance of any business organization. When employees are motivated then they will be more engaged and more productive. Ultimately it would contribute to the success of the businesses. The aim of this study was to assess the relationship between employee motivation, job satisfaction and the performance of business organizations.

Though most of the employees in McDonald’s admire and have a strong feel of Career development and educational enhancement opportunities at their workplace, still there is a need and scope for further evolution and growth to bring positive business outcome. There should be special training and skill enhancement workshops at times organized by senior management that could be helpful for further promotions to higher ranking in McDonalds. The rewarding and bonus policies are the pertinent factors that bring motivation of the employees. There should be an equilibrium between the cash reward and employee admiration policies of the company to avoid any biased phenomena. McDonalds must revise their PayScale for the workers to meet their expectations. Most of our employees have expressed their displeasure with the salaries they receive. The employees also did not provide any satisfactory information about work-life balance. To improve employee performance senior managers should be flexible and polite to have better understanding with their junior staff and to create a positive work environment.
7. REFERENCES


8. APPENDIX

Thesis Questionnaire sent to employees working at Mc Donald’s

Researcher’s Note

Thank you so much for your response. The present study aims to analyse the relationship between employee motivation, job satisfaction and organizational performance among individuals employed at Mc Donald’s in Finland. Your response is very important and will help to contribute to my master thesis research. Your identity and responses will be kept confidential.

1) My employment with McDonald’s is from
   - 1 year
   - more than 2 years
   - 5 years plus
   - don’t want to answer.

2) My education level is
   - Higher education
   - Vocational
   - Diploma
   - Specialist

3) I prefer to work in McDonalds as
   - A team player
   - group leader
   - alone
   - according to seniors

4) I personally feel about chances of career development and career advancement while working here at Mc Donald’s.
   - Strongly disagree.
5) My job responsibility at McDonald’s is
   • as a manager
   • kitchen chef
   • Cashier
   • Changeable
   • Freelancer

6) I highly appreciate my work environment in the view of communication with colleagues.
   • Strongly disagree.
   • Disagree
   • Neutral
   • Agree
   • Strongly agree.

7) I highly appreciate my work environment in the view of communication with higher officials in McDonald’s.
   • Strongly disagree.
   • Disagree
   • Neutral
   • Agree
   • Strongly agree

8) I feel very happy regarding the pay wages while comparing to workload at McDonald’s.
   • Strongly disagree.
   • Disagree
   • Neutral
   • Agree
   • Strongly agree.
9) I always feel free and comfortable to convey my innovative ideas to the seniors and to get those ideas implemented in the work norms to enhance the performance of McDonald’s.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

10) I can put McDonald’s on Higher ranking regarding the safety and security of staff while working at McDonald’s.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

11) I can say that the work environment of McDonald’s is very helpful for all workers while dealing with some awkward moments specific to mental health (issues with customers, food delivery riders, responsibility to other administrative offices etc.).

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

12) My supervising managers are biased while declaring employee of the week.

- Strongly disagree.
- Disagree
- Neutral
- Agree
- Strongly agree.

13) I always find myself to be ignored by senior managers in perspective to my work capabilities.
• Strongly Disagree
• Disagree
• Neutral
• Agree
• Strongly Agree

14) McDonald’s workers get incentives and words of appreciation when they perform best during their shifts.
• Strongly Disagree
• Disagree
• Neutral
• Agree
• Strongly Agree

15) I believe that everyone on the staff is treated equally at McDonald’s irrespective of their cast, creed, region, and religion.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly agree.

16) I never experienced gender inequality at McDonald’s at any point of time while working.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly agree.

17) My seniors recognize their junior staff at McDonald’s.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly agree.

18) My workplace is the best example of work life balance.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly agree.

19) My job in McDonald’s is flexible in terms of working hours.
• Strongly Disagree
• Disagree
• Neutral
• Agree
• Strongly Agree

20) I always feel free to undertake the tasks and important decisions independently while working at McDonald’s.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly agree.

21) I personally admit that the quality of work and overall efficiency is affected in toxic work environment.
• Strongly disagree.
• Disagree
• Neutral
• Agree
• Strongly Agree
22) For me working at McDonald’s is a wonderful experience and most interesting.
   - Strongly disagree.
   - Disagree
   - Neutral
   - Agree
   - Strongly agree.

23) I am always worried about job security at McDonald’s.
   - Strongly disagree.
   - Disagree
   - Neutral
   - Agree
   - Strongly agree.