

**A Quantitative Study of Motivation and Employee Performance in
Spartao Oy**



Bachelor's thesis
Valkeakoski, International Business
Spring Semester 2023
Daljeet Singh

Author Daljeet Singh

Year 2023

Subject A quantitative study of motivation and employee performance in Spartao Oy

Supervisors Anu-Maria Laitinen

The purpose of this study is to increase understanding about the motivating factors that influence work performance positively or negatively, as well as to identify factors that may satisfy or dissatisfy Spartao Oy employees. This study examined many motivational theories, such as Maslow's theory, McGregor's X and Y Theory, and Alderfer's ERG Theory, and evaluated the factors that motivate employees and performance management in Spartao Oy. Moreover, the study also compared various motivation theories and examined how they are applied in organizations to increase productivity.

The study has used the quantitative method along with deductive approach. As a result, the quantitative results were derived from primary data, which was acquired via an online questionnaire completed by 60 Spartao Oy participants. The study discovered that neither financial nor non-financial incentives alone satisfy employees but serve to satisfy or motivate them when employees have the best of both worlds, i.e., financial, and non-financial incentives combined. The research findings indicate the influence on the level of performance through motivational elements, and the conclusion is reached at the end.

Keywords Motivation, employee performance, employee satisfaction, quantitative research, survey

Contents

1	Introduction	1
1.1	Company Background	2
1.2	Purpose of study	2
1.3	Research question.....	2
2	Theoretical Framework	3
2.1	Theories, Types, and Dimensions of Motivation	4
2.1.1	Maslow's Hierarchy of needs	4
2.1.2	Herzberg's Two-factor Theory	6
2.1.3	McClelland's Theory of Needs	7
2.1.4	McGregor's X and Y Theory	8
2.1.5	Alderfer's ERG Theory.....	9
2.2	Factors that affect motivation	10
2.2.1	Individual differences	10
2.2.2	Goal setting	11
2.2.3	Recognition and rewards	11
2.2.4	Career development	12
2.2.5	Job structure.....	13
2.2.6	Employee loyalty	14
2.2.7	Employee Feedback.....	15
2.2.8	Work environment	15
2.3	Effect of motivation on human behavior	16
3	Methodology	17
3.1	Research methodology	17
3.2	Research design	17
3.3	Research population/sample size	18
3.4	Time Horizon.....	18
3.5	Research instruments	19
3.6	Analysis of data	20
4	Results	20
4.1	Empirical data and research findings.....	20
4.2	Background Information of respondents	20
4.2.1	Gender of respondents	21
4.2.2	Age groups.....	21

4.2.3	Marital status of respondents	22
4.2.4	Educational Qualification	22
4.2.5	The number of years worked in Spartao Oy	23
4.3	Factors that Motivate employees.....	24
4.3.1	Financial and non-financial insentives	24
4.3.2	Motivating factor	25
4.3.3	Appreciation and recognition.....	26
4.3.4	Promotion	27
4.3.5	Opportunity and advancement	29
4.3.6	Working Environment	29
4.3.7	Employee loyalty and commitment Factors	30
4.3.8	Benefits/facilities	31
4.3.9	Salary in comparison to similar employer	32
4.3.10	Employee encouragement	34
4.3.11	Job and performance evaluation by Spartao Oy.....	35
5	Discussion	35
6	Conclusion	39

Appendices

Appendix 1 Survey questionnaire

1 Introduction

The success of a company depends greatly on the motivation and performance of its employees. Poor motivation leads to insufficient workflow and can eventually cause a business to collapse. As a result, motivation is crucial in human life because it is the motivation that pushes a person to go above and beyond its limits to achieve higher goals. Motivation is an important aspect of human behaviour that has far-reaching implications for both businesses and employees. Motivation is the driving force that allows individuals to initiate and sustain behaviours that lead to goal achievement. Since it has been studied for so long, motivation has become a significant field of study in both psychology and management. Employee motivation, job satisfaction, organizational commitment, and customer experience all have a significant impact on businesses. Employees who are motivated are more productive, engaged, and committed to their jobs, which can lead to greater organizational success. Businesses can improve employee motivation by implementing effective leadership, rewards, and incentives. (Locke & Latham, 2002). Furthermore, research has shown that motivated, involved workers are more likely to provide exceptional customer service, and this can increase customer devotion and repeat business. As a result, companies must place a high priority on employee motivation in order to accomplish their goals and keep a competitive advantage in the market. (Deci & Ryan, 2008).

