Motivation of permanent part-time employees in housekeeping service

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The objective of this study was to investigate the influence of communication, leadership, job rotation and reward & recognition on the motivation of permanent part-time employees at company X. The study sought to assess the current motivation status of permanent-voluntary and involuntary- part-time employees at company X, determine how communication, leadership, job rotation and reward and recognition affect their motivation, and propose possible solutions to the management to improve the motivation scenario of the employees of company X. Company X is a Finnish franchise home cleaning private company located in Kivenlahti, Espoo City. It serves clients in Espoo, Helsinki, and Kirkkonummi areas. The company's core function and service is home cleaning and has over 50 clients and a total of eight employees as of present. The target population for this study was eight employees. Due to a small population, the study used census approach. Hezberg and Mayo theories of motivation were used as basis for the research. Secondary data and previous related studies from different sources, and fields of studies were also consulted. The research methodology adopted for this research was entirely qualitative in that, solely qualitative data collection and analysis methods were applied. Interviews was the primary data collection method from which further agendas were generated for E-brainstorming which was also applied in the study for data collection. As for the analysis, thematic data analysis method was adopted in that, the data collected from both interviews and E-brainstorming methods were transcribed, interpreted and categorized into different categories forming themes. The research found that there were inadequate employee motivating factors and that the current employee motivation was low at company X. In addition, the research found that leadership, communication and reward & recognition had a positive influence on employee motivation. However, job-rotation had a negative influence on employee motivation as all of the employees expressed their frustration and dissatisfaction with job rotation itself and job rotation practices. The research therefore made several recommendations which include; regularly conducting of independent service audits, attitude surveys and exit interviews, adopting different styles of leadership and allowing autonomy, generating a company extranet and giving access to employees, and considering employees ideas by implementing them.

Keywords: Communication, Leadership, Job rotation, Reward and Recognition

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1   Introduction

Firms' commercial success is mainly dependent on their human capitals' effectiveness and maximum utilization of their utmost "talents" and especially in today's unstable economic business environment (Uddin et al. 2014). Employees are the reasons why organization's goals and visions are achieved. They put their focus and effort to make sure that the company's decisions are translated into actions for the mere purpose of attaining the company's goals and objectives. Therefore, employees are considered as an incomparable fundamental resource for any organization and it's for this reason the issue on employee motivation is a crucial part of human resource strategy of any organization (Hossain & Hossain 2012).

Employees that are well motivated and "reliable" act as a foundation for competitive edge of an organization. "Product and service quality improvement, growth in production and high number of new ideas and inventions are as a result of increase in the satisfaction of employees" (Gabcanova 2011). "It is widely recognized that motivation is a very important factor which ensures the best effort from human resources therefore making it as one of the key concerns of today's managers" (Uddin et al. 2014) . There has been immense research carried out in the past and recently on motivation of employees but even with all the variety of the available research, theories and practices, managers today still find motivation as a conundrum the same as a hundred years ago. This is because people "are motivated by different things and in different ways", but due to the complex "nature of human behavior", motivation becomes a complex phenomenon to comprehend (Uddin et al. 2014).

In the EU, there is no definite definition of the term part-time work, however "part-time work and the position of part-time employees are regulated in the European Union by the Directive 87/8/EC", whose objective is to prevent people on part-time work against discrimination "and improve the quality of part-time work. The directive also encourages voluntary part-time work and flexible working arrangements which" is in considerations of both workforce and employers' needs. Due to variations in working time across different sectors and countries, part-time work is different across borders. Part-time work in one economy or industry may be regarded as full-time work in another economy or industry and vice versa. "Because of lack of a universally accepted definition of part-time employment, weekly hours have been used as a basis for comparisons of part-time work" (Haataja et al. 2011).

According to the European Labor Force Survey as cited by Haataja et al. (2011), part-time work definition "is based on worker's assessment on the nature of the work independently of the number of hours worked per week" (Haataja et al. 2011). Netherlands, Iceland and Norway are the only exception to this definition whereby in these three countries, part-time

work is defined as a weekly working hours of less than 35hours. In Sweden however, the owner's opinion is applicable only to self-employed part-time employees. In Finland, part-time work was defined as a weekly working hours equivalent or less than 30hours until 1997 after which the owner's assessment criterion was adopted in the national labour force survey of 1997. "The adoption of the new definition of part-time work led to an increase of 3-4% point in the share of part-time employment and the number of part-time workers increased by about 50,000-75,000 persons in Finland in 1990s" (Haataja & Korkeamäki 2007 in Haataja et al. 2011).

Multiple organizations: large corporations, medium and even small companies were and have been immensely affected by the financial crisis which has forced them to reduce "costs through" cutting down employees' wages and bonuses and other benefits but this is still not enough. Organizations are continuously searching for other ways and options to reduce labor costs. The recent and most trendy strategy that organizations today are adopting are the non-standard forms of employment for example incorporating part-time employees into their labor force (Uddin et al. 2014). Small service companies and SMEs' have altogether adopted only part-time form employment as it the case of company X. It has been noted that the share of part-time employment has dramatically increased in Europe over the last 20 years allowing employees to adjust hours worked to the "fluctuations in demand more easily, facilitating adjustment of production and labor costs" (Buddelmeyer et al. 2014).

1.1 Statement of the problem

"High employee turn over rates may jeopardise efforts to attain organizational objectives. When an organization loses a critical employee, the effects on innovation, consistency in providing service to customers and timely delivery of services to customer may be negatively affected" (Ampomah & Cudjor 2015). Excessive negative employee turnover is often reflective of employee dissatisfaction which is commonly because of unmotivated employees. Other effects of unmotivated employees include low and untimely output. High rates of employee turn and untimely output are the main problems being experienced at company X. There is an alarming high rate of employee turn and also employees are spending more time than schedulled which is costly to the company. Cost effectiviness is one of the main reason for part-time employees. However, employees' "wages and benefits" are not the only factors that affect costs. "Costs effectiveness" is also dependent on "productivity". Employees "are cost effective if the value of the otuput exceeds the costs of their employment" (EBRI 1994). The study therefore investigates how the four factors of motivation influence employees' motivation in company X and how they impact employees' work.

1.2   Objective of the study

Today's organization workforce is diverse in that it comprise of different employees from different cultural backgrounds, nationalities, generations, lifestyles and employment forms. Traditionlaly, working time was mainly based on full-time employment but with development in human rights, and financial and economic hardships, various forms of part-time employment have been adopted as a strategy for responding to labour markets crisis. Motivation of these form of employees is a challenge that managers continuosly face and thus the need for this study. The objective of this study was to investigate the influence of communication, leadership, job rotation and reward and recogniton on the motivation of permanent part-time employees and its impact on turn over and time management. The study sought to assess the current motivation status of permanent part-time employees at company X, determine how communication, leadership, job rotation and reward and recognition affect their motivation, and most importantly propose possible solutions to the management to improve the motivation scenario of employees of company X.

1.3   Limitation of the study

There were two limitations of this study; sample size and the scope. The sampling method adpoted for this research was census sample. This was because only one franchise was involved in the study with eight employees as the total number of employees. Besides, all the employees in the company were female. This therefore pose a limtation as the findings of the research can not be generalized and may fail to represent a larger population with both male and females. The second limitation, was the scope of the research. The research focused on four factors of motivation and not all factors of motivation and on only permanment part-time employees.

1.4   Company X profile

Company X is a Finnish franchise private company located in Kivenlahti, Espoo City. It serves clients in Espoo, Helsinki, and Kirkkonumi areas. The company's core function and service is home cleaning. The company has over fifty clients and nine employees as of present. The franchise is very small in that there is only one manager and the manager is also the owner of the franchise. The owner also does most of the company's operations such as recruiting, training, planning and scheduling among others human resource operations. Other functions such as payrolls are carried out by X-booker.

Products and services

Company X Oy's primary service is home cleaning. There are a total of three main categories. All of the three tasks are housekeeping related tasks. They include; The home cleaning, One-time service and Additional services.

Home cleaning

Home cleaning is divided into three services. The first one is basic program which include one super cleaning and one light cleaning in every month. The second one is Plus program which includes one super cleaning and two light cleanings in a month. Lastly, is the Power program which includes two super cleanings and two light cleanings in a month. This is also known as maintenance cleaning.

One time services

These are services that are one time or new customers would order for once. It can either be a super cleaning or light cleaning or even removal also known as end cleaning depending the on clients' needs. Probably after a party or an event or before moving in or after moving out.

Additional services

These include services such as window washing mainly during spring and summer and at times in autumn, rag or carpet cleaning, cleaning pillows and mattresses, and cleaning furniture (Company X webpage).

Management and diverse workforce (employees)

There are eight employees in total and one manager/employer and the owner of the franchise and at which sometimes the employer joins the employees in working as the employer carries out quality control checks and at times training and supervisory tasks which are done twice every year. Company X Oy has a diverse work force. The employees are from different nationalities, religion, race, lifestyle, age, education and cultural backgrounds. Hence a multicultural working environment.

Current employee motivational practices at Company X Oy

Company X Oy holds one and a half hour meeting twice a year where employees discuss any developmental/innovative issues or ideas and general overviews of the work and the service itself. The employees get to share challenges or difficulties experienced during work as well as ask any work related questions. These are all discussed. These meeting are usually considered as working time and therefore they are paid for. In addition, employees are provided with snacks and drinks according to their preferences.

Employees that reside in Espoo area have their transport paid for by the company when working outside Espoo region such as Helsinki or Kirkkonummi areas. Every employee residing in Espoo has a "pink" card which is a HSL travel card to use when working in Helsinki or Kirkkonummi areas. The company also gives all employees weekly and monthly travel coupons.

