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Motivation of temporary employees

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Motivation of Temporary employees

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Motivation of Temporary Employees

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Employees are often considered a company's greatest asset to be viewed as a competitive advantage. For this reason it is important for companies to attract and retain the best employees; and; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission. Employees who believe that management is concerned about them as a whole person - not just an employee - are more productive, more satisfied, and more fulfilled. A satisfied workforce is likely to lead to more satisfied customers, which in turn will improve to profitability. This research examines the motivation levels of temporary employees working for companies operating in Finland in the Helsinki region. The research was conducted through face to face interview with HR personnel of Staffpoint oy and surveys conducted using questionnaire. The author's personal experience of working as a temporary worker motivated the research on this particular topic.

The subject of this thesis is the motivation of temporary employees working for a staff rental business, who have different workplaces and different tasks to do. The research examines the factors that keep such employees motivated to continue their work and satisfy the needs of their customers. The research addresses the question whether staff rental businesses are doing enough to keep their employees motivated.

Both quantitative and qualitative methods of research were used to answer the questions and clarify the motivation levels of employees. The survey as quantitative method was distributed among the workers who work for the staff rental business. The survey consisted of questions such as why the employees are motivated to work as temporary employees and the factors that keep them motivated. The purpose of the survey was to collect information from 26 workers to show what the majority of people think and improve the reliability of the conclusion that could be drawn. A Face to face interview with Katri Hietakangas of Staffpoint oy as part of qualitative method was done with a recruiter who was asked a series of questions related to the motivation level of their employees and the part they played in keeping the motivation level of employees high.

The conducted surveys showed the majority of the workers are somewhat satisfied with their current working conditions. They are motivated because of the factors such as money, work flexibility and extra work. However, from the interview the conclusion drawn was there was no major issue of de-motivation among the employees of Staffpoint oy and it is difficult to determine whether the employees are satisfied or no unless their customers or the workers call them and tell them about the issues at work.

Keywords motivation, temporary employees, staff rental business

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1 Introduction

This is a research based thesis which is about what temporary employees of staff rental business (henkilöstöpalvelut) think about the company they work for or the work they do. The research helps to determine if the workers are working because they are interested and motivated or is it because they cannot find a better or permanent job to do.

Employees are often considered a company's greatest asset to be viewed as a competitive advantage. For this reason it is important for companies to attract and retain the best employees and provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission. Employees who believe that management is concerned about them as a whole person - not just an employee - are more productive, more satisfied, and more fulfilled. A satisfied workforce is likely to lead to more satisfied customers, which in turn will improve to profitability. This research examines the motivation levels of temporary employees working for companies operating in Finland in the Helsinki region. The research was conducted through face-to-face interview with HR personnel of Staffpoint oy and surveys conducted using questionnaire. The author's personal experience of working as a temporary worker motivated the research on this particular topic.

I have chosen employee motivation as my topic because I want to find out and learn what are the factors that are affecting workers and what could be done by the managers and leaders to increase motivation and have a good working environment among employees. I have put my focus especially on temporary workers working for staff rental business, to find out what are the factors that keep them motivated to work without any certainty about working hours, or future at such workplaces. As, I have seen many such employees and companies in market today, the big question here is how/why do they get enough employees to work for them? This question has motivated me to do thesis on this topic. I have had friends who work for such companies for past years and met other employees here and there; this is what makes me more interested towards this topic.

Staff Rental Business has many customers all around and their main job is to provide employees as needed by customers in time of emergency or as agreement or contract between them. When needed, temporary employees go to workplace of customers and perform their task and try to satisfy the needs of the customers, which will definitely earn them money but how do they personally think about the workplace and is it likely that they will come back to the same place again if they are asked to, are they motivated to do so? Being human beings not everyone is the same, so when going to different work places, employees have to encounter customers of different nature, which will definitely impact their motivational level and urge to satisfy the needs of their customers. The same happens with customers, sometimes they

get really hard working employees, sometimes not so hardworking employees and treat them accordingly which also impacts the motivation of the employees.

2 Central concepts

2.1 Aims and limitations

The main objective of this thesis is to analyze the perspective of employees working for staff rental business. How do they find their work, why do they work for such companies and are they motivated enough to carry on with their work? Staff Rental Business are taking over the job markets and providing employment to numerous people either on a regular basis or part-time. So, the student has been quite motivated to conduct this research and work on it as thesis topic.

There might be some limitations while working on this topic as it might be difficult to find a co-operative company, the number of employees willing to cooperate might be less than expected.

The research studies the level and reasons for motivation of temporary employees who work for staff rental business in Finland, without any type of fixed hours and any fixed work place. The research seeks the different motivational factors which has direct and indirect effect on employees' motivational level. The problem can clearly explained by finding out answer to the following questions:

What is the current level of satisfaction among temporary employees?

What are the factors that motivate temporary workers to work for such companies?

What are the factors that affect their work motivation to do better work?

2.2 Research method

There are two common research methods generally used during a research. Quantitative and qualitative methods which are explained below:

Quantitative research involves technique that attempt to gain an understanding of the existence of attitudes and opinions. It then goes on o assess the breadth and depth of those attitudes. This research does not measure the 'amount' of emotion or opinion but they may give an indication of dominant feelings. Qualitative research takes an unstructured approach but must have guidelines in order to explore the research question. (Bradley 2013)

Quantitative research is everything concerning numbers and statistics. One major reason for this branch of research is the creation of meaningful segmentation, which brings us back to the original meaning of statistics, which concern providing information for government about the nation; about the state- it gives an account of the population. Quantitative research goes beyond basic demographics; it gives accounts of usage and attitudes. In order to make measurements, we use various measures of dispersion; when we know how a data set is distributed, we can learn much. (Bradley 2013)

Both quantitative and qualitative methods will be used to collect data in order to get reliable and dependable information. Survey will be used as quantitative method in order to collect information from more workers which will show what majority of people think or what their opinions are. A questionnaire will be distributed among temporary employees of a staff rental business and as they answer the questions the data received will be analyzed thus the conclusion can be drawn from it. The questionnaire was distributed to 35 employees and out of 35 employees 26 of the questionnaire were answered by the temporary employees. Out of 26 employees 19 of them were male employees and 7 were female employees.

As a part of qualitative method face to face interview was done with Human Resource personnel Katri Hietakangas of Staffpoint oy on 9th March 2015, 11 am at Ruoholahdenkatu 14, Helsinki. Questions related to motivation were the main focus point of the interview. The interviewee was also asked about what she thinks on the opinion many of the employees who answered the questionnaire had given about working for Staff Rental Business and their motivational level. Does she think if they have done enough to keep motivation level of their employees strong and high also the main reasons for employees to work for Staff rental business as temporary employees? Series of related questions were asked to the employers so that the conclusions from both employees and employers can be drawn from it.

Primary sources will be used for the data collection need for this research. Methods like telephone enquiries, face-to-face interviews and questionnaires will be used for the data collection process. The author himself will be responsible for the data collection and use the various processes mentioned earlier.

The main target for the information collection will be the workers working for one company and will contain data from questionnaire distributed among as much employees as possible so that the result will be unbiased and more reliable. This will give the author more options and the limitations will be lesser. Sources will be both foreign and native workers.

2.3 Data collection

It is the process of gathering and measuring information on preferred topics in such a way that helps to answer the stated research question and evaluate outcomes. It is an important aspect of any type of research study. Inaccurate data collection might lead to invalid result.

2.4 Quality of information

Quality of information is one of the criteria by which a proposal for a piece of research and its product- whether as report, thesis or dissertation- will be evaluated. It is important that an adequate indication of material used is provided in the account of the research: the purpose of this is to enable the quality of information on which the work is based to be assessed. (Preece 1994, 77)

Information is raw knowledge, unstructured and not yet a part of a system. Information cannot be used to lay a verdict or jump into a conclusion. Quality of information is one of the criteria for good research. Without this, argument and conclusions will be largely valueless. Questions which a researcher might be expected to answer include: what information will be or has been gathered; how does this relate to the particular study, research question or working hypothesis; how does it relate to the wider theories within which the research is founded; is it new information; is it a new type of information; does it require or develop new techniques; what are the sources of information; will it be, or is it, reliable; will it be sufficient for the arguments employed? (Preece 1991, 79)

2.5 Sources of information

There are two types of sources for information collection; primary sources and secondary sources. Any serious research is expected to use primary sources for information collection. The essence of a primary source of information is that involves the researcher in direct experience and observation of the real world, in so far as that term has meaning. Thus possible distortions, deliberate or inadvertent, by other observers are avoided. A researcher assumes a personal responsibility for the reliability and authenticity of his or her information and must be prepared to answer it. (Preece 1994, 80)

Secondary sources, on the other hand are those where the information has already been sifted and structured by someone else, albeit for quite legitimate reasons. Such information might be true, but it may not be the whole truth. Books and other writing prepared for publication are some examples of secondary sources. (Preece 1994, 81)

Both qualitative and quantitative methods were used as part of the research in order to gather information. In quantitative method temporary employees of different Staff Rental Business were distributed questionnaire that included different questions related to motivation factors and issues. Total 26 questionnaires were answered. The data collected represents all those 26 employees from different Staff Rental Businesses. The questions were mainly with opinions so the employees could choose from limited options. Boxes for their personal opinions were available for them to write their opinion. The questionnaires were distributed using help from friends, social media like face book, emails and in person as well. For qualitative method HR personnel Katri Hietakangas of Staffpoint oy was interviewed. She was asked questions related to motivation of employees and she was presented the data collected through the questionnaires. Then the situation was analyzed and conclusions were drawn.