Over the last few decades, there has been tremendous advancement in the business sector, which has increased the needs of both companies and their employees. Employees used to work at the same location for decades in the past, but in today's fast-paced world, no one stays employed at the same place for their entire career due to dissatisfaction and employee loyalty factors. In the fight to keep individuals that are valuable to the company from leaving for several reasons, companies are employing tactics to keep the workers who they believe are valuable to the organization (Semuels, 2013). Such initiatives are commonly referred to as salary increases, incentives, promotions, and other methods of improving employees' standard of living. Therefore, it is crucial for business owners to keep their employees motivated throughout their careers by showing the necessary elements of a positive working relationship. Various theories of motivation have been produced by experts and scholars to

influence individuals for optimal organizational performance, which leads to the achievement of organizational goals and long-term growth. As a result, to achieve a conclusion, this thesis will evaluate and compare theories of motivation and factors influencing employee motivation in Spartao Oy.

1.1 Company Background

Spartao Oy is a popular chain of restaurants in Finland that has been known for several years for its distinctive and appetizing sushi dishes. The company was established in 2018 and has rapidly gained a high level of popularity among sushi enthusiasts throughout the country. Spartao Oy's primary brands include ITSUDEMO restaurants, ITSUDEMO Sushi bars, and Fire Wok restaurants, all of which offer a unique and delightful dining experience to its customers. Itsudemo sushi is a subsidiary of Spartao Oy and Offers a Sushi takeaway buffet-style experience to its customers. The company has grown and spread to several towns in Finland, and now it has expanded over 60 locations in Finland and is also gradually expanding into other Nordic nations such as Sweden, Norway and Denmark. The objective of the company is to promote the Asian food culture to the globe, with the vision of providing employees with greater career growth prospects and a platform for entrepreneurship, providing exceptional products and services to customers, and developing a global Asian-food brand. Itsudemo sushi has so far been successful in its objective, becoming a popular destination for Asian food enthusiasts in Nordic countries. The company is still expanding into new markets and will continue increasing its consumer base (itsudemo, n.d).

1.2 Purpose of study

The purpose of this study motivation and to examine the motivational factors that affect employee work performance in Spartao Oy.

1.3 Research question

Though the research is carried out to achieve the objectives, the research question offers a clear focus and purpose for the investigation. Current research is being conducted on the following research question:

What are the motivating factors that affect employee performance in Spartao Oy?

2 Theoretical Framework

Motivation is one of the most significant psychological concepts that can affect behavior, performance, and achievement in a variety of contexts. The driving force that energizes, guides, and maintains behavior toward a particular goal or outcome is known as motivation. (Ryan & Deci, 2020). Motivation is defined as a process that begins with a lack of physiological necessity or because of a behavioral drive that is intended to incentivize positive conduct. As a result, the significance of the interaction between human needs, impulses, and incentives is the key to understanding the motivation process (Luthans, 1998, Luthans F. (1998). The motivation is an internal mental process that can be measured and assessed by the feeling of independence and the degree of desire to engage in a particular action that may result in a feeling of psychological well-being, self-realization, and self-recognition (Kanfer, 1990).

Researchers from a variety of fields of study, including psychology, education, and management, have given the study of motivation a lot of attention. Gaining insight into the elements that support or undermine motivation can help people and groups perform more effectively and feel more active. Although there is not only one theory of motivation that can explain all aspects of motivation, but these theoretical justifications also typically serve as the foundation for the development of techniques and strategies to increase motivation in a variety of human endeavors. The goal of the current literature review is to give a brief overview of the main ideas, theories, and supporting data in the field of motivation. The review will specifically address the following issues:

- Describe motivation.
- What are the various motivational forms and dimensions?
- What are the most important motivational theories and models?
- What are the variables affecting motivation?
- What effects does motivation have on behavior and well-being?

2.1 Theories, Types, and Dimensions of Motivation

There are many different types of motivation exist, each representing different underlying factors that drive human behaviour. Investigating these different types of motivation is an important part of the study to gain insights into why individuals engage in particular behaviours and how their behaviour is influenced. There are three types of motivation: intrinsic motivation, extrinsic motivation, and Amotivation.