Employees are also rewarded when they reach the allocated times, and no complaints or reclamations have been filed by clients and no sick leaves in three consecutive times. The reward is that employees get extra 0.20euros added to every hour worked during that period. The company give generous non-monetary presents/gifts to the employees during Christmass season normally a week prior to x-mass day. Also the Company organizes all expenses paid for party during the month of December on Pikku Joulu: meaning small Christmas for the employees whereby by all the employees dine, wine and celebrate their achievements.

1.5   Part-time employment

"Nonstandard" forms of employment have been in existence since the existence of work. The only difference between before and after the 1980s is "the increase in the proportion and the persistence of nonstandard work". Today's "work relations" have changed and are continuosly changing as "nonstatndard employment of part-time, temporary or casual work, telework and self employment without employees are becoming predominant in industrialized economies of the world. Intensified competition in national and international markets, the increased global mobility of capital, the demand for just in time production and work delivery processes, and the rising use of new computerized technologies" have greatly facilitated these "profuond changes in work relationships" (Zeytinoglu 1999).

The increase and growth of part-time employment has been on an expanding trend lately more than ever. Several reasons have been attributed to its growth such as the great recession, structural shifts, and forces of labour(supply and demand). These reasons will be further discussed to fully understand reasons for the current trend in part-time employment.

Part time employment is generally working for less hours than full-time work which is 37.5hrours to a maximum of 40hours per week. Specifically, part-time employment means working for not more than 35hours a week. Finland statistical office however defines part-time work as working for under 30hours per week (Hardy & Butler 2016). "Part-time employment is defined as people in employment (whether employees or self-employed) who usually work less than 30 hours per week in their main job" (OECD n.d).

According to O'Reilly & Fagan (1998) as cited in Corral & Isusi (2004), "Part-time work has become increasingly commonplace in the European Union. In 2002, around 18% of the total EU working population worked part-time. However, such work is not equally distributed among sectors or occupations". "In the last decade, part-time employment as a percentage of total employment has increased in most industrialised countries" (O'Reilly & Fagan 1998 cited in Corral & Isusi 2004). "In 1992, 14.2% of the total EU working population defined themselves as part-time workers; by 2002, this figure had increased to 18.1%. This general upward trend has been constant during the 10-year period" (Corral & Isusi 2004). Figure 1 shows the overall part-time employment of both women and men in percentage within the European countries of persons ranging from 15-64years of age, with Netherlands recording the highest percentage part-timers of 50% followed by Switzerland with 42% part-time employment of the total employment.
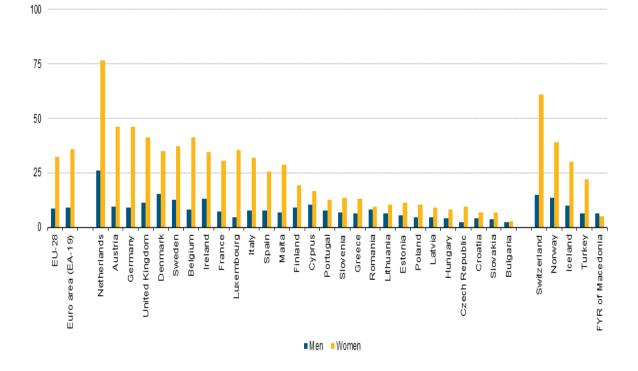

Figure 1: part-time employment in EU of persons of age between 15-64yrs. (Eurostat 2015)

Zeytinoglu (1999) noted that contrary to "the notion" that the "needs of labor force participants" are the drivng force behind the increasing growth in part-time employment, research has over and over shown that the growth of part-time employment is reflective of a "structural shift from manufacturing to service sector jobs" in most developed countries which explains the reasons behind the "changing in hiring preferences of employers". However, part-time employment has as well been extremely increasing in "industries where part-time employment" has been the norm such as retail, financial, trade and customer service industries. The "structural" change of service oriented economies from manufacturing oriented econimies alone doesn't not explain "why part-time employment is such a substantial" part "of the service industry". He further explains that the increase in the growth of part-time employment to a large extent emanate/comes from employers' demand for part-time workers for two main reasons which include "flexibility" and "costs".

Flexibility can be explained from both employer or business and employee perspective (EBRI 1994). From an employer perspective, flexibility is reflective of the unsteady demand nature of customer services in the service related industries in that, the demand of the customer services through out the day, week or even month is not a static one and some days are at their peaks others very low and at times no activity at all (Zeytinoglu 1999). This fluctuating demand nature of the customer services is the reason behind employers' demand for part-time workers (Zeytinoglu 1999), since part-time employment presents the employer an apportunity to gain greater control over labor costs (EBRI 1994); the means by which employers are able to "meet the peak schedulling demands" and as a result this approach therefore allows employers to have the ability to utilize workers "only during peak demand" periods "thereby reducing the costs of labor by minimizing or eliminating labor surplus during nonpeak work hours" (Zeytinoglu 1999). From the employee perspective, employers perceive it as a means to meet employee requests for alternative work schedules.

In as much as the trend of part-time employment can be attributed to structural shifts-from manufacturing to service sector indurstries, "worker-supply" and "employer-demand" reasons, further reasons lies in the extent to which part-time workers view their part-time work schedules as voluntary or an involuntary choice.

Its worth noting that even though high rate of unemployment has been linked to the increase in part-time employment, this is not necessarily always the case for there is evidence coming up indicating that even in times where there has been economic growth, "the rate of growth of involuntary part-time employment has" exceeded that of voluntary thereby challenging the arguement of the demographic factor of inadequate young worker supply as among the reason "for the increased levels of involuntary employment as employers substitute older workforce for young and school age work force" (Zeytinoglu 1999).

1.6   Global perspective on employees' motivation

Today's businesses majorly rely on economic resources, financial resources, and human resources. Among the three, human resources is considered very crucial in providing a company or organization a competitive edge over its competitiors within the same industry (Manzoor 2012). Organizations with high performing employees tend to outwit competitor organizations and such scenes are taking to a global perspective which can be seen in worldwide known brands. Getting employees to do their best in the worst conditions is one of the greatest challenge of human resource management. However, this can be achieved through motivation of these employees (Manzoor 2012). As much as this is applicable to a normal local work place such as a medium sized hotel, it is similarly applicable to the global labor market scene. Despite the small similarity, motivating and rewarding diverse culture of employees across the global labor market can prove to be quite hard, and this is just another key challenge for majority of businesses and organizations that have ventured into these global labor markets or have a multicultural workforce.

Taking a look into motivation with cultural diversity in mind, motivation, somehow varies from one culture to another. For motivation in China, employees are fond of collective behaviorism and key motivational factors may relate to; Social needs and esteem needs as compared to personal-needs and need for self-actualization (Geren n.d). It is thus the case that a Chinese worker is more likely to be motivated with social rewards and satisfaction of his or her self-esteem needs.

A much more differing culture is the American Culture. In America, employees have a high tendency for individualism where U.S employees are after individual self-direction and purpose (Geren n.d). Hence, motivation in this case, is not based on social needs as it is in the Chinese culture but on personal needs such as self-esteem and self actualization.

In developing countries, most countries from parts of Africa find motivation in one's self. Rather than collectivism, in most instances chances are that individualism is the root cause among many African cultures. This is because African employees tend to consider monetary reward and self actualization to be more motivational. It is thus with no doubt motivation on a global scale varies from culture to culture and this does not deserve equal treatment.

It is stated that if we do the same thing for everyone in a wok-place, i.e., treat everyone equally, then we are bound to alienate the best performers and hence hinder their level of motivation, the same reward motivation wise doesn't really motivate employees especially on a global perspective (Nelson 2005). This is the case especially when it comes to dealing with a

culturally diverse set of employees. On one hand, equal employee treatment may result to group motivation but on the other hand not everyone in the group will be motivated especially if there is a variance in culture.

2 Literature review

2.1 The concept of motivation

There are numerouse definitions of the term motivation from different angles and viewpoints. This study however focuses on those that are workplace related. Understanding the meaning of the term motivation, what it entails and how to go about it is beneficial to people in managerial position in determining the course of action to take towards encouraging their subordinates and employees in general (Burton 2012).

According to Bucker as cited in Burton (2012), motivation is the ability of influencing a person to respond to a given situation. Its one's disposition to act in a particular mannner (Kappen 2010; Dobre 2013 & Re'em 2011). Pavithra (2013) and Rawung (2013) defines it as inner strength that causes a person to achieve both personal and organizational goals. According to Geren (n.d), its the momentum that incites interest or excitement and continuity to act in a certain way.

In a nutshell, motivation can be defined as the processes that explains a person's "intensity, direction and persistence of effort" in accomplishing organizational goals (Robinns n.d). Therefore, it is the individual inner process that stimultaes, controls and maintains one's behavior. Motivation is influenced by employees' attitudes towards, their profession, management and the organization (Pride, Hughes & Kapoor 2010).

Productive working practices by employees geared towards achieving a firm's goals through workforce motivation is probably the most challenging yet important task of any management (Jang 2008). Motivating employees has been known to be not only challenging but also confusing to managers (Geren n.d). This is because motivation is an individual manifestaion or phenomenon in that, people are different in all aspects of their lives and that different things motivate people differently and at different times.

Enployees have different beliefs, values, experiences, needs and wants, attitudes and history (Burton 2012 & Dobre 2013). In addition, people have different educational and cultural backgrounds, have different reasons for seeking employement or working in a particular field and are at different stages/phases of their specific lives (Burton 2012 & Fisher 2009).

Therefore, generalization on motivation for all employees is not possible since that which is motivating for one person may not be motivating for another and vice versa (Geren n.d & Re'em 2011). For example, some employees may be driven by job security, others by reward, or one employee may be driven by appreciation and another by work itself (Dobre 2013). It could also be a combination of various motivational factors not just one (Burton 2012).