3 Staff rental businesses in Finland

Staff rental Business is established with the basic idea of providing required trained and experienced workers to customers. Workers can be from variety of ranges from highly skilled manpower required for big industries, mining to basic skilled workers for shops, restaurants etc. Finland also has many such businesses: Aalto henkilöstöpalvelut, Opteam, carrot henkilöstöpalvelu, Staffpoint, enjoy are just few of the big companies. They provide staff according to day to day business requirement. From the above mentioned companies, one of them has total revenue of EUR 110million a year, and employs around 15000 people which show scope of such business is favorable in Finland.

With growing population and people wanting to live luxury life, the chances of service business going in loss is very rare. Tilastokeskus has reported, 0, 3 % growth in service industry, though the growth is considered slow. With change in working environment and people(students) wanting to work part time without any big responsibilities and flexibility at work will choose to work with such companies as they have freedom to choose either to work or not. So, they will look for staff rental companies rather than going to the company who directly needs them. It also reported that in 4th quarter of 2013, approximately 390000 people work part time which to me shows that number of people who might want to work with such companies is high.

3.1 Market analysis on staff rental business

Market analysis builds on customers and competitor analyses to make some strategic judgments about a market and its dynamics. One of the primary objectives of a market analysis is to determine the attractiveness of a market to current potential participants. (Aaker 2008)

A second objective of market analysis is to understand the dynamics of market. The need is to identify emerging submarkets, key success factors, trends, threats, opportunities, and strategic uncertainties that can guide information gathering an analysis. (Aaker 2008)

SWOT Analyses will help in defining adequate business strategies of a company.

Helsinki has more than hundreds of restaurants, bars, catering services who can be our possible customers. With increase in ageing population the service industries has great possibility of growing. People above 65 yrs old in 2011 were 18.1% and it increased to 18.8% in 2012. Tilastokeskus also reports that population working in food service, art, entertainment and recreation is estimated at 230000 people, which is a big figure for a country with around 5.5 million people, out of which 35.5% belong to age group 0-14 and 65 & above. This also helps in job creation.

The core business of Staff Rental Businesses is to provide needed manpower in needed profession to their clients at needed or agreed time. The clients can be of any business nature including, restaurants, bars, shops, markets and offices. Staff rental businesses send their workers to clients and get paid, they later pay to the employees. Some clients also hire their employees through Staff rental Business to save money and time.

The reasons to need workers can be fluctuation in business, seasonal change in business, sick leave from workers and uncertainty in business. Fluctuation is one of the main reasons for clients to need workers from Staff Rental Business. Their business changes according to season for example many restaurants open terrace during summer thus they need more workers for that time period. They also need more workers during weekend as they get comparatively more customers so it is better to buy service from Staff Rental business as they are professionals. Workers get sick suddenly and from time to time, in such cases many business organizations do not have any one to replace them so they look for help from Staff rental business which is effective and efficient. To save cost some business are also known to hire employees from Staff rental business as they do not need to focus on paying them benefits, insurance and holiday money. Staff Rental business tend to hire professional workers or train them before they are sent to work for clients which attracts more clients as they do not need to worry about training the employees and can just focus on their business or work. These are the basic and main reasons for emergence of Staff rental Business in market.

3.2 Importance of employee motivation

All the employees regardless of their position or responsibility should be fully motivated for the job to be done smoothly and efficiently. An organization consists of workers in different positions, some are mentioned below;

Employees

So who are employees? What do they do? How important are they to a company or organization? Employees are person who works for another person or for a company for wages or salary. An individual who works part-time or full-time under a contract of employment whether oral or written expressed or implied and has recognized work and duties are employees. They are also known as workers.

The way you treat you employees is the way they treat your customers. -Richard Branson
Is employee motivation important for a company?

Managers have a tough job. By definition, they must accomplish their goals and do their work through the work of others. the old saying that 'If you want something done right, do it yourself has a ring of truth to it, because it is usually harder to get employees to do a challenging job well than do it yourself. To be better, quicker and smarter as an organization requires us to be better, quicker and smarter as individuals. That means everyone, not just the managers. (Hiam 2003)

In his book Hiam has described about strategic management according to level of problems. Level-one management uses traditional top-down, command-and-control methods to structure and routinize and direct the work. It's great in a stable, relatively predictable environment. A level two strategic environment is harder to predict and faster changing. It requires a creative, entrepreneurial (opportunity making) approach on the part of the organization, which of course means that managers need different sorts of qualities from their employees. To get a level-two performances out of the employees, something has to change. That something is the managers. A new approach, a new set of tools and techniques are needed.

Employee satisfaction and motivation is considered important at work and is growing in work place these days. Job satisfaction is one of the most researched areas of organizational behavior and education. It is perceived as an attitudinal variable measuring the degree to which employees like their jobs and the various aspects of their jobs (Spector 1996). This is an im-

portant area of research because job satisfaction is correlated to enhanced job performance, positive work values, high levels of employee motivation, and lower rates of absenteeism, turnover and burnout (Begley & Czajka 1993, 78). George & Jones 1999, 78 has defined job satisfaction as a collection of feelings and beliefs that people have about their current jobs. Job satisfaction has the potential to affect a wide range of behaviors in organizations and to contribute to workers' levels of well being which makes it one of the most important and well-researched work attitudes in organizational behavior. The figure below explains the factors that affect the level of job satisfaction in general.

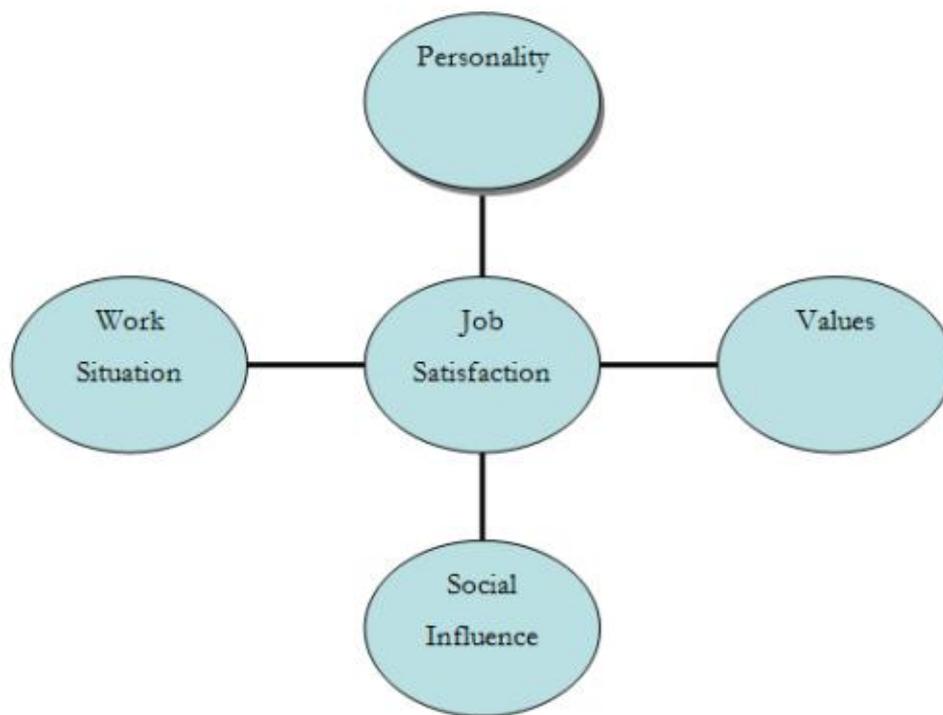


Figure 1: Determinants of Job Satisfaction (George & Jones 1999, 78)

4 Motivational theories

4.1 Maslow's need hierarchy theory

The 1950s was the decade of new motivation concepts development. There were three specific theories formulated and one of them is Maslow's need hierarchy theory. This one included is considered to be one of the greatest explanations for employee motivation (Robbins 2001, 156-157)

Maslow used the following terms to describe the pattern that human motivates through:

Psychological

Hunger, thirst, shelter and other body needs.

Safety

Security and protection from physical and emotional harm

Social

Affection, belongingness, acceptance and friendship

Esteem

This term as explained by Maslow has internal and external esteem. Factors such as, autonomy and achievement and self-respect comes under internal esteem. Factors like status recognition and attention comes under external esteem.

Self-actualization

This is about the drive that a person has to become what he/she is really capable of becoming. This stage includes growth, achieving potential, and self-fulfillment (Robbins 2001, 156-157)

Interpretation of Maslow's hierarchy of needs in a pyramid with most basic needs at the bottom is shown below:

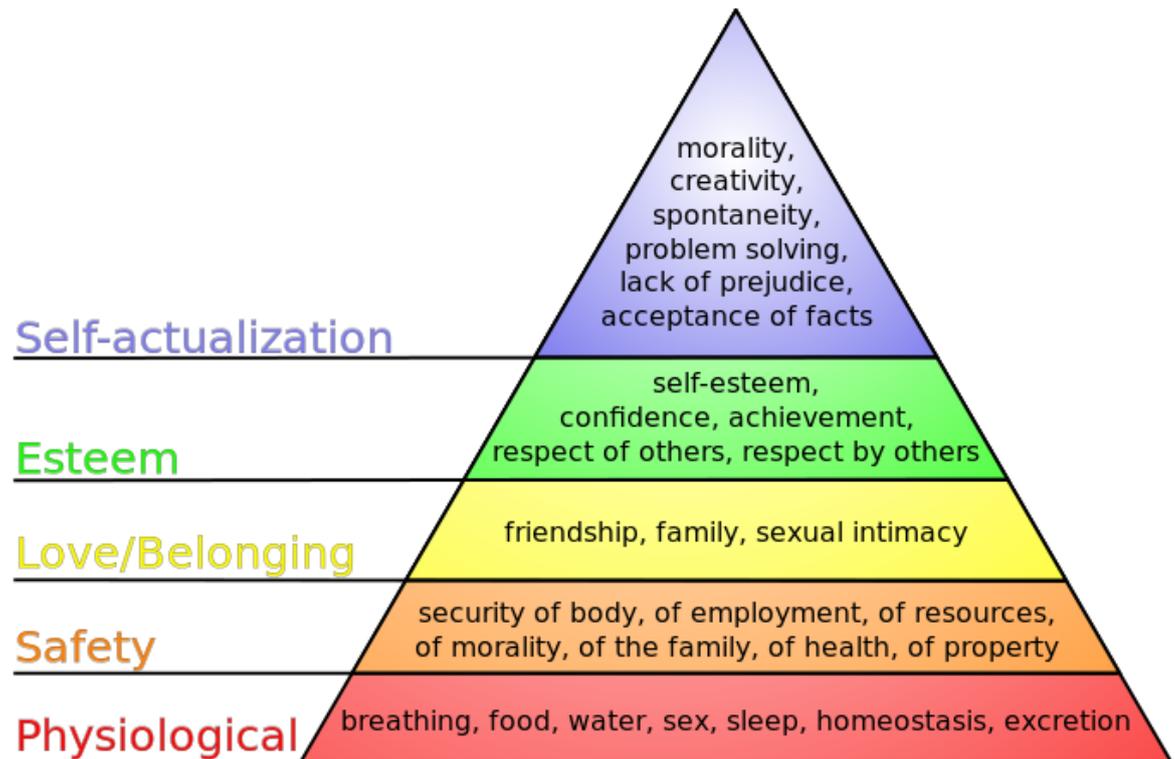


Figure 2: Maslow's hierarchy of needs in a pyramid.

The four top layers of the pyramid contain most fundamental and basic, “deficiency needs”, like Maslow explained. The human body gives no physical indication which makes the person feel anxious and tense as well when the ‘deficiency needs’ are not met.. Maslow’s theory is also suggestion that the bottom, basic level needs must be fulfilled before the person can focus or desire about the secondary or higher level needs.

Because of the parallel processes happening in the human mind, different levels of this pyramid may occur at the same time. Maslow also wanted to be clear about the fact that these levels are relative and general, and says that a human organism is dominated by a certain need, rather than thinking and saying that a person would be focusing on certain need at any given time. The basic belief is that different levels of motivation are likely to happen at one time and he was trying to find hierarchies in what order those needs are.

When a person reaches one stage and is satisfied there the other becomes dominant. Individual is basically moving up these steps of the hierarchy. It is also mentioned that the satisfied need is no longer motivating. If you want to motivate someone, according to Maslow’s theory you should find out on which level of the hierarchy that person is and then try to satisfy the needs above that level (Robbins 2001, 156-157)

Maslow's hierarchy of needs theory is really clear and logical. Even though Maslow was never able to complete the empirical research that would have supported this theory it has still found its place among the motivational theories. (Robbins 2001, 156-157)

4.2 Herzberg's two factor theory

Frederick Herzberg's two factor theory aims to provide clear pictures of the factors that causes job satisfaction as well as a different set of factors that cause dissatisfaction at work place.

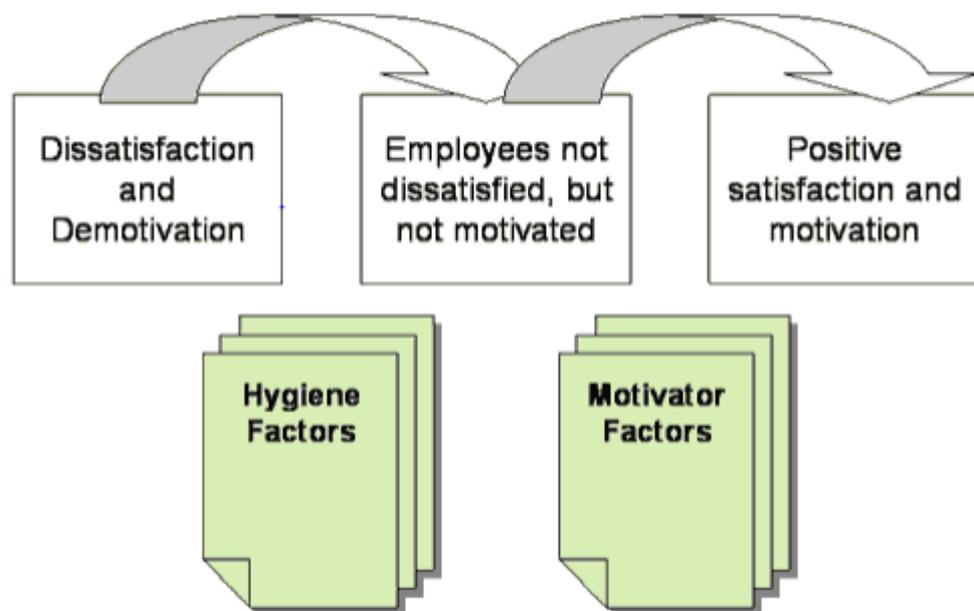


Fig 3: Herzberg's two factor theory

Herzberg Frederick's 'Two factor theory' says people are influenced by two factors; motivation and hygiene. Herzberg analyzed this motivation theory during his investigation of 200 accountants and engineers in the USA who were asked to recall the moments when they had felt positive or negative at work and reason for all those feelings. He acknowledged that satisfaction and psychological growth was a factor of motivational likewise dissatisfaction was a result of hygiene. According to Herzberg hygiene factors are needed to make sure that an employee does not become dissatisfied. They do not lead to higher levels of motivation, but

without them there is dissatisfaction. Motivation factors are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees. (Training & Development Solutions, 2001-2013)

5 Management and theory

5.1 Theory X and theory Y of McGregor

Two different views of the human nature have been pointed out in the form of the theory X and theory Y by Douglas McGregor. Negative views of the human being were termed as theory X and positive views were termed as theory Y. (Robbins 2008, 268)

Management style and effect

<u>Theory X</u>	<u>Theory Y</u>
1. People hate work	1. People like work
2. People have to be forced to work	2. People drive themselves and work effectively
3. People prefer to be told what to do	3. People will take the initiative given opportunity
4. People are selfish and have no interest in the organization	4. People will commit themselves to objectives if it is beneficial to them.

McGregor concluded that employee behavior was the result of the style of the management.

Fig 4: McGregor's theory of X and theory of Y

McGregor has made the assumption that the employees who are lazy and dislike work, they must be told to perform better and they try to avoid their responsibility constantly in theory X. A manager thinks his/ her employees are performing badly at work and are not getting the work done he/ she has to either punish or reward the employees to increase their motivation level. (Robbins 2008, 268)

McGregor assumed that employees are creative, they look for responsibility and can perform better job by themselves in theory Y. In this theory a manager thinks that a hard-working, productive, motivated and overall good employee can be motivated to optimum level by giv-

ing them more responsibility. In order to maximize the work effort those employees can be given some decision making authority. (Robbins 2008, 269)

McGregor's theory of X and theory of Y is based on manager's view of human nature. Manager's decision to punish or reward the employees depends upon the behavior of employees. (Robbins 2008, 268)

Employees are suggested to be at lower level of the needs hierarchy in theory X and are barely meeting the psychological and safety needs. Such employees whose psychological and safety needs are not met they do not try to reach further. Employees are suggested to have met psychological and safety needs in theory Y. Such employees then try to meet social and self esteem needs. (Robbins 2008, 268)

As Robbins has mentioned in his book, even though McGregor believed theory Y to be more valid he could not provide any proof. Neither theory X nor theory Y has been used to motivate employees individually. (Robbins 2008, 268)

5.2 Motivational management

I've tried to create a culture of caring for people in the totality of their lives, not just at work. There's no magic formula. It's like building a giant mosaic- it takes thousands of little pieces. - Herb Kelleher, CEO, Southwest Airlines. Just like Herb Kelleher, you too need to create a positive, can do culture that, as he describes it gives people 'the license to be themselves.' Because as Kelleher observed, 'the intangibles are more important than the tangibles. Someone can go out and buy airplanes from Boeing and ticket counters, but they can't buy our culture, our esprit de corps.' (Hiam 2003)

Work is harder than, or at least different from, how it used to be, and we increasingly need the full involvement of employees. To be successful we not only need their hands but also their ideas and enthusiasms. (Hiam 2003)

Lawrence H. Summers says, questioning can be a mark of respect for those you question. But only if you are focusing on them thinking about how to draw out their views and sharpen their thoughts. To avoid the question trap it may be wise to jot down personal ideas and questions in a notebook but not to voice them right away. Questions should be used to probe their ideas and feelings, not your own. That is the mark of respectful listening; an obvious, active interest in what the other person's views are, not developing your own. (Hiam, 2003)

There certainly are many ways to either de-motivate employees accidentally or to motivate them to reach the goals. Inviting participation and Stimulate thinking are two ways to make

communication in order to motivate employees. According to Hiam, these mediums are not as important as a manager's goals and technique or approach. We will look into them briefly:

To stimulate employees' thinking is another to motivate them in order to get better result. Asking about root cause of problems, and asking them to think of alternative options is one way to stimulate their thinking. Some questions that will get workers thinking harder about their work can be; asking for pros and cons, how to implement, who is most suited for the job or asking for goals. These questions will get employees to think creatively.

Managers should be able to find time to communicate well with their employees. Managers who simply make their own decision without consulting to employees find very less time to communicate with their employees. Focusing on the most important issue faced everyday and communicating about it with the employees can be a solution to time related problems. This makes communication easier by taking on one problem at a time and focusing on it. This is also called target-focus technique which is very efficient. Focusing on many topics and keep coming back to the same ones again and again will make managers lose focus. This will also make managers feel like they have no time to communicate well with the employees and focus on their problems. Target-focus technique is a powerful management tool as well as a useful motivational communication technique.