Intrinsic motivation is defined as doing something for the intrinsic satisfaction, pleasure, or interest it offers (Ryan & Deci, 2017). Individuals who are intrinsically motivated are motivated by an internal desire to complete a task or achieve a specific goal because they find it satisfying or fulfilling. Individuals are motivated by their values and interests rather than any outside influences in this type of motivation (Ryan & Deci, 2017).

Extrinsic motivation, on the other hand, entails engaging in a task to obtain external rewards or avoid punishment (Ryan & Deci, 2017). External factors such as financial incentives, praise, or recognition from other individuals can all motivate one to complete a task. However, this type of motivation can be further subdivided into two categories: external regulation and introjected regulation. External regulation is defined as engaging in an activity solely to obtain a reward or avoid negative consequences imposed by others, whereas introjected regulation is defined as engaging in an activity to preserve self-esteem or avoid shame or guilt (Ryan & Deci, 2017).

Amotivation is the absence of motivation or the lack of intention to engage in an activity. People who lack the motivation to initiate or maintain their involvement may believe that a task is irrelevant, meaningless, or beyond their control. Amotivation can develop when people feel hopeless, believe their efforts are in vain, or have a serious lack of confidence in their skills (Ryan & Deci, 2017).

2.1.1 Maslow's Hierarchy of needs

The psychology theory known as Maslow's Hierarchy of Needs, is a well-known theory that aims to explain human motivation and behavior. In the middle of the 20th century, a well-

known American psychologist Abraham Maslow developed the hierarchy of needs theory. According to the theory, human needs are arranged in a pyramid-like structure, with more complex needs like self-actualization at the top and more fundamental physiological and safety needs at the base (Maslow, 1943). According to the theory, there are five categories of needs that can be further classified as deficiency needs, growth needs, and self-actualization needs. Before progressing to the next stage of self-actualization, the deficiency needs must be met. These two kinds can be further subdivided into four levels, for a total of eight pyramid levels. Following are the four levels of deficiency and growth needs (Huitt, W. 2007).

Physiological Needs: These are the most fundamental human needs, located at the base of the pyramid. These include necessities for survival like air, water, food, shelter, and sleep (Huitt, W. 2007).

Safety needs: After their physiological needs are satisfied, people look for safety and security on both a physical and psychological level. This includes defense against harm, threat, and risk (Huitt, W. 2007).

Love and belongingness: People look for interaction with others, love, and affection after their safety needs are met. Establishing relationships with other people, feeling acknowledged, and belonging to a group are all examples of this category (Huitt, W. 2007).

Esteem Needs: Once the recognition and love needs are met, people seek approval, respect and self-worth which includes being successful, recognizing own competence and getting compliments from others (Maslow, A. 1943).

The other top four levels of Hierarchy of needs are called self-actualization, Maslow's Hierarchy of Needs theory identifies self-actualization as the highest level of needs that individuals strive to fulfill. Self-actualization refers to the fulfillment of one's potential and the achievement of personal growth and satisfaction (Huitt, W. 2007).

Aesthetic needs: A person's need for harmony, balance, and beauty is referred to as having aesthetic needs. People who satisfy their aesthetic needs appreciate and take pleasure in beauty in all its manifestations, including in music, art, and nature (Maslow, A. 1943).

Cognitive needs: An individual's desire for information and comprehension is referred to as having cognitive needs. People who meet their cognitive needs are inquisitive and want to know more about the world. They are motivated to explore and understand new ideas and concepts (Maslow, A. 1943).

Self-Actualization Needs: A person's need to realize their potential and experience personal development and fulfillment is referred to as their need for self-actualization. People who meet their needs for self-actualization pursue their interests and passions, express themselves creatively, and grow in self-awareness (Maslow, A. 1943).

Transcendence Needs: Transcendence requirements refer to an individual's desire to go beyond one's own limitations and connect with something bigger than themselves. Individuals who meet their transcendence needs feel a sense of connection to others and the world around them. They may also have spiritual or mystical encounters (Maslow, A. 1943).