Its is paramount therefore, for management to consider and acknowledge these differences among their employees inorder to assit them attain their needs (Burton 2012). According to Fisher (2009) and Dobre (2013), managers can acquire comprehensive definate information concerning the needs of their employees by considering all employees within the workforce in all different levels of the organization in order to better understand what truely motivates them (Dobre 2013 & Fisher 2009).

According to Havard Businesss Review on Motivation (2003, 21), excessive amount of a manager's time and energy is consumed by the most difficult employees. These employees cannot be motivated by no one else but themselves. Creating an envrionment that allows their inner ambition, enthusiasm and engagement is key motivation for such employees.

According to Burton (2012) and Re'em (2011), one cannot make another motivated neither can managers motivate employees. The decision to become motivated or not lies entirely on the employee. Managers however can influence that decision in a manner that is motivating by providing employees with tools to self-motivate. Dobre (2013) continues to say that by understanding employees needs, managers get closer to employees' perception of their reality thus increasing the chances of managers' influence on that reality.

2.2   Elton Mayo theory of motivation

For this study, the main focus lies on the works of Elton Mayo from which modern day human relations management methods are based. From his works, emerged the Hawthorne experiment that is considerably among the most remarkable experiments carried out in the industrial history. From the results of Elton's experiment emerged the "Hawthorne effect" that placed individuals "in a social context and established that performance of employees is influenced by their surroundings and by the people" around them and of course their inborn abilities (Online Extra 2008).

Looking further into Elton's experiment carried out between 1920's and 1930's, the stuy's initial objective was "to study the effects of physical conditions on productivity" where an alteration of working conditions such as light intensity were speculated to alter the levels of

performance among employees within the experimental setting. From the experiment, increased lighting levels resulted to increased efficiency something quite similar to what was observed in the presence of decreased levels of lighting. Researchers then concluded that the surprising results were simply because of previously unrecognized human behaviors in a work context (Çelik 2011).

Researchers theorized that these outcomes were due to the employee's urge to satisfy them. At some point later, the workers ended up used to the presence of the researchers and productivity seemingly decreased to its initial state. This change got to be known as the Hawthorne Effect, implying a shift in behavior after the onset of a "new persons" treatment suggestively referred to as novelty although the effect, in the long run, wears off as the "novelty" scatters. Through analysis of his information, Mayo demonstrated the presence of informal employee groups and what's more, their effect on formal production, the significance of employee attitudes, the value of a thoughtful and understanding supervision, and the need to treat people right and not as human capital (Çelik 2011).

Elton's studies revealed the essence of informal groups and human relationships in work settings where Elton and his fellow researchers noted that employees belonging to friendly teams, with supportive supervisors tended to outperform workers who worked in less suitable conditions such as less friendly groups. After analysis of the results from his experiments, Elton concluded that workers motivation was more than just self interest and other factors had a crucial role to play in their motivation. According to Elton, some of these factors included; psychological contracts, Interest in workers, Group activity, worker recognition, and communication (Learn Management2 2016).

A fourth factor of motivation suggested by Elton was worker recognition. In most instances, employees are motivated by positive reinforcement which could be achieved through recognition of their efforts, offering them security for their contribution to activities in work place, or simply giving them a sense of belonging through recognition (Learn Management2 2016).

Elton also suggested communication as another motivational factor for employees. Communication between workers and management influences worker's morale and eventually productivity (Learn Management2 2016). In instances of high levels of communication among employees and their employers motivation and production is relatively high where else in instances where communication is poor, motivation and eventually employee performance is bound to be low.

2.3   Fredrick Hezberg dual factor theory

Other than Elton Mayo and his theory, several other theorists came up with more theories regarding employee motivation. Among them was Fredrick Herzberg and his theory also known as the dual factor theory of motivation. Fredrick Herzberg was a behavioural scientist who in the 1950s to 1960s carried out a research on sources of employee motivation (Havard business review on motivating people 2003, 46) by asking them to tell what gave them satisfaction at work and what gave them dissatisfaction. From their responses, Herzberg's two-factor theory also known as motivation-hygiene factor theory was formed. Herzberg realized that things that brought satisfaction to the employees were different from those that brought dissatisfaction (Havard business review on motivating people 2003, 21-46; boundless.com 2016 & Management study guide 2016).

In addition, he also discovered that there were factors that prevented dissatisfaction which were different from those that brought satisafction. According to Herzberg, "satisfaction depends on motivators, while dissatisfaction is a result of hygiene factors". Fredrick Hezberg further suggested that motivators are inborn while hygiene factors emanate from the external environment of an individual (Ozguner & Ozguner 2014). He therefore, conluded that there was a dichotomous relationship between satisfaction and dissatisfaction noting that the relationship between the two was not linear but rather inverse one (boundless.com 2016). He further continued and stated that the two, satisfaction and dissatisfaction were not opposites of each other but rather the negative form of each. That is, "the opposite of satisfaction was no satisfaction and the opposite of dissatisfaction was no dissatisfaction" (Havard business review on motivating people 2003, 21-46 & Management study guide 2016)

From his findings, he came up with two sets of factors and he categorized them as satisfiers and hygiene or maintence factors. Herzberg described hygiene factors also known as maintennce factors as pacifiers, in that soley they cannot motivate employees but will prohibit job dissatisfaction from employees however, lack thereof of these pacifiers will result to employees' job dissatisfaction. Herzberg further reffered them to be extrinsic to the work or job itself noting that they represent basic needs or what Maslow reffered to as Physiological needs whereby, the are the types of needs that employees expect and want to be met. He noted that hygiene factors are not motivators and therefore not suitable factors for employees' longterm motivation however, thay are crucial for the presence of motivation to take place in an organization.

The second set of factors other than hygiene factors according to Herzberg are motivational factors. Motivational factors in this case include; Recognition, sense of achievement, growth and promotional activities, and responsibility. (Management Study Guide 2016). Taking a

deeper perspective into the motivational factors suggested by Herzberg in his dual factor motivation theory, factors including; company and administrative policies, pay, supervision and to some extent leadership, interpersonal relationships, and working conditions play a big role in countering dissatisfaction that Herzberg suggested originates from the hygiene factors unlike satisfaction related factors originating from motivators.

According to Herzberg's theory, company and administrative policies play quite a critical role in employee motivation. In instances where a company's company and administrative policies are not quite favorable to the employees, then, employers are most likely going to have frustrated employees. If employees are frustrated, then most definitely their level of motivation is bound to diminish and hence diminished employee productivity. To solve this, Herzberg's theory suggests that such policies should be made fair and workable with to reduce dissatisfaction (Family Practice Management 2016).

Pay was another issue regarding hygiene in Herzberg's theory of motivation. According to his theory, the pay or salary given to employees should be appropriate and reasonable and at the same time must be equal and competitive against pay earned by other similar workers in the same industry (Management Study Guide 2016). If all the standards above are met, then it is with not doubt that employees will be less frustrated and hence reduced level of dissatisfaction.

With supervision and ultimately leadership, the role of a supervisor or leader should be played by someone who will not frustrate the employee, something that the Herzberg's theory suggested. Inappropriate forms of supervision and leadership might result to dissatisfaction among employees which in turn will affect the level of motivation in employees under supervision. It is further suggested that interpersonal relationships within an organization highly matter and influence the level of motivation where the relation of employees among themselves and their bosses should be appropriate and acceptable with no conflicts at all (Management Study Guide 2016). In conflicting environments, employees are bound to be highly frustrated and hence dissatisfied.

Other than the hygiene factors mentioned above among other hygiene factors, Herzberg's motivators also have an important role when it comes to employee motivation. Taking a detailed perspective of the initially suggested factors of motivation, recognition seems to play quite a crucial role in employee motivation in a work place setting. More specifically, with recognition, employees "at all levels of the organization want to be recognized for their" accomplishments and recognition in this case doesn't have to be major accomplishments in the work place (Family Practice Management 2016). Recognizing employee accomplishments, no

matter how small they are, can bring about motivation among these employees and eventually improved performance.

The next factor under motivators according to Herzberg's theory is achievement. The theory holds that workers at most times want to do a good job and it is suggested that to help them reach this goal, employees should be put in the most suitable positions where they can get to use their talents in the process of working (Family Practice Management 2016). Target and goals set for the employees should also be achievable and reasonable such that employees are able to meet them effectively. Attaining a sense of achievement in employees would mean higher levels of motivation among these employees where else lack of achievement can actually translate to employee frustration and eventually under performance. A high level of achievement ultimately yields a sense of satisfaction resulting to employee motivation.

Other than recognition and achievement, growth and promotional activities play an essential role in satisfaction and eventually motivation. There must be growth and generally promotion related amendments and opportunities in an organization in order to motivate its employees to perform better (Management Study Guide 2016). Responsibility also plays quite the same role as any other satisfaction factor suggested by Herzberg. With responsibility, employees must hold themselves responsible for work that need to be done. More specifically work control should be given to the employees to promote accountability and eventually improved performance as the liability is placed upon the employee and his or her decisions making responsibility one of the elements to employee motivation (Management Study Guide 2016).

2.4   Part-time employees and motivation

In spite of fluctuating economy, an increasingly global business environment, differing employee demands, technological advances, and industry shifts, employers must continually focus on their ability to remain competitive. The shift from manufacturing to Information and service industries require individuals who are not only educated but also highly motivated and rewarded differently than their industrial predecessors (EBRI 1994). Acquring and maintaining motivated employees is therefore paramount to organizations in order to maintain a competitive edge in today's dynamic global business environment.