All the techniques mentioned above will do a great deal to generate highly motivated employees who are ready to perform in the highest level despite of facing challenges every day.

This is a process or means where you get employees to open up and also get them to focus on important topic at the same time. Asking open ended questions, letting them talk and listen to them, encouraging them to share their thoughts, asking lots of questions to find out what they think are some of the techniques that can be applied. Open ended questions will give them lots of room to come up with their own answer. So, it is most likely that answer of employees' liking will be received. Questions with 'yes' or 'no' as an answer are closed questions and should be avoided if employees are to be motivated and to make them open up and talk.

When few open questions are asked, it is important to keep on with motivational communication methods. Listening more than talking will make employees feel more welcomed to the conversation and motivate them. Samuel Goldwyn, one of the most successful and biggest movie mogul once said; 'I don't want any yes-men around me. I want everyone telling me the truth - even if it costs him his job.' Such statement from managers shows that he is never truly open to input.

Failing to ask any questions either open or closed ones are is not appropriate and will not help in creating participation from employees. An effort should be made to convert statements

into questions whenever possible. A lot of questions should be asked to see what opinions employees have and managers might be surprised that they are learning through such conversations. By involving an employee in the decision making process that not only helps motivate them but might also improve the final decision.

6 Results of the study

In this section, the result of the survey will be presented and analyzed. The questionnaire was distributed among temporary workers working in different Staff Rental businesses around Helsinki region. The data collected and analyzed will represent staff rental business in general. According to Statistics Finland, in 2014/2015 out the total working population between 15-74 age groups total permanent full-time worker was 76.4/ 76.2. The total permanent part time population was 11. 1/11. 3 percentage. Total temporary (fixed-term) full-time work was 9. 1/8.7 percentage, total temporary (fixed-term) part time work was 3. 4/3. 8percent.

The questionnaire was answered by total of 26 temporary employees. The total number of male employees was 19 and rest 7 was female employees.

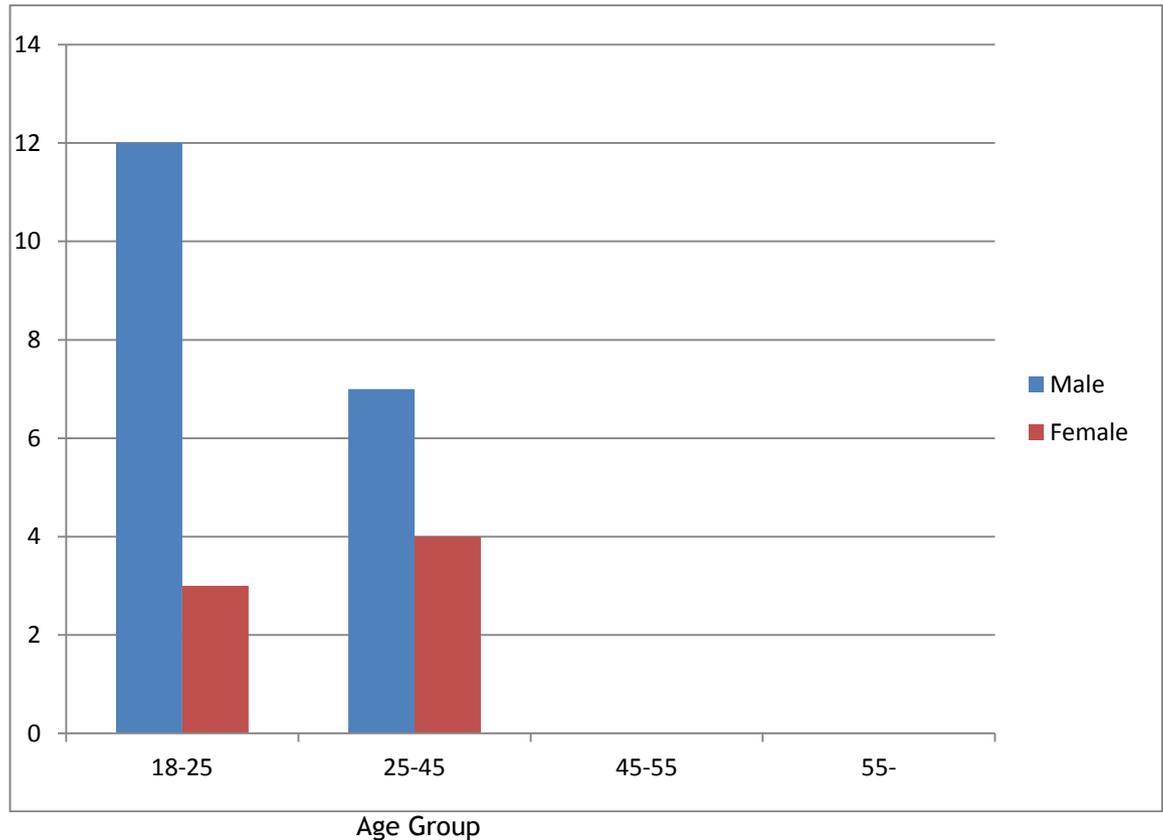


Fig: 5

The above bar graph shows the total number of male and female employees who answered the questionnaire in their respective age group. It also shows that majority of employees belong to age group 18-25 and 25-45. Unfortunately, there were no employees belonging to age group 45-55 and 55 above who answered the questionnaire. This also suggests that more young students prefer to work as temporary employees in such companies.

Next segment in the questionnaire is about work experience. Most of the employees have only been working for less than a year and from 1 to 5 years. Out of the total 26 questionnaires answered 4 of the employees have been working for less than a year and remaining 22 employees have been working from 1 to 5 years. None of the employees seem to have worked for more than 5 years which shows that they do not prefer to work as temporary employees for a longer time period. It also suggests that most of the temporary employees are students and seek to find a permanent job after they have finished their studies.

6.1 Important factors at work

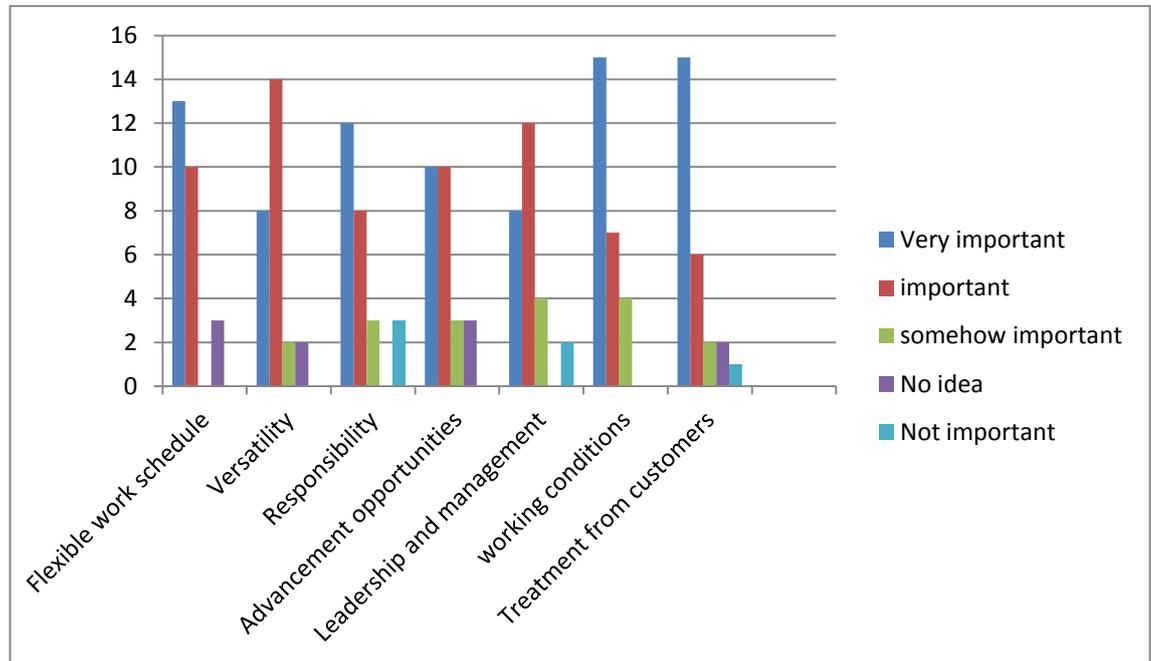


Fig: 6

The above bar graphs shows different motivational factors at work and how important are those factors are. The levels of importance being: very important, important, somehow important, no idea and not important at all.

Flexibility working schedule seems to be a very important factor for motivating employees with 13 employees going for it being very important whereas 10 said it is important. None of the employees think it is somehow important or not important at all. Whereas 3 employees said they have no idea if the factor plays any role in motivating them or not. Versatility means capable of doing many things competently and many employees says it is an important factor of motivation for them at work. With 14 and 8 employees saying it is important and very important respectively. While 2 employees each say it is somehow important and they have no idea about it and none of them think it is not important at all. Even though being temporary employees many of them tend to be responsible at work and think responsibility is an important factor for motivation with 12 employees saying it is very important and 8 going for it being important. Out of other 6 employees 3 think responsibility is somewhat important and other 3 thinks it is not an important factor at all. Advancement opportunities is another factor of motivation and an important one with 10 employees each saying it is very important and important. 3 employees thing it is somewhat important while other 3 employees think it is not important at all. Leadership and management is another important factor with 8 , 12 , 4 and 2 employees saying it is very important, important, somewhat important and not at all

respectively. Working conditions for employees is a very important factor for employees to be motivated to work with 15 and 7 employees saying it is very important and important respectively. 4 other workers think it is somewhat important. Temporary employees need to go to work in different places and may have to deal with various kinds of customers. So employees think it is an important factor affecting their motivational level.