In a nutshell, Maslow's hierarchy of needs has important implications for motivation and well-being. The theory suggests that individuals must satisfy their lower-order needs before they can progress to higher-order needs. This implies that basic needs, such as food and safety, are more motivating than higher-level needs, such as self-actualization. Additionally, the theory suggests that individuals who are unable to satisfy their basic needs may experience negative outcomes such as anxiety, depression, and reduced well-being (Stefan et al, 2020).

2.1.2 Herzberg's Two-factor Theory

Herzberg's Two-factor Theory, which explains the variables that lead to job satisfaction and dissatisfaction, is a widely accepted and popular theory. The theory originated in the late 1950s by American psychologist Frederick Herzberg, which was based on his research into employee attitudes and motivation in a variety of sectors, including industry, service, and government. (Herzberg, Mausner, & Snyderman, 1959).

The two groups of factors that have an impact on work satisfaction and dissatisfaction, according to the Two-Factor Theory, are hygiene factors and motivators. Hygiene factors are

fundamental work requirements for avoiding dissatisfaction, but they do not always lead to a feeling of positive satisfaction. Job security, pay, working circumstances, company policies, relationship with coworkers, and leadership are a few of them. The context or environment of the work is related to hygiene factors rather than the real content or nature of the job. (Herzberg et al., 1959).

Motivators, on the other hand, are aspects of the work that are important to the position and promote positive satisfaction and motivation. These elements include achievement, recognition, accountability, advancement, and the job itself. Motivators are linked to the job's substance or nature rather than the job's context or environment. Motivators, according to Herzberg, are more potent and long-lasting than hygiene factors because they foster a feeling of fulfillment, growth, and self-actualization. (Herzberg et al., 1959).

The Two-factor Theory of Herzberg has a few implications for managers and companies. Firstly, it claims that while fair pay and enjoyable working circumstances are essential but insufficient for promoting job satisfaction and motivation, offering adequate hygiene factors is essential. Managers should not presume that improving hygiene factors will automatically result in increased drive and productivity. Secondly, it indicates that improving motivators, such as assigning more difficult work and rewarding workers, is critical for encouraging job satisfaction and motivation. As a result, managers should focus on creating meaningful, engaging jobs that align with workers' beliefs and objectives. Thirdly, it demonstrates that hygiene and motivational factors are distinct and must be addressed independently.

2.1.3 McClelland's Theory of Needs

In the 1960s, American psychologist David McClelland developed the Three Needs Theory, also known as McClelland's Theory of Needs, as a motivational model. This theory examines how people's desires for power, affiliation, and success influence their behavior and performance. This hypothesis is based on McClelland's study on personality and motivation in various cultural contexts (McClelland, 1961).

According to the Three Needs Theory, people are motivated by three basic needs that affect their behavior and performance. These needs include the desire for success, belonging, and

authority. The wish to excel at difficult tasks, exceed predetermined norms of excellence, and receive performance feedback is referred to as the need for achievement. Meanwhile, the desire to establish and maintain good relationships with others, to be liked and accepted, and to avoid conflict and rejection is referred to as the need for affiliation. Finally, the desire for power is the desire to exert control, influence, and direction over others, as well as to be recognized and revered for one's leadership and authority. This theory was developed because of McClelland's study on personality and motivation (McClelland, 1987).

The Theory has important implications for managers and organizations. To begin, the theory proposes that internal needs and objectives, as well as external factors such as rewards and punishments, impact employees' motivation and performance. As a result, managers should attempt to comprehend and align their employees' needs and objectives with the mission and vision of the company. Secondly, according to the theory, various work roles and tasks may appeal to different needs. Managers should therefore match employees' requirements and strengths with suitable job responsibilities. Finally, the theory suggests that people's needs are dynamic, and that feedback, recognition, and training can influence them. As a result, managers must provide timely and constructive feedback, recognize, and honor accomplishments, and provide opportunities for growth and development. (McClelland, 1987).

2.1.4 McGregor's X and Y Theory

McGregor's Theory X and Theory Y are two completely different management models that describe how managers perceive and treat their employees. Based on his observations of managerial practices and human behavior in organizations, Douglas McGregor, a management theorist, and professor at the Massachusetts Institute of Technology, suggested the two theories in the 1960s. (McGregor, 1960).