Many workers choose to work part-time because it provides flexibility for family commitments, study, or avocations. Others turn to part-time employment involuntarily as an alternative to unemployment (EBRI 1994). Whatever the reason for seeking part-time employment for employees, it is vital for employers to understand these reasons inorder to be able to provide better motivating solutions to cater for employees' individual needs.

Part-time employees may be both an asset and a disadvantage to employers. Some of the main advantages of part-time employees include committment and loyalty-employees desiring less than full-time work arrangements, flexibility on the employers' part to meet needs can lead to loyalty,- schedule flexibility in terms of employers being able to adjust during times of economic shifts, Growth increment, business peaks and management of labour costs. On the other hand, while employers may be able to reduce labor costs through the use of part-time employees, cost effectivness depends not only on wages and benefits, but also on productivity. Workers are cost effective if the value of the output exceeds the costs of their employment. Thus high cost labour may be cost effective if there is high output, while low wage labour may not be cost effective if there is low output (EBRI 1994).

Uddin et al. (2014) conducted a study on work motivation of regular and part-time employees of Bangladesh to find out the most motivating factors of both part-time and regular employees whereby the researchers asked respondents to identify and rank ten motivating factors in order of their magnitude. Their findings revealed that flexibility of work, interesting work, good salary and good work environment were most important motivating factors for part-time employees. Figure 2 shows the order of ranking of the ten motivating factors.

Motivational factors	Positions
Flexibility in work	(1)
Interesting work	(2)
Good wage or salary	(3)
Good working conditions	(4)
Honor and respect	(5)
Appreciation of work done	(6)
Job security	7
Participation in goal setting	(8)
Recognition	(9)
Freedom to plan and execute work independently.	(10)

Figure 2: Ranking order of motivational factors by part-time employees. (Uddin et al. 2014)

2.5   Factors of motivation

2.5.1   Leadership

Leadership plays a vital role in employee motivation. The kind of relationship an employer or manager has with his subordinates and employees is the most important factor of employee motivation. A positive relationship of managers with their employees creates a favourable, professional, and considerable atmosphere for employees to work in. Additionally, employees can adopt similar appproach with their colleagues and eventually enjoying their work. It is therefore evident that an organizational acquired leadership and mangement styles have substantial effects on employees motivation and morale (Naile & Seleeho 2014).

According to Research Quarterly (2010), Inspirational and startegic thinking are the two most treasured or admired qualities of a leader. John Larrere the co-leader of Best companies for leadership Study and National director of Hay Group's Leadership and Talent practise in a press statement stated that "For organizations to succeed, they will need to understand what key leadership elements are paramount in driving their organizations toward growth. It's more than just getting people to produce the right outcomes. It's about getting them to be passionate about their work and grooming them to handle the challenges ahead......." (Research Quarterly 2010).

Like motivation, leadership has many definitions. Leadership is a process of socially influencing others. It involves encouraging behavior that seek to achieving organizational goals and objectives, as well as influencing on the presevation of the organization and organizational culture (Elkutlu 2008 in Almansour 2012). According to Nader (n.d), leadership is the control employed by a person in authority or authoritative figure such as leaders on their subordinates or employees, geared towards achieving the goals and objectives of an organization within an organizational framework. Madise (2010) asserts that leadership is a process that requires getting others to cooperate into realizing and achieving mutual/common goals and objectives. Forsyth (2006, 110) defines leadership as providing guidance and motivation to people regarding explicit goals and objectives.

Unlike Motivation which is an individual phenomenon (Burton 2012), leadership is a collective phenomenon: in that all leaders have followers that perceive them as role models and respect. Therefore, leaders should uphold a positive image in terms of their actions and words (Almansour 2012). Leadership is an avenue through which mangers can influence employees behavior in an organization. Leadership and organization creates an atmosphere whereby employees are capable to interact with clients, attain both indiviual and

organization goals and at the same time have fun doing it. Therefore, effective and productive leadership is among one of the most contributing factor that results to driven/motivated employees (Kluvers & Tippet 2009).

The effectveness of leadership by leaders is immensely dependent on the ability of leaders to motivate their employees and subordinates toward collective goals: that is both organizational and individual goals (Naile & Selesho 2014 & Shamir et al. 1998 in Kluvers & Tippet 2009). In his study, Dobre (2013) cited Baldoni who asserted that proper leadership can be a means to employee motivation to achieving collective goals. This can be done by leaders acquiring the trust of their employees. This however can be reached upon in the presence of a motivated workforce.

Similarly, Kluvers & Tippet (2009) cited Abbas and Asgars who asserted that successful leadership involves influencing employees towards not only attaining organizational goals and objectives but also employees personal goals. According to Kluvers & Tippet (2009), leaders do comprehend that they have the authority. Leaders therefore, impact employees' through motivational elements such as communication, rewards e.t.c.

The current diverse nature of workforce has challenged many people in leadership and management positions.Todays' workforce is diverse in terms of generational differences, skill set, technological and technical know-how, age, stages or phase in life, reasons for working, goals and abjectives. Conventional top-bottom style of leadership is objectionable by mellinial, generation X and Y employees, who expect to be involved in influencing their way of working. In this regard, managers ought to apply various ledership style for various people dependng on the given situation (Tracy 2013).

There are therefore, styles of leadership: such as autocratic, tranformational, visionary, situational and transformational leadership. Successfull leadership is experienced when the type of leadership style adopted by leaders or management correspond to the charcteristics of their employees and subordinates. A disconnect between these two however is likely to develop employee frustration and a decline in their motivation (Kluvers & Tippet 2009, Naile & Selesho 2014).

However, unexperienced employees who are new in the workplace may need support, direction, supervison, and training to their duties and workplace. Assigning of responsibiities without preparing new job entrants and deserting them to discover on their own can result to employee frustration towards leadership and the organization leading to lack of motivation which is as a result of ineffective leadership (Naile & Selesho 2014).

Nader (n.d) divided leadership into two types: "emergent" and appointed leaders. Nader further defined emergent and leaders as leaders that obtain leadership role through their skills, know-how and capability to impact or persuade their followers. While appointed leaders are those that are granted authority to employ or apply influence through assignment. Nader further asserted that these two leaders are obliged to providing social-emotional support as well as guidance and assistance to their followers, subordinates or employees so as to aid and better perform their assigned duties and responsibilities. Effective leaders are able to determine and employ suitable strategies in a timely manner.

According to Dobre (2013), a person's perception on another eargerness or readiness to agree with a decision or act based on a dialogue, speech or conversation is characterised by trust. Hence, trust is an important deterning factor in the finesse to improving or enhancing employee motivaton. An employee is supportive of an enterprise that he trust that is; in supportive of his personal goals and objectives and that though it these goal can be achieved or else there will be diminishing interest from the employee towards the organization or work (Almansour 2012). In a study conducted by (Hossain & Hossain 2012) on "factors affecting employee's motivation in the fast food indurstry", being receptive to mistakes that occur during work and "giving emphasis to employees" by acknowledging their comments and suggestions pertaining the job were established as important motivational factors.

A leader that is highly motivational with absolute, interesting or appealing and understanding of the organization's goals, objectives, mission and vision can be the only needed motivational factor in influencing employees' motivation. Substituting leaders changes the company's pschycological environment and, consequently the overall performance of employees in an organization (Tracy 2013).

2.5.2 Job rotation

Human Resource is the most essential organizational resource for all organizations and especially in the human-service rendering enterprises. Therefore, motivating and sustaining the levels of motivation of employee is paramount for organizations. Managers worlwide are constantly faced with the challenge of maintaining job interest of employees. Managers need to find solutions to engagging employees in their work as well as meeting their needs. Job rotation is one of the strategy exercised by managers in effort to increase employee work engagement (Mohan & Gomath 2015).

According to Mohan & Gomath (2015), job rotation is the organized moving or transferring of employees between two or more work positions, work place, duties or tasks. This technique is meant to acquaint, skill and develop employee's competence from the various work

responsibilities. Proper implementation of job rotation practices can be beneficial to the organization in terms of gaining competitive advantage. In addition, job rotation reduces the monotonuos nature of the tasks, is a contributing factor in the developmental social relationship among employees, is a tool for employee skill acquiring and development and most importantly positively influences employees motivation (Mikander 2015).

According to a study conducted by Abbassi & Saravani (2013) on "the influence of job rotation on performance by considering skill variation and job satisfaction of bank employees" indicated that job rotation reduced work related stress enhanced social interactions and relationships within employees and as a result, enhanced the attitudes and camaraderie in excuting group activites. Similarly, in a study conducted by Sanali et al. (2013), the study found that there was a connection between practices of job rotation and employee motivation.

2.5.3 Communication

According to Forsyth (2006, 93), motivation is complex as it consist of versatile aspects that are inseparable from communication. Communication is not only involved in each and every aspect of motivation, but it is the most basic and main form of adminstering motivation.

Sender of the message, receiver of the message, the channels, style, form and methods of communication, the surrounding circumstances present, and then intended reason for communication are factors that affect communication (Forsyth 2006, 95).

Today's employees are flooded with vast information from numerouse sources (Chitrao 2014). The exchange of information within a company is essentiall for smooth or steady operation of any organization. Communication is a mechanism or means through which different entities, departments and people within an organization apply in order to achieve goals and objectives of the organization (Chitrao 2014).

Lunnenburg (2010) defined communication as the process of transfering "information and common understanding" between people. Its the mutual or reciprocative exchange of data, opinions, attitudes and feelings leading to productive discussions and actions throughout all levels of the organization.

Actions by leaders and management is the most powerful type of communication. Inconsistency between words and actions results in subbordinates and employees discrediting what was said. Therefore, good supervisory practices like reasonable reward for job well done, proper policy enforcements, leadership, and definite assinging of tasks and

responsibilities tend to communicate better and convey more information and meaning than a speech would (Lunnenburg 2010).