HR personnel Katri Hietakangas agreed that these factors are very important for motivation of employees. She also highlighted flexibility of work being one of the most important factors for people to be motivated to work as temporary employees and it basically attracts more students or part-time workers as they can choose their work time. Employees also have opportunity for advancement at work when they are fully trained and as their interest level. Employees do have advancement opportunity if they show interest and take one step at a time for their promotion or better job chances.

There are certain factors that satisfy employees with their work. These are very important factor, they are; advancement opportunities, work flexibility, respect shown from customers, responsibilities they have at work, working condition and work atmosphere. The bar graph below shows what employee thinks about the factors that helps to keep them satisfied with work.

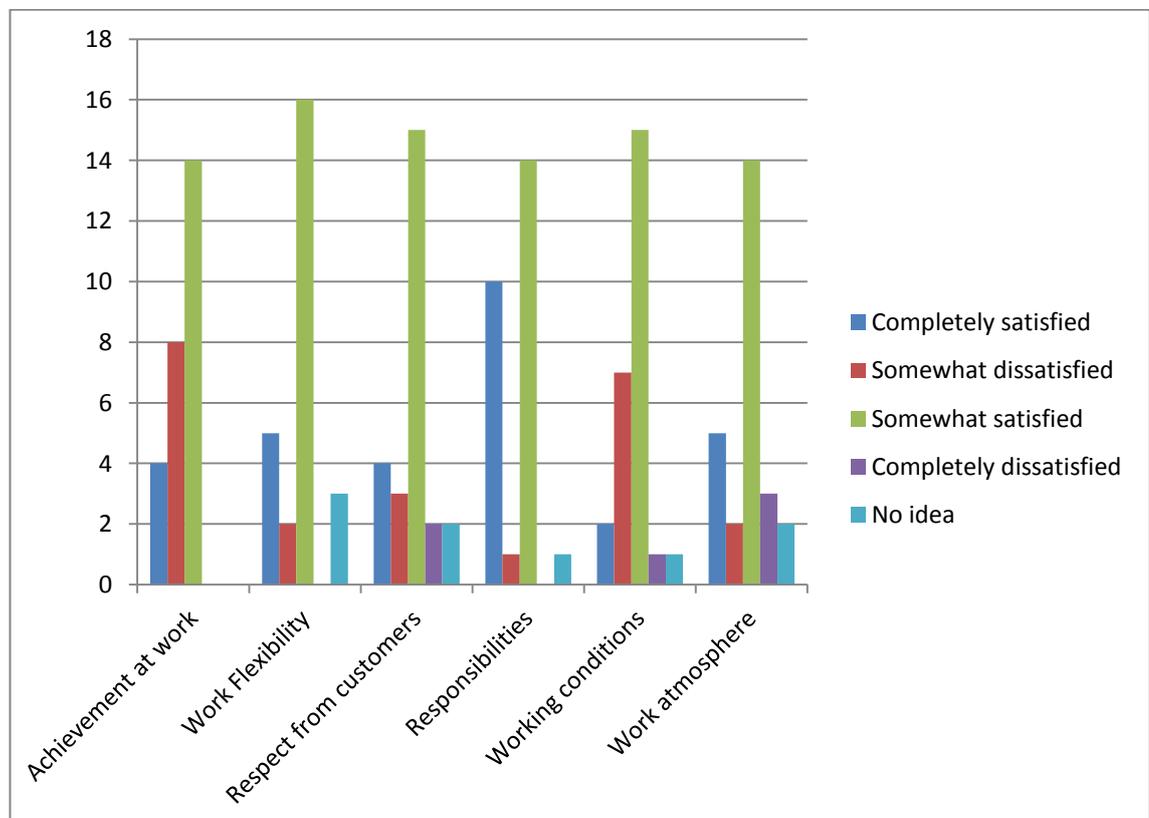


Fig. 7

The above bar graph shows the level of satisfaction of employees with different factors that affect their satisfaction level at work. We have obtained a very mixed result with many people being somewhat satisfied or somewhat dissatisfied with the different factors. Most of the employees are somewhat satisfied with the achievement they have at work while 8 out of 26 are somewhat dissatisfied with their achievement at work. From the bar graph we can also see that most of the employees are happy with the work flexibility as it can also be a major motivation for employees to work for staff Rental Business as temporary employees. Getting some respect for work done is a very important factor and most of the employees are satisfied with the respect they earn. While 3 employees are somewhat dissatisfied and 2 each have either no idea or are completely dissatisfied. We can also see that most of the employees are satisfied with the responsibilities they have at work with 14 and 10 being somewhat satisfied and completely satisfied respectively. While 1 each has no idea and is somewhat not satisfied. Work conditions have however mixed results with majority being somewhat satisfied and somewhat dissatisfied have other majority of votes. Employees seem to be satisfied with the work atmosphere at the places they go to work in. With 14 out of 26 being somewhat satisfied, 5 being completely satisfied, 2 each have no idea and somewhat dissatisfied and 3 being completely dissatisfied with the work atmosphere.

About satisfaction level at Staffpoint oy, Katri says employees are motivated mostly and they have rare issues of employees being de-motivated. In case someone is de-motivated they discuss the issue with the employees and find a proper solution for it. They also discuss with their clients and try to find out what happened at work. Then they take their action accordingly. As mentioned earlier she finds her employees fully motivated so it has never been a big issue.

6.2 Relation of working condition and motivation:

Work condition directly or indirectly has some affect on motivation of employees at work. So In the questionnaire I asked if the working condition has effect on their motivational level at work.

Out of 26 employees who answered the questionnaire 21 thinks that their working condition has some effect on their motivational level at work. While other 5 think working condition has no effect on their motivational level.

Reasons for working as temporary employee

There are several reasons for people to work as temporary employees for staff rental Business. The questionnaire had a segment where employees were asked for the reasons to work in such companies. The following chart shows the reasons and the numbers of employees;

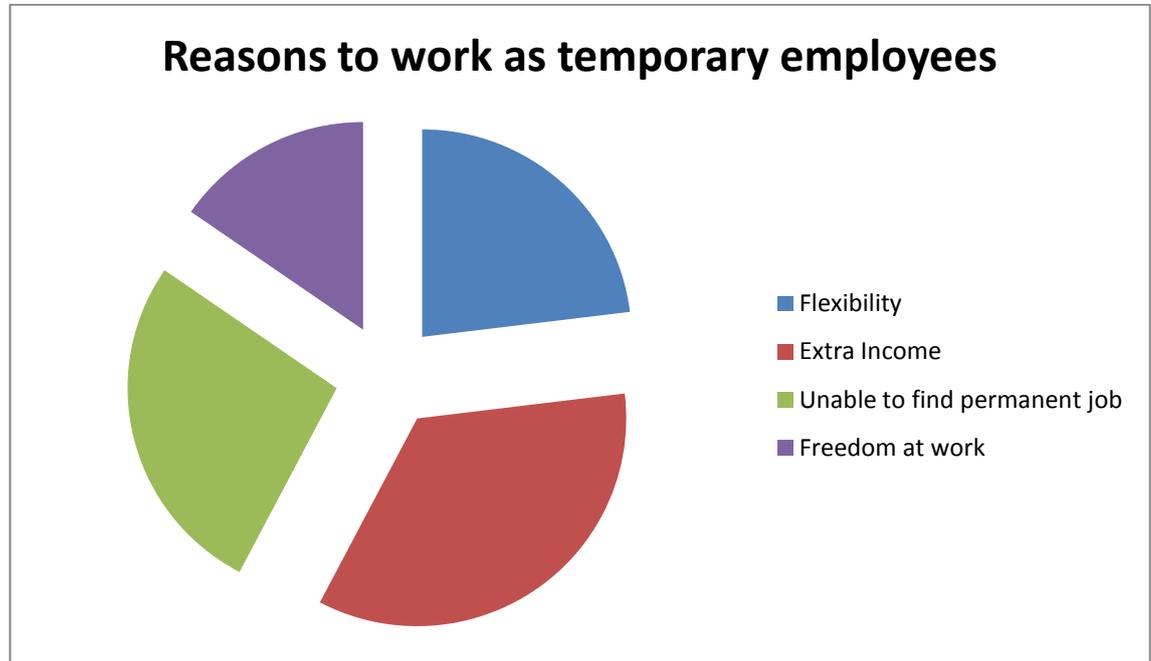


Fig: 8

From the pie chart above we can see that majority of employees' i.e. 35% of the total work in such companies for extra income. They can choose to work when they can or when they want so that it will help them to earn extra income. This can be a strong reason for people to work as temporary employees. However, 27% of the total has a different reason to work as a temporary employee. They have to work as a temporary employee as they are unable to find a permanent work which is more like a 'must do' thing rather than a freedom to choose. Other 23% choose to work as temporary employees because of the flexibility of work. They can choose to work when they can more suitable for students. Flexibility of work will not hamper their studies and also some full time employees can work for such companies because of the flexibility of the work. 15% of the total employees work because of the freedom of work. They can choose to work in many professions and when they go to work in different places they do not have much responsibility thus it gives them a sense of freedom which motivates them to work as a temporary employee for Staff Rental Business.

Katri Hietakangas says most of the temporary employees are students. Students are mostly attracted because of the work flexibility and professions to choose from. They can have off days as they want and work when it is suitable for them.

6.3 Working system

Working system of staff rental business differs according to company. But the basic idea is that when the company has some work they will approach their employees according to their profession and availability to work. Then the employee can choose if they want to work or not and look for different options. Employees can also choose work places or shifts from the internet and contact the company and go to work. So, the questionnaire has a segment asking if the employees like work system of their companies.

81% of the total employees say that they like the working system of the company and are happy with the way it is going on. However, 19% say that they are not happy with the working system of their company.