Employees that clearly understand the vision of the organization and understand their duty in accomplishing it are more motivated to work towards acheiving them.Well informed employees become personally attached to the organization and often produce quality work (Chitrao 2014).

Good communication and communication practices between management and workforce reduces uncertanity and apprehennsion amomg workforce thus, encouraging employee mtoivation (Dobre 2013). It is important for manangers and business owners to understand the function of communication in motivation. It is often misunderstandings that cause dissatisfaction. Employee motivation can be improved through facilitation of effective communication (Root 2016).

Chitrao (2014) conducted a study on internal communication systems of organizations for motivating employees and ensuring customer satisfaction. The study was to find out whether employees had access to significant and correct information required to work effectively. It was found that internal communication is vital in motivating employees to working better and successfully as well as attending to the customers.

2.5.4   Reward and recognition

"Part-time employees have similar work motivations and values to full-time workers yet part-time workers obtain significantly fewer econimic and noneconomic job rewards. This suggests that the gap between what people want and actually receive is greater for part-timers. Thus, we might expect part-timers to be less satisfied with their jobs than full-timers" (Kalleberg 1995). According to Hafiza et al. (2011), intrinsic rewards such as recognition and appreciation are just as important in employee motivation as extrinsic rewards are. The research reveals that non-financial factors have a significantly higher impact on employees' motivation than financial factors such as pay and benefits (Hossain & Hossain 2012). Employees who receive performance feedback are willing to exert more effort at work because it makes them feel important and cared for (Lai 2009 in Hossain & Hossain 2012).

According to The Times 100 (2013), "reward is an incentive given in exchange for good behaviour or good work". Pitts (1995, 13) defines rewards as "benefits" or gains for example, remuneration, bonuses, achievement etc abtained from executing an undertaking. Rewards can be financial or non-financial (Re'em 2011).

According to Burton (2012), monetary rewards have a temporary motivational effect on employee since employees forget about them further down into their professions. On the other hand, non-monetary rewards are numeoruse and have a long-term motivational effect on employees. However, the effectiveness of recogniton is dependent on the form of its delivery and the attached connotation. Recogniton is therefore only effective provided or on condition that it is meaningful and properly or appropriately delivered. Acknowledging great work is a fundamental element in maintaining talented workforce (Research Quarterly 2010 & Jang 2008). Recognition was rated as the fourth most motivating factor out of the ten motivating factors. "Managers appreciation as employees comes up with new and better ideas have a significant effect on their motivation" (Hossain & Hossain 2012).

Pitts (1995, 14) defines recognition as an expression of gratittude for an accomplishment, or any sort of actions or behavior directed towards attaining a goal. Jang (2008) exerts that "recognition is a positive reinforcement" that encourages and allows a reiteration of desirable actions or behavior. Recognition is an important contributing factor in improving employees' motivation. Employees experience or obtain internal satisfaction from their jobs, organization and working enviroment from or by being appreciated for their work and being included in decision making thereby increasing their passion or zeal and drive in accomplishing their tasks (Manzoor 2012).

According to Van Watt as cited by Re'em (2011), recognition refers to "both formal and unformal intangible incentives" that demonstrates grattitude and give commendation. For example, showing of grattitude by giving a thank you note or handshake, a verbal praise etc. Insipte that recogniton is inexpensive in terms of money to the employer, effective motivational tool for groups and individuals (Pitts 1995, 44), recognizes favourable employee behavior and is invariably positively meaningful. it is also among the least utilized employee motivational tool in organizations though or yet it is highly motivating. It recognizes favourable behaivor.

Rewards, social recognition and performance feedback are non-monetary factors that have a positive motivational effect. Multiple studies have noted a positive relationship between rewards and work satisfaction and consequently an increase in employee performance. In addition, rewards are management's best productive and economical tool for influencing employees' actions and behavior towards improving the overall organization's performance (Dobre 2013 & Hafiza et al. 2011).

According to Kluvers & Tippet (2009), extrinsic rewards are solely not sufficient for workforce motivation. Intrinsic rewards are similary important in workforce motivation and especially in

lower level job sectors. People work in these sectors inspite of low remunaration due their intrinsic motivational reward such as a sense of worth, interesting jobs etc.

Organizations today are more than ever immensely reliant on their staff job mtoivation for organization performance as well an a competitve edge against the competitors (Mikander 2010 & Hafiza et al. 2011).The type existing systems of reward or punishment at work place have huge effects on peoples' behavior and actions (Nader n.d). Therefore, It is crucial for firms to understand that which motivates them so as to diffuse a reasonable reward system that yields desirable outcome (Mikander 2010). According to The Times 100 (2013), relevant and targeted benefits is a form of employee motivation employed by Tesco whereby benefits are personalized to suit different lifestyles of employees.

3   Methodology

This chapter briefly discusses the methods and tools used in gathering, analysing, interpreting, presenting and reporting data. The author further briefly explains the reasons for applying the chosen data collection and analysis method to attain proper and maximum information related to the phenonmenun under study.
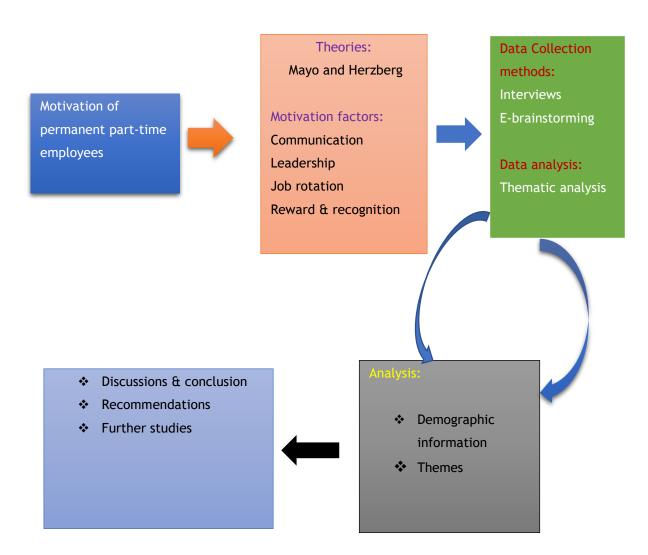
Figure 3: Research journey

Primary data were collected through interviews and e-brainstorming that qualified the research to be qualitative. Both open ended and close ended questions were incorporated in the interviews. Secondary data was obtained from the printed books, online journals and articles, online newspapers, and the case study webpage . The qualitative data obtained was analyzed through the creation of themes, categories, and patterns. Both qualitative data collecting and analysis methods were applied in this research. Due to a small number of employees in the company, census sampling was adopted whereby all employees or the entire population was included for this research.

The primary method for data collection utilized was interviews. This paradigm was suitable for gathering comprehensive information about respondents' "experiences" and thoughts to the interview questions. E-brainstorming was also adopted for data collection. The

application of these two methods was crucial for the research for they were sources of versatile data for analysis (Turner 2010, 754).

For secondary data, various sources were referred or consulted which included scientific academic journals, articles and publications from the internet, Online books, Printed books, and the case company webpages. Previouse research studies on the same and similar topic as well as on various different fields of studies were also consulted. The author consulted data from various fields; hospitality and management, health and social science, Psychology, business, finance and banking field, public and private sector field sources for literature review. Hezberg and Mayo theories were motivation theories used as basis for this reasearch as they were the most relational theories to the motivational factors focus of this study.

Primary data was collected through extensive interviews, and E-brainstorming. Thematic data analysis method was applied in analysing data colleted from both interviews and the E-brainstorming session.

3.1   Interviews

The author adopted the use o highly unstructured open-ended questions. The interviews were conducted from 9th October-10th December 2015. There was no chronoligical order for carrying out the interviews. The interviews were schedulled around the respondents available time and place. Electronic mail interview questions however were sent on 24th October 2015 as time and place was not a factor for the respondents responding to electronic mail interviews.

For this research, two forms of interviews were applied. Due to constraint of time, and busy schedules of three of the respondents the interview form adopted for these three respondents was electronic interviewing. The interview questions were sent to the three respondents via electronic mail. Ample time of a maximum of four weeks was awarded within which the respondents were expected to send back their responses. This was essential as respondents wrote and called the interviewier for further clarification and interpretation of the interview questions thus giving the respondents substantial time to read, understand and confidently answer all the questions extensively or in detail.

The remaining five interviews were conducted face-to-face. The nature of the interview was relaxed and conversational as oppose to formal. This was ideal as it created a relaxed atmosphere whereby the respondents were comfortable to openly and fully share as much information as possible thus providing the interviewer the opportunity to ask follow up

questions and in turn gathering addditional detailed and extensive data that was necessary for the analysis (Turner 2010, 755-756). Verbal interview sessions were recorded by use of iphone 4s voice recorder which was later retrieved, transcribed, interpreted and analysed (Kananen 2011, 56-57) as is discussed later in the analysis chapter.

3.2   E-brainstorming

E-brainstorming was another method adopted for this research. E-brainstorming was administered after all the interviews were completed and all responses recieved. The author then, reviewed the responses from the interviews and from these responses combined with the research questions, objectives, and literature review, agendas for E-brainstorming sessions were formulated or generated. This method was adopted so that all the respondents would be able to participate as respondents had tight schedules and couldnt be available for a physical brainstorming session. The use of E-brainstorming was important as all respondents were freely able to express their experiences, pressing problems, suggest possible and practical solutions and mostly share their ideas. The E-brainstorming session occured from 12th December 2015-15th January 2016.The agenda of the E-brainstorming session were similar to the interview questions on section B of the interview guide as shown in appendix 2.

E-brainstorming was conducted through Padlet an "internet application" tool for project collaboration that facilitates convenient and freely expressions, contributions and input of participants ideas, and thoughts of any form including images, videos, diagrams, texts e.t.c on a prevalent or common issue in real time (padlet.com).

On a "digital canvas" the agenda, purposes, issues up for discusiion were written by the researcher and participants were asked to share their contribution about these issues by making entries on the padlet. There was no limit to number of entries, time or length. The entries were however grouped according to the related topics. Participants were able to view fellow participants entries and also comment or make further entries on the same issue (padlet.com).

Only employees were invited to the E-brainstorming session. The author however did not extend the invite to the Manager however the author did get a consent for conducting an E-brainstorming session from the manager amidst her absence. The idea was to allow respondents to freely give their experiences both individual and shared with exclusion for fear of retribution for their contribution from their employer. The author therefore promised their confidentiality and annonimity. This was insightful, as overwhelming useful data was obtained and all respondents participated with the exception of one of the respondent who had earlier

participated in the interview session but had resigned by the time of the E-brainstorming session. Immense rich detailed data was collected from this session with respondents explaining in detail their ideas, giving justifications and examples drawn from their work occurences and experiences in the company.

3.3　Thematic analysis

All collected data was then analyzed by application of thematic analysis. The researcher manaully conducted the tedious task of reviewing all trascribed information and grouping of noted themes and ideas from respondents' responses. The researcher began the grouping task by using coloured sticker notes representing various different themes. The use of sticker notes was later discarded as they were so many and were easily getting missplaced. The researcher therefore resulted to using Ms-word: word colours, and font styles to aid in the grouping of themes. In addition, various categories of themes generated were stored/saved under their respective theme names.

4　Analysis

This chapter seeks to analyze the socio-economic characteristics of the respondents such as form of employment, age, level of education and length of employment. It also introduces the research findings and explains the patterns of the findings. The result and findings were closely interwoven with the specific objectives, and the discussion was about the objectives of the study.
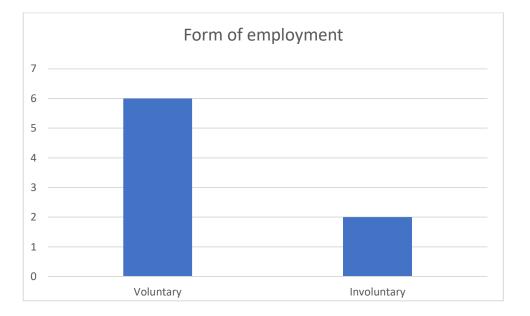
4.1   Demographic characteristics

Figure 4: Forms of employment at Company X

According to the data collected two different type of part-time employment were established. The two forms of employment included involuntary permanent part-time employment and voluntary permanent part-time employment. Company X workforce is mainly made up of voluntary employees with 6 out of the total 8 of the employees working on voluntary basis. While the remaining 2 are involuntary. Among the 6 of all voluntary part-time, five out of the six voluntary employees were students. And the remaining 2 out of the total 8 respondents identified themselves as involuntary part-time employees noted that they couldnt find a full-time job as of that time.
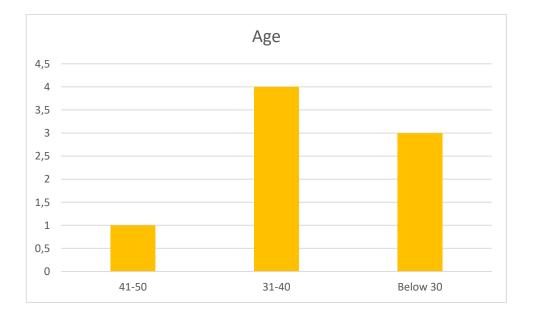
Figure 5: Age range of respondents

The age of the respondents was categorized on a ten year range scale. That is, respondents below 30 years of age, between 31 and 40 years, and those who ranged between 41 and 50 years. The majority of the respondents fall in the category of 31 and 40 years bracket followed by those below 30 years bracket. Half of the total employees which is equivalent to 4 employees were between 31 and 40 years meaning that majority of the employees are of middle age. Three employees were below 30 years of age, and only one was between 41 and 50 years bracket.

Figure 6: Respondents' level of education

The highest level of education was diverse among the respondents. It was established that there were three levels of education: vocational college, bachelor's degree and Masters degree holders with highest being Master's level and lowest being Vocational college. According to the findings, 5 out of the total 8 of company X workforce were holders of bachelors degree, a quarter of the workforce which was a total of 2 employees were holders of Masters degree and only 1 respondent was holder of vocational college certificate. This implied that the company has mostly educated workforce.

Figure 7: Duration of employment at company X

It was found that most of the employees were new employees since 5 respondents of the total 8 workforce had only been working for the company X for less than one year. According to the findings, only a quarter of the entire workforce which was 2 employees had worked between two and five years and 1 respondent had worked the longet which was about five and a half years.
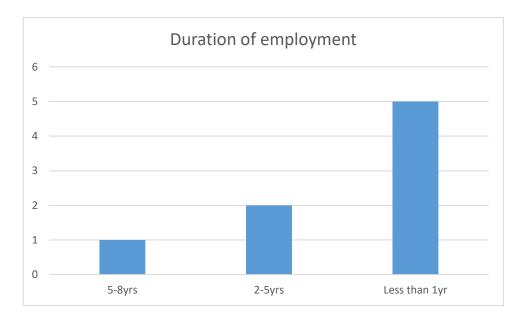
4.2   Thematic analysis

4.2.1   Themes from Interviews and E-brainstorming

Communication

According to Respondent 4, it was found that the relationship between the employees and the employer is good which means that the interpersonal communication between them is good. The response from Respondent 1 is contrary to the response of the first respondent. It was noted that the interpersonal communication between the employees is strong but communication between the employer and the employees is weak. It was established that there are many misunderstandings and mix-ups between the employees and the employer.

There is tension in the working environment at Company X. Respondent 3 reveals that there is a bad relationship between the employees and the employer. She complains of annoying directives and suggests that there is need for improvement in interpersonal communication.

Respondent 3 finds it difficult to explain the relationship between the employer and the employees noting that at one time is good at other time bad but in most cases it is confusing.

Information tools(sds, schedules, emails, text messages, phone calls, sticker notes)

All interviewees expressed that the service description papers/sheets are outdated, have insufficient information about the clients premises or homes such as delicate items, furnitures, location of working equipment, addresses especially house numbers, location of key systems, location of garbages etc. They also expressed that the service description papers have excessive uncertainity information. Non-Finnish speaking interviewees expressed that some service description paper are entirely in Finnish, other have notes or Huoms! hand noted or written in English and Finnish launguage that are not easily legible and can not be understood. Interviewees expressed that all the above pose a problem in their work and thereby affecting their motivation.

Respondent 1 noted that the service description papers are outdated with "majority of them being as old as i have been working here". Most of the clients information have changed. Some have new and modern furniture which they may asked not to be moved or moved in a certain way or manner, other have renovated parts of their houses, other have acquired pet(s). In such cases the prior information on the service description papers fail to match the actual environment which is frustrating working while underinformed.

Respondent 7 noted that although most of the service description papers are in both Finnish and English, there are a few that are entirely in Finnish, other have vital information in Finnish, while other have handwritten huoms in Finnish. "I don't undersatnd Finnish and my employer is aware of this. It is difficult for me to always work efficiently when i am not able to read the handwritten huoms or understand the Finnish information" on the service description papers pertaining a client's home or house.

Respondent 3 noted that there are so many inconsistencies with information on the service description papers which creates alot of confusion. Service description papers do not have similar information. For example there are about four service description papers belonging to one client however, the information on all four of the service description papers are not the same. "This is frustrating for me especially when i receive a negative feedback from the client as a result of some important information that was missing in the service description that i happened to have been given on that service day yet other three may have the missing information than the one given to me didnt."

Information certainity and reliability

Respondents expressed that the information relayed to them pertaining the service type, the schedules, and clients premises is not always reliable thus causing challenges when carrying out cleaning tasks or working. They expressed that the issue on un uniformity in clients' service description papers was the main source for service quality descrepanicies and huge service quality gap or margins among employees' work output. Respondent 1 one of the longest employee currently working in the company mentioned that voluntary part-time employees work only few days a week, and when they are given a clients' service description paper that has less information from the one she had, the differnece in the service output is highly noticeable and this may at times results in substandards cleaning or service quality.

Respondents also expressed that they were unhappy with the service instructions manuals, trainings and guidelines. Respondents noted that all the three have different instructions on the same service and service process delivery which creates confusion and misunderstandings to all employees. Respondents expressed that the manuals, the managers and the traning personnel information on the service type, and service delivery process, do not match which is confusing to the employees therefore affecting the way they work. Respondents noted that this mix-up of information affects their work which in turn results to a lower points or grades and a reclamation from the clients.

Communication Timing and information on job description

Respondents expressed that full information on job description was not communicated to them during recruitment. Information such as reading and responding to emails, messages and phone calls past working hours for example on weekends and weekdays evenings, working outside working hours without compensation such as doing laundry and cleaning the working equipment, delivering and exchanging of clients' keys with other employees outside working hours, sudden constant changes on schedules and plans, and lack of breaks between working hours or times were all not mentioned in the job description. Respondents expressed that this information is vital and needed to have been communicated during recruitment and should also be included in the job description section.

Employer-employee; employee-employee Communication

All respondents expressed that employer-employee communication is and has not been good which has affected the relationship between the two parties. Respondents expressed that communication between the employees is however really good, productive and smooth which has positive impact on employee-employee relationship and team work.

> Respondent 4: "I have more confident in my co-workers than my boss and also we communicate very well at work and even when consulting each other on work related issues. I feel confortable asking advice and directions from my co-workers about the type of service , or even challeges i may encounter at customers' homes than my boss."