Note: these data are collected from employees of different companies and the companies might have different working system.

The next question was whether employees liked going to different workplaces all the time. 15 employees said that they like to go to different working places all the time. They also said that it will provide them more experience and working conditions which is nice. 7 have said that they do not like going to work in different places all the time. To work a few weeks in the same place will be much better and they will enjoy it too. Some employees also mentioned that in some places the people are not nice and unfriendly which make their work more difficult. One employee also complained that sometimes they are treated as animal and would never want to go back to that same place again.

When temporary employees go to work in different places they will meet different people with different habits and attitude. So how do these employees feel when they go to work in different places? The pie chart below shows what these employees think;

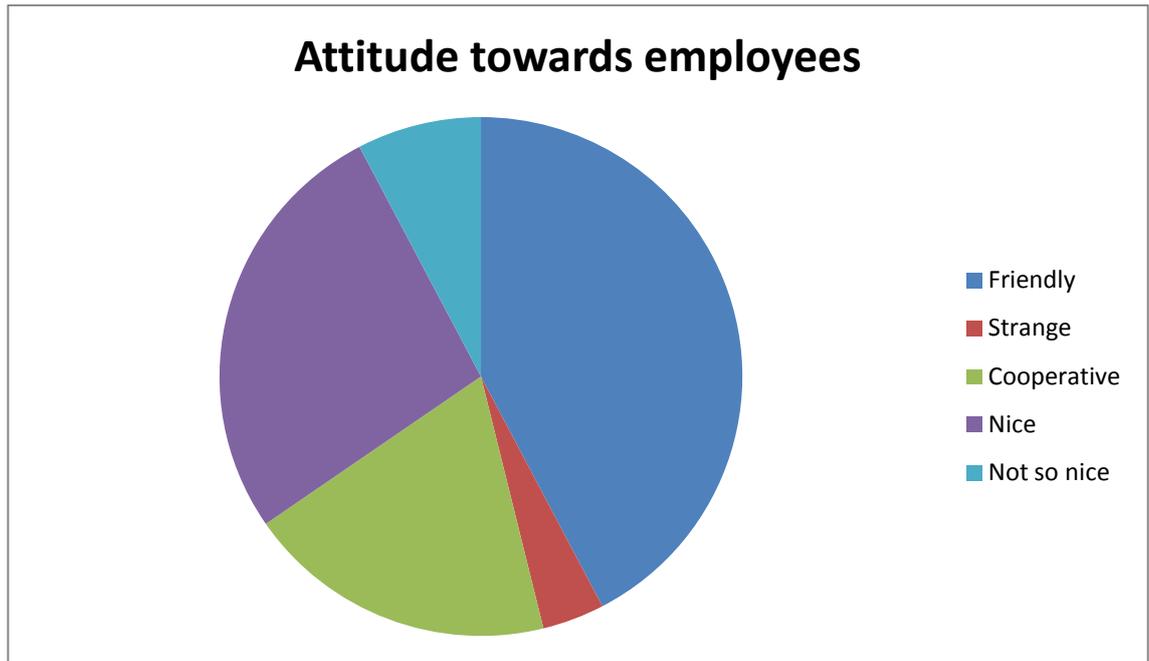


Fig: 9

From the pie chart above we can see that many employees have different opinions and have encountered people with different attitude at their workplaces. 42% of the employees have found that customers are usually friendly which helps them to be motivated at work. The friendlier the working environment is the better the work is regardless of the profession. This is a good and positive thing about the customers. 27% and 19% of the employees have felt the customers are usually nice and cooperative. These are other factors that help the temporary employees going to different places to work get motivated at work. When employees meet nice and cooperative people at work it makes them feel better and cozy at work places and they will be able to get the work done efficiently and the result is good. However 8% of the employees have encountered that the people they meet are not so nice and remaining 4% have found that the behavior towards them is quiet strange and these factors might have negative effect on the motivation of the employees and the result of the work done might not be good or as expected by the customers.

Staff rental businesses are usually known for providing workforce in variety of profession as the demand of their customers. So how does it benefit to their temporary employees? So what kind of work choices do temporary employees have? Do they usually choose from different professions or do they work as the company tells them to?

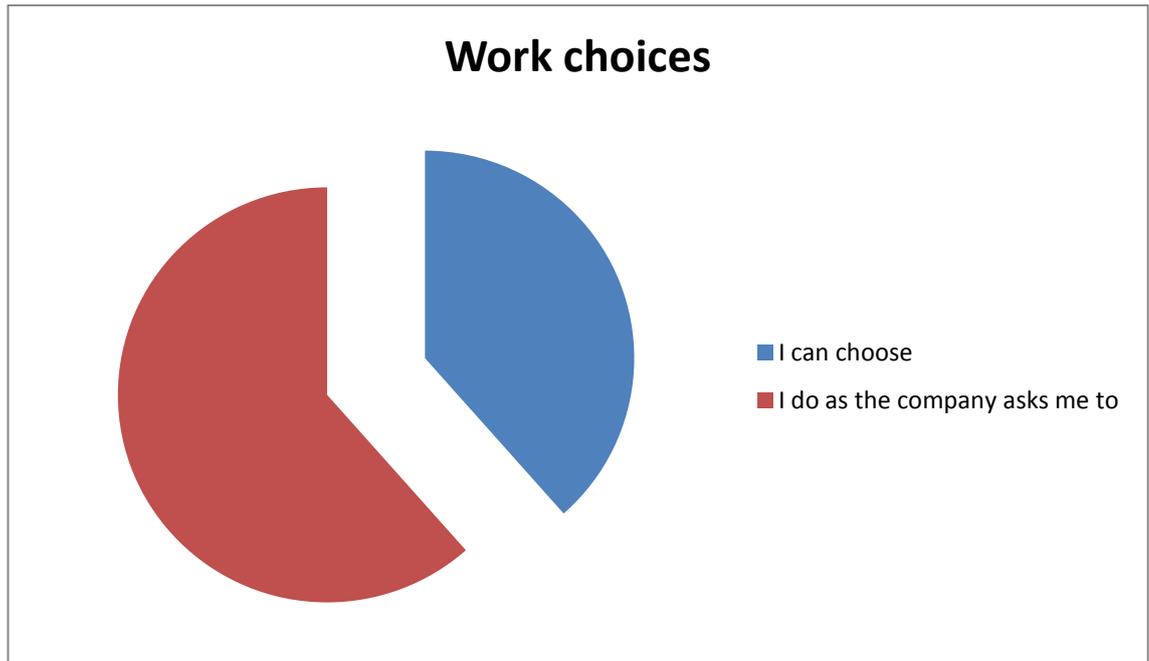


Fig: 10

From the pie chart above we can see that majority of the employees i.e. 62% do as the company asks them to do. This means that when the company approaches the employees with certain work shift in certain position they simply choose to do it. This might be as the result of not having enough work in preferred profession or because of the availability of the employee to work. However, 38% of the employees have mentioned that they can choose the nature of work they do and only do the work they want to or feel like doing. No matter the result or the number both of these options can be motivating factor for employees depending upon the employees, customers and work places.

6.4 Various reasons and motivation

Problems can exist at anyplace and anywhere no matter how perfect the work is. Temporary employees working in Staff rental business were asked about the problems they face working for such companies. Most of them have faced different type of problems at their work places or complications working for staff Rental Business. Some employees said that they have not faced any such problems yet. However many employees have mentioned the problems they faced at work. Not getting enough respect or fair treatment from the customers are basic and main problems faced by employees when they go to different places to work. They also complained that some permanent workers there want to give their part of job to the temporary employees and make their job more difficult which is not fair at all.

As the employees might have different work schedules sometimes this is also a problem. To satisfy customers has been mentioned as a problem by one of the employees. Others have

mentioned not having fixed income and insecurity of work because of the short term contract as problems working for Staff Rental business. Some profit oriented companies seem to care less about the temporary employees and seem to put much pressure on the employees and want them to do more work than they actually can do which can be a big problem for the employees and will affect their motivation level directly. When the employees go to different place all the time they have complications to find route, entrance or address for the new place which makes their work complicated and it has been listed as a problem. When the company calls the employees and asks them to go to work on the same day it created problem for the employee and it has been another problem they have faced while working for staff rental business.

Being temporary employee and going to work in different workplaces can sometime be difficult depending upon the treatment they get from the customers. So how do they get treated like customers' permanent employee or do they get treated differently?

58% of the employees who answered the questionnaire have said that they do not get treated any differently. They get treated the same way the permanent employees get treated which is a good thing and helps in motivation of the temporary employees. However one of them mentioned that sometime the work pressure is more on them than the permanent employees. 42% of the total employees have said that they feel they are treated differently than the permanent employees. They have complained sometimes they need to work without the breaks they are supposed to get. This create a feeling of inequality in mind of the temporary employees which does not help in the motivation of those employees and might eventually hamper in the quality of work they can do.

Employees were asked if they are motivated to work as temporary employees. The result is somehow mixed with few saying they are motivated. While most of them think they are not motivated stating different reasons for not being motivated. Reasons like they do not care about customers as they are there for a shift or two so they do not owe anything to the customers, they care about the money they get and the number of hours they work for, and lack of job security being the main ones. This shows that temporary employees are mostly motivated to work because of the factors like flexibility, money, working hours and freedom at work but not the actual work or the company they work for.

Employees were asked if there is anything they would like to see get better or improved at work? They were asked to make some suggestions. The employees had plenty to suggest making the work more motivating and workplace fun and bettering to work at. More co-ordination

between the staff rental companies and clients are needed so that it employees get better treated when they go to work in different places and it will help them keep motivated at work. This will benefit all the parties involved, the companies, the clients and the employees. More advancement options and personal development would help in motivating the employees. Employees should be allowed to grow in the profession they are involved in and the companies should focus in development of employees. Promoting them, giving them better work responsibility and rewarding them at the end of the year according to their performance for the whole year will help in motivating the employees.