> Respondent 1: "Communication in this work is not only important but also inevitable. We rely so much on information from everyone; the clients, the employer and co-workers. Any loopholes in the transfer of vital or sensitive information is equal to insufficient information which negatively affects my will to work better and efficiently and this is frustrating to me."

Meetings(listening)

According to the respondents, the company holds two types of meetings every year: a development meeting-which is a one hour face-to-face individual meeting with the manager and a discussion meeting-which is a group meeting with all employees participating. In these meetings, employees are encouraged to share their work experiences, challenges and problems. Raised issues are discussed upon and employees are also encourage to share ideas and solutions to overcome and solve raised challenges. Respondents also noted that, during these meetings, they are also encouraged to share creative ideas, opinions on how the service and service delivery process can be improved. Four of the respondents that have been working for the company longest expressed that their opinions or ideas are not usually implemnted thus leading to frustrations to the employees. They further expressed that they only attend the meeting since its a company policy.

> Respondent 1: "I have attended the most meetings since i have been here the longest and i have shared numerous ideas pertaining the cleaning executing process and why it works better. However, during the meeting our boss seems to listen, writing or noting down and in agreement with our ideas, but usuallly they are not implemented. This has discouraged me from sharing any ideas and i find these meetings to be a waste of time."

 Leadership

All respondents expressed that they have no trust in their management leadership noting that the manager rarely advices them when they encounter work related challenges such as poor hoovers, hoover breakdowns, faulty sockets, keys and car parking spaces for employees at

clients' homes or work areas. All respondents expressed that it would be important and reassuring to know that they can get advice pertaining these issues from their manager.

According to Respondent 4, leadership plays an essential role in the motivation of employees since leaders are the steering personnel. It was however established that leadership has both positive and negative impact depending on the circumstance. Respondent 1 supports that leadership is a critical motivation factor. Respondent 3 on her part supports that leadership is a critical element of motivation in case the leader is concerned with the wellbeing of employees. All respondents however expressed that they were unhappy with the form of leadership practised by the management noting that the leader in the company does not demonstrate sufficient leadership abilities and therefore need for improvement.

Schedules and planning

Respondents expressed that the schedules are unreliable. Sudden and constantly changing schedules and plans was among the many pressing issues that all respondents are unhappy with. Voluntary part-time respondents expressed that these changes always are disruptive to both their work and the personal life since all of them are students. Respondent 4 expressed that she plans her personal events around the working week schedule which is normally sent one week prior. She however noted that with constant changing of the schedules of which more are quite sudden such as a day before and on the actual working day, and that they are disruptive to her personal plans thus leading to an unbalanced work-life.

Similarly, involuntary respondents expressed that they were also unhappy with the constant and sudden changing of work schedules since they are the reasons for un balanced work-life. They further expressed that they plan their personal schedules around the work schedule once it has been published. Any abrupt changes that occur afterwards are disruptive to their personal schedules. Since employees are paid on working hours and not on fixed income, involuntary part-time respondents expressed that they plan their personal plans around work schedule whic has already been published. Therefore, such constant and sudden changes always interfere with their personal plans of which they are unhappy about.

All respondents expressed that they were not confident with their employer leadership. They noted that the employer constantly made sudden last minute changes of the schedules without consulting the employees on their availability and that the employer expected the employees to go along with the changes. All respondents are unhappy with these constant changes since they interfere with their personal plans as majority of employees are students and have school work and other school commitments.

Respondent 6: "I usually plan my next week events around the next week schedule after it has been published or sent to me which is usually one week prior. My employer however constantly makes sudden changes of the schedule some changes are made too late such as a day before the working day or even on work day and I am expected to go along with the new schedule which ends up interfering with my personal plans. Lack of fixed schedules are interfering with my personal life and studies and are contrary to my reason for seeking and working as a voluntary part time employee."

Job rotation

Seven out of the eight respondents expressed that they were not happy with job rotation. Respondent 4 expressed that job rotation was mainly demotivating for her because of location. She expressed that commuting from Helsinki to Espoo and back to Helsinki was tiring and frustrating. She further mentioned that its frustrating to commute one and a half hours from Itakeskus where she resides all the way to espoo to work for only 2hours. She further noted that the concept of job rotation demotivated her because an employee is withdrawn from daily routine to a new house that is totally a new environment and its not easy to adapt. According to Respondent 1, job rotation is interesting because it eliminates boredom. In this company, however, she finds it demotivating because one may get to a house that was not properly maintained and therefore becomes burdensome and time-consuming.

According to Respondent 3, she both likes and dislikes the concept of job rotation. She argues that job rotation eliminates monotony and leads to meeting new clients. She further added that through job rotation, she gets to acquire diverse skills pertaining the four service types; T, Y, P and M. On the other hand she agreed with Respondent 1 that moving to a new house could demotivate an employee if the previous employee did not work optimally.

Similary, Respondent 5, Respondent 7, Respondent 8, Respondent 6 and Respondent 2 expressed the same that going to different houses and rotating was demotivating noting that with so many discrepancies with the client's service description papers, faulty key systems, commuting challenges and unclear service requirements and instructions pose to be stressful to them as new employees.

Reward and Recognition

All eight respondents expressed that they are rewarded for their work and efforts through bonuses whereby if they manage to reach the scheduled times, and with no reclamations nor

sick leaves for six weeks consecutively, they get Euros 0,20 for every hour worked within that period. All respondents expressed that they are happy to receive substantial bonus travel coupons or HSL travel coupons on a monthly basis expressing that theses rewards and bonuses are boosting to their motivation to not only do better but also they feel that they are being appreciated for their contribution.

Respondent 1 noted that employees are paid according to the working time. And if the working time exceeds the planned time, employee get more money. She further expressed that the pay for hours worked past the allocated or planned time is the same as it is for the planned time. She however mentioned that such occurences used to be rare in the past but as of current employees rarely are able to reach the scheduled times. She associated this to the constant continuos hiring and quiting of employees.

When it comes to recognition, respondents had varrying responses. Respondent 3 noted that she was mainly recognized by clients than the employer. She further lamented that clients are very grateful and thankful to her work and always express their appreciation verbally, through customer feedback grades or points, comments and other give gifts as a show of appreciation. She continued to note that just for her work being recognize makes her very happy.

She however noted that working outside scheduled time is not recognized and that none of the employees get paid for work done outside schedule even though its work related activity. She noted that working hours are only on weekdays between 9:00 to 17:00 with few exceptions whereby work may begin at 8:30. Only the actual cleaning times and commuting time are paid for but the time for answering emails, and laundry for the cleaning linens which is normally done either on weekends or in the evenings is not recognized nor is it paid for. All respondents noted that lack of recognition of this work had negatively affected their motivation. Besides, it interferes with their leisure time as they have to do work related tasks on their free time.

Respondent 4 expressed that understanding from the her boss is rewarding to her. She noted that "i had a problem and needed to change my program, i was understood and allowed to do so. This type of understanding was more rewarding to me and had a more important effect on my motivation than money would have".

Respondent 4 revealed that she was not aware of reward in the company since she has never been in that situation. It was however established that she was aware of some quality bonus points which are usually awarded to the employees for extra work done. Respondent 1 noted that the company pays them for the extra work done. For instance, the workers get paid for

extra work done in the same way they are paid for the planned work. It was also revealed that workers get their compensation in good time.

Respondent 3 revealed that the company rewards the employees in some cases and not others. She noted that they do not get a reward from the company for any extra work done within the scheduled time, but they get rewarded for any extra work done outside the schedule time. She, however, noted that they get appreciated by the clients for doing extra services which is more rewrding for her. She also noted that the employees get the bonuses and salaries in good time.

Tauko/breaks

All respondents expressed that there are not happy with the lack of "coffee" break and lunch breaks. Respondents do not comprehend why their emloyer doesnt not allocated 15minutes break and 30minutes lunch break as stipulated in the collective bargain agreement. Respondent 8 noted that working continuosly without break is wearing her out as she does not have time to rest. She further mentioned that she did not have the same energy and morale when cleaning last homes of the day, as she is already tired and hungry by that time. She continued to note that working like this with ups and downs of morale was overal affecting her satifaction with the work itself and often made her lose interest.

5   Discussions and conclusion

5.1   Influence of communication on employee motivation

According to the findings, it was established that there was inadequate interpersonal communication between the employer and the employees. It was however established that the communication between the employees was strong. As a results, there are many misunderstandings and mix-ups in the organization especially between the employees and the employer. The inadequate communication in the company results in tension in the working environment. There were reported cases of annoying directives that in totality demotivates the employees.

It was also established that there is insufficient information communicated to the employees pertaining the service forms, service delivery process and instructions, job description, and clients' premises/working environment. Additionally, it was established that there were loopholes in the information shared pertaining the service instructions as well as on the service description papers in that, the information was un uniform, which resulted to miss-

understanding and employees working while under-informed thus leading to substantial service quality output gaps or margins among employees work.

It was also established that communication has a positive impact on employee as all respondents expressed that employee-employee communication is strong and that employees trust and can rely on their co-workers which in turn makes work and working in teams as well as individually easier.

5.2   Influence of leadership on employee motivation

The findings reveal that leadership plays a critical role in the motivation of employees since a leader is the one who drives the operations of any given company. In the case of company X Oy, company expectations are the reverse. It was established that the leader of the company had inadequate knowledge pertaining human resource management. The employees feel demotivated because the leader in charge is not concerned with the wellbeing of the employees. The management demonstrates insufficient leadership qualities and therefore changes are necessary.

According to the findings, it was established that leadership has a positive impact on motivation of employees. All respondents expressed that they yearn for leadship from their manager into guiding and providing advice on work related challenging circumstances or situations during the work. It was however established that the employees are unhappy with the current leadership style and skills which has resulted in employees losing trust in their manager. According to the findings, it was noted that there are many discrepancies and uncertainty with service working tools which respondents expressed associated it to leadership style.

5.3   Influence of job rotation on employee motivation

It was established that employees regard the concept of job rotation as an essential element of motivation. Some of the employees reported that they are motivated by job rotation because it eliminates boredom. The employees also get the opportunity of experiencing a new environment and interact with different people as well. In the company, however, most employees dislike the manner in which job rotation is done because they can get into a house and find it poorly maintained by the previous employee something that demotivates them.

The employees consider job rotation as a necessity in motivating the employees because they eliminate monotony, but do not prefer it.

According to the findings, job rotation has a negative influence on employee motivation. Seven out of the total eight respondents were unhappy with going to different work environments as well as with the job rotation practices. Respondent 1 expressed that going to different clients' houses which were not well maintained by the previous cleaner was frustrating in that she had to work twice as much within the scheduled time as she cleans the previous neglected areas. Respondent 4 expressed that un uniformity and insufficient information on the clients' service description papers made job rotation un favorable to her. She further mentioned that going to different clients' premises all the time is time consuming and demotivating since one has to always re-familiarize herself with the work environment over and over again trying to figure out where the cleaning equipment are stored, what are delicate items and other clientele specific service requests. The employees consider job rotation as a necessity in motivating the employees because they eliminate monotony, but do not prefer it.

5.4 Influence of reward and recognition on employee motivation

It is established that reward can either be intrinsic or extrinsic. The reward does not necessary mean monetary reward. It was established that one of the employees was not aware of the reward because the respondent has never worked extra time but has heard of the reward in the company. The majority of the respondents admitted that the company rewards them for the extra work done but not work done outside working hours or schedule. It was found that the reward in the form of bonuses motivated the employees to work harder. In most cases, it was also learned that the reward came in the same form as payment for planned work.

It was also established that reward and recognition have a positive influence on employee motivation. According to the findings, all respondents expressed that they were happy with the work itself and that they were motivated to perform better from their efforts being recognized by the clients. Respondent 3 expressed that she was motivated to perform better because she felt that her work was recognized by the clients through customer feedback comments and that high customer feedback points or grades are a form of reward to her and she finds them motivating.

Based on the outcomes, it was concluded that there are inadequate motivational factors for both voluntary and involuntary permanent part-time employees in company X as previously

informed from unfavourable organizational management. It was therefore concluded that lack of motivation of employees may lead to reduced productivity, time management challenges and even high rates of employee's turnover. It can further be concluded that the continued demotivation of the employees in the company may lead to permanent loss of resourceful employees that are important for the company. Nevertheless, the appropriate use of motivation factors such as efficient job rotation practices, proper communication, typical leadership styles, and substantial reward systems and recognition may restore and enhance the employee motivation and performance.

6   Recommendations

Extranet and program/system

Respondents expressed that they were receiving too many e-mails in one day pertaining the same issue and that some emails were overlapping making it difficult for employees to trace and remember all the details of the emails. They also expressed that the service description papers have too much discrepancies, in that clients' information is not similar in all the respective clients' service description papers which in turn affects the employees work. More so, there are many changes constantly occurring pertaining the clients' premises, schedules, etc and that this meant more and more emails and notes. The research recommends that the discussed issues may be alleviated by introducing a software system which would contain all information on client's service description information which can be often be updated by the management as the changes occur.

The program should also contain information on new changes such as cancellations, re-scheduling, instructions and guidelines on all service forms(T,Y,M and P). The research also recommends that employees get access to the company extranet in order for them to be able to see information on the weekly, monthly schedules, changes and updates made in real time. This would aid in eradicating the overwhelming emails received by employees on a daily basis, clear miss-understandings on service description papers and clear all the uncertainties surrounding the service rendering process.

Changes and implementation

Three respondents that have worked in the company the longest expressed that the management does not take into consideration the employees views and ideas. They expressed that they find the meetings unproductive and that the meetings are held just as a formality. They further noted that they have often times come up with new costless and time saving ideas to improve the service delivery process that have not been implemented. Therefore

they feel that their ideas are not considered hence creating a sense of lack of appreciation. The research recommends that the management incorporate employees ideas and views and show their appreciation through implementation of these ideas that way, employees will feel valued and as important part of the company.

Auditing, Attitude survey & Exit interviews

According to the findings, all respondents expressed that they are satisfied with the work itself however they are unhappy with current the leadership style, communication, job rotation and reward and recognition practices in the company. They expressed that it is difficult to express their opinion on their dissatisfaction of these factors to their employer noting that they were not being heard. This research therefore recommends that the company should regularly conduct attitude surveys asking employees what is not working in their job and what they want from their jobs. The research also recommends that the company should conduct informal confidential conversation and exit interviews that way, they can know what each employee needs are and what motivates each individual that way, the management is able to offer the appropriateor individually specialized motivational incentives.

Re-strategize on leadership style and autonomy

According to the findings, respondents are unhappy with the current leadership style. They expressed that they had no faith in their leader equating the current leadership to dictatorial form of leadership. Respondents expressed that in some occasions the manager failed to provide advice to the respondents during challenging situations and occurrences during their work. The research therefore recommends that the company consider adopting other styles of leadership such as people oriented leadership style, that way, employees can openly and freely ask advice from the management and vice versa thereby establishing an honest, respectable relationship between them. The research also recommends that the management should as well consider using different styles of leadership for different employees depending on or corresponding to the different stages of employees' life cycle in the company, depending on the circumstance. The newly recruited employees would highly benefit from the more involved leadership style since they need a lot of guidance in adapting to the new work environment and organization's culture. Whereas the older employees would appreciate autonomy and people oriented styles leadership (Tracy 2013). This research notes that considering these recommendations would help create a conducive working environment for employees to work efficiently towards attaining the company's goals and vision.

7   Further studies

This study concentrated only on four motivation factors-leadership, communication, job rotation and reward and recognition. The sample for this research was rather small and therefore do not serve as a suitable source for generalization. In addition, this research only concentrated on both voluntary and involuntary permanent employees of only one franchise-company X-and not all franchises. Futher studies should be done incorporating other factors of motivation of a bigger sample size such all franchises, an array of different forms of part-time employees-permanent, temporary part-time- and in Espoo areas. A further study should be done to include both part-time and full-time employees of all genders since this research only concentrated on only women which form a hundred percent of Company's X workforce.

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Figures

Appendices

Appendix 1: Letter of introduction

Dear Participants,

I am a Facility Management student at Laurea university of applied sciences. I am conducting a research on motivation of permanent part-time employees in housekeeping and homecleaning services at company X. As part of this research, i would like to interview you in order obtain more information to develop and improve the service delivering process and service output at clients' premises and in turn improve on time management skills. All information obtained for this purpose will be kept strictly confidential and will only be used for academic purpose. Your cooperation will be highly appreciated in this regard. Thank You!

With kind regards,

Nancy Ndungi.

Appendix 2: Interview guide

Section A: Social demographic information

1. Are you working as a voluntary part-time employee or involuntary? And why?

2. How old are you? (Years)

3. What is your highest level of education?

4. How long have you been working in this company?

Section B: Interview questions

1. How does communication among employees, employer and in the company in general affect your work motivation?

2. What impact does rewards and recognition have towards you motivation to work?

3. How does job rotation impact your motivation towards your work?

4. What effects does leadership has on your motivation at your workplace?

Appendix 3:Padlet e-brainstorming

Dear participants, welcome to our E-brainstorming session. This discussion session is similar to the physical discussion session but virtual. The reason for holding this discussion is to further discuss in detail on the main topics of the interview. All participants will be able to view and read other participants' comments and also make comments on them as well.The motive for this discussion is to allow all of you to freely participate and express your experiences in this company. The objective find out how the below main areas of discussion impact your motivation at your workplace with efforts to improving working practices and workplace. Topics of discussion are centered around Communication: Among all the parties involved, Job rotation: Workplaces, service types(T,Y,P and M), Rewards and recognition, and Leadership.

Appendix 4: padlet

Nancy · 1m

Discussion-virtual brainstorming: Voice your opinion, concerns and ideas.

I chose this forum for you to voice your opinions. Since everyone has busy schedules. I couldn't hold a physical group meeting. This is just like a physical/face-to-face meeting but an online meeting. Tell us your opinion on the following and how they affect your work motivation. This is a brainstorming forum is just like a meeting where you are free to voice all your concerns, problems and their causes, experiences, ideas, solutions and suggestions at your work. The aim is to make our working practices. This forum is only open to only you employees. Unfortunately, your boss is not welcomed. This way, you can share your honest opinions. Your contributions will be highly appreciated. This will be very important for my thesis. Topics of discussion. 1. Share the problems or concerns you are experiencing at work. 2. In your opinion, what would you say are the causes of these problems? What would you suggest are the solutions for these problems/causes and why? 3. Do you ever reach the times as scheduled/allocated? If not/yes why? What are the reasons of either of two? 4.What impact does working equipment and tool have on your work in terms of reaching the times allocated? Explain how so? 5. What effect do your colleagues have on you reaching time? or work in general? Have you ever contemplated/thought of quitting? why? 5.What is your take on employee turnover(the constant quitting and hiring of employees)? How does it affect your morale? What would say about the tools(e.g sds, key systems, work schedule, etc) at your work? What are the challenges you have experienced with these items?. 6. How do they influence your work morale? What are the most frustrating things at your work place and why? 7.In your opinion, what do you think should be done to alleviate/eliminate these frustrating issues? 8. If you were the management(meaning you are in charge), what advice would you give to yourself and why?. You can make as many entries/comments as you please. Thank you so much for you cooperation. Really appreciate all of you!