Some employees suggested that the payment should be a bit better, increment in salary according to the experience they have in the particular job they do. Doing this will help employees be motivated at work and will seek to work for long term period. Since workers can be from different part of the world cultural differences seem to have quite an issue. With some foreign workers mentioning that supervisors should have better knowledge of their workers and their cultural background. And they should be treated accordingly as not all people from different cultural background like to be treated the same way. Some employees have voiced their concern about wanting to have at least a few fixed hours at work. This will ensure that they will always have minimum hours of work and somehow make them feel safe about their work. Giving some gift vouchers from time to time or on important holidays to the employees will motivate them to work even better and will make employees feel that they do matter for the company. These are the suggestions employees have made for the company which they think will motivate to work for the company for long time and do a better job at work.

6.5 Communication at work

Communication is very important any workplace to ensure smooth functioning of the organization and get the job done efficiently, on time and in the best possible way. So how often do the temporary employees communicate with their respective supervisors regarding their work or any other issues related to work? This question was asked in the questionnaire and the employees have different opinions and have different things to say regarding this question.

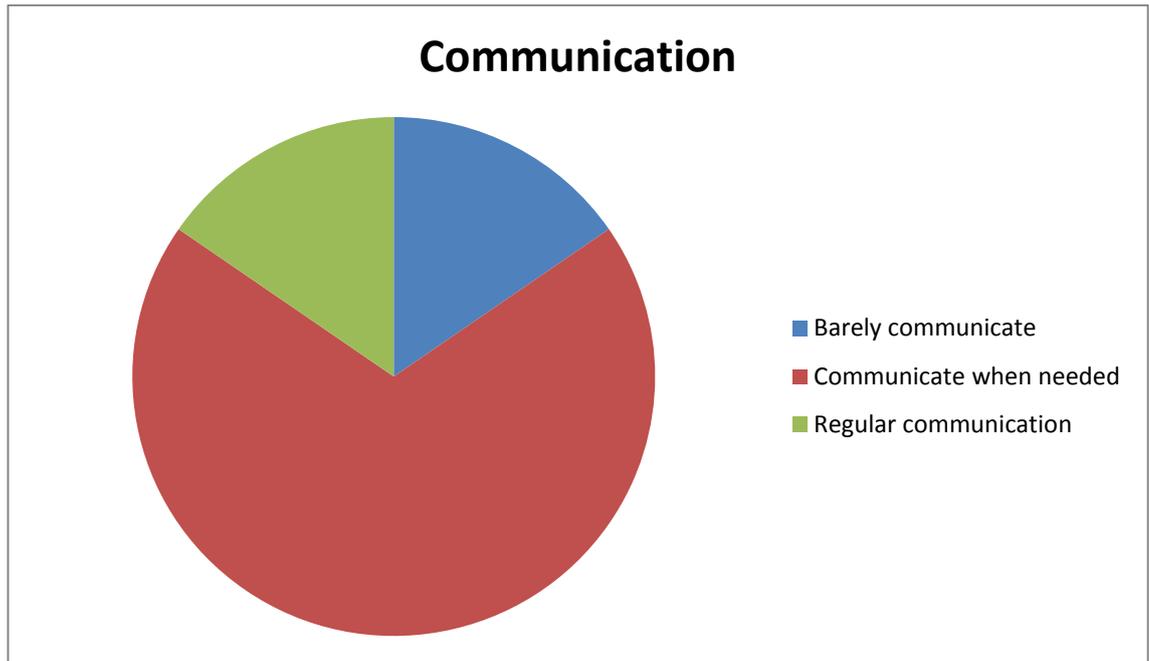


Fig: 11

According to the survey carried out majority of the employees i.e. 70% said that they only communicate when needed. This means that the company contacts the employees in case there are some complaints from the clients, change in work time, shift offers or issues related to legal papers needed from employees. The same goes with the employees, they tend to contact the company only when they have some issues and need to sort issues out with the company related to work. This frequency of communication does not help in motivating employee at any cost but somehow gets the employee to their job. 15% of the employees each say that they communicate on a regular basis and they barely communicate each. 15% of those who communicate on a regular basis tend to be highly motivated towards their job and are more efficient and happy at work. When they communicate regularly with their supervisor they feel that they are taken proper care of or they do matter to the company. They can keep their problems with their supervisor and look for a better solution together. They also get the shifts as they want and thus they stay highly motivated at work. So, regular communication is very important between supervisors and employees to keep the employees motivated and happy with the work they do. 15% of the employees who said they barely communicate are somehow unhappy with the company, the work they do and tend to work less for the company as they have no motivation to work for the company at all. They think they are not taken proper care of by the company and feel left out. This is not a good thing when we look at it from the motivational point of view and this should be changed and the company should put more effort into communicating more with their employees which will motivate them. Regular meeting with supervisors, frequent phone calls or e-mails related to work and devel-

opment of workers, changes in the work system or organizations should be done with all the employees as it will make them feel they do matter for the company.

Katri Hietakangas from Staffpoint oy says they try to keep the communication with employees frequently. They communicate at least once in two months. They also communicate with the employees when needed. They are available to communicate with the employees whenever employees need or want to. While communicating if they find the employee unsatisfied, unhappy or angry for some reason they try to find root of the cause and discuss about it and then solve it. In sudden cases the employees are barred to go to work for a certain clients or the employees are given alternate work shifts if they are not happy with the customers.

Employees were asked if they would be working for long term or until they find something better and permanent. Out of 26 employees 2 of them said they would work for a long time in such company as a temporary worker. Whereas 24 other has said they will only work for short term as it is temporary work and will only do it for short time period. One of them said the reason he/ she is doing this job as something is better than nothing. All 24 of them are looking for something permanent and regular job.

This shows that only a few employees look forward to work a long time as a temporary worker for a staff rental business whereas majority of their worker are always looking for something permanent and better. Most of the employees are not motivated enough so that they pledge to work long term for staff rental business. Such businesses should really shift their focus on this issue and try to find some solution and motivate their employee in every possible way so that they respect their job and want to work for long time.

How motivated are you to work for the current company?

Employees were asked how motivated are they to work for their current company and with the job they are doing at the moment. The pie chart below shows the data received from the employees.

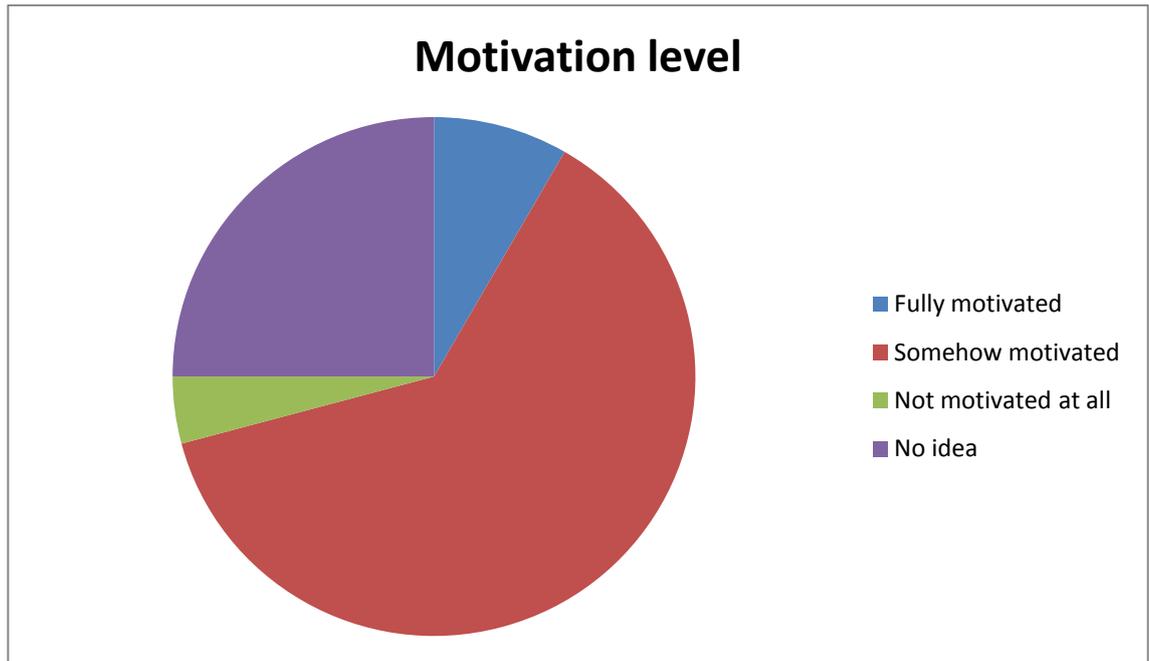


Fig: 12

From the pie chart above we can see that most of the employees i.e. 63% somehow feel motivated at their current work place. This does not mean they are fully motivated and are happy at work but somehow they keep themselves at work and continue their work. This is not a good thing as it won't deliver quality work from the employees and will hamper the image and reputation of the company and also won't keep their clients happy. 25% of the employees have no idea how motivated they are at their work and have no opinion. 8% of the total employees are totally motivated at their work and are happy too. They will deliver the quality work needed by the clients and help in maintaining the good image of the company they represent. The company has done their part and has been successful to keep their motivated and happy. However remaining employee is not motivated at all with their work. The employee not being motivated at work is negative factor for the company and they should act on time have a proper talk with the employee and find out what he/ she wants. Negotiate with them properly and sort it out.

6.6 Employee's opinion on factors motivating/ de-motivating them at work

Employees were asked for the factors that motivate or de-motivate them at their work. They had different opinions and factors that affect their motivational level. Employees have pointed out that the work time being flexible, they can make extra money when they are not doing anything better motivates them to work. Getting good responses from public or from clients motivates employees and makes them feel like going back to the same place again. Nice and friendly co-workers motivate them. When they go to a new or different place to work if they meet nicer and friendlier co-workers there it motivates them to work better. One employee

has mentioned having something is better than not having anything in this case instead of having free time and doing nothing it's better to take a work shift and earn some extra money and this motivates them towards this work. Since, it is temporary work employees mentioned that they do not have to think about the work or the workplace once their shift is over which motivates them towards this work. Regular work is one of the factors that motivate employees towards this work. They feel motivated if they are given regular work shifts.

There are few factors that de-motivate employees at their work. Bad behavior from supervisors or co-workers is one of them. When their supervisor or co-workers from the place they go to work at treat them unfairly or bad employees get de-motivated towards their work. Bad unfriendly work atmosphere, environment is a factor that de-motivate employees. Employees cannot concentrate towards their work and perform quality work if the atmosphere is unfriendly and bad. Uncertain future, salary and working hours are other factors that de-motivate the employees towards their work. So, Staff Rental business should concentrate on these factors and make a proper plan to try to make their employees happy, satisfied and motivated at work. The factors are not such big issues but still are not helping the employees; rather these are de-motivating the employees.

Providing bonus on a timely basis motivates employees. These days there are many big or small companies providing bonus to employees depending on the work done by employees throughout the year. Employees who get bonuses from their companies are known to be fully motivated and happy at work. So, do Staff Rental businesses give out any bonus or do their employees know if there is any kind of bonus system?

Out of 26 employees 25 of them do not know about any bonus system or are not given any bonus according to their performances. As mentioned earlier an employee mentioned getting some bonus on timely basis would be a motivating factor at work and would be nice. Since, the data is collected from different staff rental businesses around in Helsinki region it can be said that such companies do not have any bonus provided to their temporary employees. Providing bonus to employee is not compulsory but it would keep them motivated at work. However, 1 out of 26 employees have mentioned they do know about the bonus system which is a surprise.

Unfortunately Staffpoint oy do not have any kind of bonus system for the employees. Katri says that there are some events from customers like parties or sports events where employees can participate. Such events help in boosting morale of the employees and keep them motivated.

7 Conclusion

From the study we can learn that there are various factors resulting in both motivation and de-motivation of temporary workers at their work places. Various factors are important at work to motivate the temporary employees. Factors like versatility, responsibilities, advancement opportunities, leadership and management, working environment are very important at work places from employees' point of view. These are the factors that determine motivational level of the workers.

We can also learn that there are various factors that have motivated the employees to work as temporary employees in the staff rental companies. Flexibility of the work they do, as they can choose when to work and when not to work without coming under any type of pressure has motivated many of the employees at their work. Extra income for the employees who already have other permanent job is a major motivational factor. They can work when they are free or are able to work so as to make extra money. Even students who are on government benefit are known to work a few hours to make extra money. Freedom at work or not having any sense of responsibility at work has also motivated a good deal of workers to work as temporary employees. They do not have to worry about their work getting done or not in many cases as they can just go to work for the previously determined working hours and leave as the time is up. Working as temporary employees involves going to different places for work and meet new people at work. The people they meet at work can be of any nature, but when the employees meet friendly, nice people at work it motivates them to go to different places and work without any hesitation. Friendly, nice people the work and work place better for everyone. Communication has always been an important factor at work. Temporary employees say that regular communication with their supervisors is a motivational factor for them to work and continue working for staff rental business. Regular communication makes them feel better and motivated. Work choice is another important factor for motivation, when employees can choose from more than one profession to work on it motivates them to work. Many temporary employees are trained to work in more than one profession. Unable to find a permanent job has motivated employees to work as temporary employees, however this is a good motivational factor at work.

Just like motivating factors at work, there are many factors that affect motivation of the employees in a negative way. Treatment from customer companies affects a lot in motivation of the employees. Many employees have complained that they are not treated fairly or are treated bad when they go to different places to work which demoralize them and it results in negative motivation. Leadership and management in staff rental companies is not as good or effective as in other companies as employees and companies do not have any physical meeting on timely basis so they need to depend on other means for communication thus it results

in lack of communication which does not help in motivation of employees. The employees have also complained about this issue and the companies should be more aware and try to sort this problem wisely and effectively. Working conditions vary upon the customers, so somewhere it is good and somewhere not so good. This has a major impact on employee's motivation. If the working condition is not suitable or preferable to the employees it de-motivates them at work. This also results in limitation of the work choices employees can choose depending upon the customers and the working conditions there. Advancement opportunities are very rare to the temporary employees according to the employees. They think they do not have equal opportunity when it comes to advancement or getting promoted. They also think they do not have a better future working for such companies working as temporary employee. Strange or unfriendly behavior from customers is a major problem for the employees and de-motivates them at work.

From Employer's perspective it is very difficult to find out or know about motivation of an employee unless their clients or the employees themselves call and tell them about some issues. There is no other certain way to find out if the employees are motivated or not. According to Katri Hietakangas there has not been any big issue about motivational problems at work so far. In case there is any problem they call the employees try to find out what happened and discuss about it. They then try to find a proper solution for the problem. Sometimes a client does not want a particular employee and vice versa so in that case the employee is not sent to the place again. They also try to keep the communication with the employees on a regular basis so that they will know about problems that might come up later and too keep the employees motivated.

Staff rental businesses should focus on these motivational and de-motivational factors for their own benefit. Motivated employees mean better work rate and quality which keep their customers happy and loyal. Companies should communicate with their employees on a regular basis find out what they want and act accordingly. Above mentioned factors are basic but are very important from employee's point of view. We can also draw a conclusion from the interview that it is very difficult for employers to know if an employee is de-motivated unless they complain or clients complain regarding behavior of the employee. However, when the company knows about employee being de-motivated they try their best to find an appropriate way or solution to motivate the employees.

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8 Figures:

Figure 1: Determinants of Job Satisfaction (George & Jones 1999, 78)

Figure 2: Maslow's hierarchy of needs in a pyramid

Figure 3: Herzberg's Two Factor Theory

Figure 4: Mc Gregor's theory of X and theory of Y

Figure 5: Number of male and female employees with their age

Figure 6: Important factors at work with their importance level

Figure 7: Bar graph showing number of satisfied or un-satisfied employees with the given factors at work

Figure 8: Pie chart that shows Reasons to work as temporary workers

Figure 9: Pie chart showing attitude towards employees

Figure 10: Pie chart showing work choices employees can make

Figure 10: Pie chart showing employee's opinion on frequency of communication

Figure 11: Pie chart showing number of employees motivated or un-motivated

9 Appendixes

Questionnaire for employees

Age 18-25 25-45 45-55 55-

Gender Male Female

How long have you been working for in this company? Less than a year 1-5 years 7 years and more

4. How important are these factors for you at work? _____

	Very important	Important	somehow important	No idea	Not important at all
Flexible work schedule	<input type="radio"/>				
Versatility	<input type="radio"/>				
Responsibility	<input type="radio"/>				
Advancement opportunities	<input type="radio"/>				
Leadership and management	<input type="radio"/>				
Working conditions	<input type="radio"/>				
Treatment from customers	<input type="radio"/>				

-5. How satisfied are you with following factors at work? _____

	Completely satisfied	Somewhat satisfied	No Idea	Somewhat dissatisfied	Completely dissatisfied
Achievements at work	<input type="radio"/>				
Work flexibility	<input type="radio"/>				
Respect towards you from customers	<input type="radio"/>				
Responsibilities you have	<input type="radio"/>				
Working conditions	<input type="radio"/>				
Work atmosphere	<input type="radio"/>				

Has your working condition got anything to do with your work motivation? Yes No

Why do you work for such companies? Flexibility Freedom at work Unable to find permanent work Extra income Any other reasons? if yes please specify

Do you like the working system? Yes No

Do you like different workplaces/clients that you go to for? Yes No Specify any reason why you like/dont like.....

How do you find attitude of people working there towards extra workers? Friendly Strange Cooperative Nice Not so nice

Do you have different kind of work choices or same kind of work? I can choose the work I do from variety of work Any reason, please specify.. I do whatever the company tells me to do

What are the main problems or difficulties when you work for such company?

What are the things you would like to be improved or done in order to make you feel motivated enough to work for such company?

Do you see yourself working in such company for long term or until you find something better?

Do you see yourself working in such company for long term or until you find something better?

Have you had any difficulties or problems communicating to your supervisors whenever you have needed? We communicate in a regular basis
 We barely communicate
 We communicate only when needed

How motivated are you in you work Fully motivated Somehow motivated No idea Not motivated at all

. What motivates or demotivates you the most at work.

Do you know if you company provides any bonus reward for the employees? Yes No if Yes, please tell...

As a part of qualitative research following questions were asked to Katri, a ...manager from Staff point oy.

10 Questions for the employers

What are the reasons for people to work as temporary employees?

Do you think the employees are motivated to work?

What measures/ steps do you take when you know the employees are not motivated enough to work?

Do your clients play any role in motivation or de-motivation of the employees?

In your opinion how important are flexibility, versatility, responsibility, advancement opportunities, leadership and management, working conditions and treatment from customers at work?

In your opinion does achievement at work, work flexibility, respect from customers, working conditions and work atmosphere have any effect on satisfaction level of the employees?

Are there any complaints about workplace from employees and about employees from your clients?

Employees are very concerned about freedom at work. What do you think they are talking about when they say freedom at work? And is it an important factor for their motivation?

Some employees said attitude towards them is not so nice. Do you have any opinions why is it so?

How often do you communicate with employees?

Some employees say they are not really motivated or de-motivated. They say they are somehow motivated, why do you think this happens?