Employees, according to Theory X, tend to be unmotivated, resistant to change, and primarily motivated by external rewards and penalties. According to Theory X, managers must carefully supervise and control their employees, implement strict rules and processes, and provide extrinsic incentives such as wage increases and promotions to motivate and discipline them. Theory X also implies that most employees despise their jobs and try to

avoid them as much as possible, and that they lack creativity and initiative. (McGregor, 1960).

Theory Y, on the other hand, holds that employees are inherently self-motivated, capable of self-direction and imagination, can seek important and challenging work. According to Theory Y, managers must provide employees with chances for autonomy, learning, and personal development, as well as create a supportive and collaborative work environment that promotes intrinsic motivation and engagement. According to Theory Y, most employees appreciate their jobs and see them as a source of contentment and fulfillment, and they have the potential to add to organizational goals and innovation. (McGregor, 1960).

McGregor's Theories X and Y have a wide range of implications regarding leadership and organizational actions. To begin, they argue that how managers perceive and treat their employees has a significant influence on their motivation, behavior, and performance. As a result, managers should avoid controlling and coercive methods, which undermine employees' autonomy and intrinsic motivation, in favor of supportive and participatory methods, which increase employees' sense of ownership and involvement. Second, they contend that offering meaningful and challenging work that appeals to employees' intrinsic interests and skills can boost motivation and performance. Managers should therefore provide opportunities for work enrichment, job rotation, and skill development that are aligned with the goals and ambitions of their employees. (McGregor, 1960).

2.1.5 Alderfer's ERG Theory

The ERG Theory, developed by Alderfer, is a model of human motivation that identifies three fundamental needs categories that drive behavior: existence, relatedness, and growth.

Clayton Alderfer, a psychologist, and management theorist created the theory in the 1960s as an extension of Maslow's Hierarchy of Needs. (Alderfer, 1972). Existence needs, according to ERG Theory, relate to basic physiological and safety needs such as food, shelter, and physical security. Social and interpersonal requirements such as belonging, acceptance, and friendship are examples of relatedness needs. Finally, higher-order needs linked to personal development, achievement, and self-actualization are referred to as growth needs.

Creativity, learning, freedom, and self-expression are among these requirements. (Alderfer,

1972). Individuals, according to ERG Theory, can experience frustration and regression if their needs are not met, and they can shift from one need category to another based on their present circumstances and views. If a person's growth needs are not met, they may concentrate on their relatedness needs, pursuing interaction and approval, or on their existence needs, seeking comfort and safety. If an individual's existence requirements are not met, they might choose these over their growth or connection demands. (Alderfer, 1972). The consequences of ERG Theory for management and organizational behavior are numerous. First, it implies that managers must identify and address their employees' various needs, as well as provide them with opportunities to meet these needs in a balanced and integrated manner. As a result, managers should not assume that all employees have the same needs or react to the same incentives, but rather adapt their management style and practices to each employee's unique needs and preferences. Second, ERG Theory implies that providing employees with a variety of rewards and incentives that address various need categories, such as salary increases, job security, social recognition, and personal development opportunities, can improve their motivation and performance. (Alderfer, 1972).

2.2 Factors that affect motivation

Motivation is a vital aspect of human behavior, performance, and well-being that is influenced by a variety of variables. Managers, educators, psychologists, and other professionals must understand these variables to enhance individual and collective productivity, performance, and satisfaction. This chapter provides a summary of some of the major motivators, such as personal differences, incentives, work design, and corporate culture, among others.

2.2.1 Individual differences

Individual differences, which refer to the distinct characteristics, traits, and preferences that differentiate one person from another, are one of the most basic motivators. People differ in many ways, including personality, intellect, opinions, passions, and experiences, and these distinctions can have a variety of effects on motivation. (Robbins & Judge, 2019). Some people, for example, may be motivated by intrinsic factors such as independence and

purpose, whereas others may be motivated by extrinsic factors such as money, prestige, and recognition. Furthermore, some people may have a strong desire for success, connection, or power, which can influence their goals, behaviours, and attitudes. (McClelland, 1961). Understanding and addressing individual differences are thus essential to developing successful motivational interventions such as work enrichment, performance evaluations, or leadership styles.

2.2.2 Goal setting

Setting goals is another important factor that influences motivation. It involves establishing and pursuing desired outcomes or goals. Goals can be powerful motivators by providing individuals and groups with direction, focus, and feedback, as well as by generating a feeling of challenge and achievement (Locke & Latham, 2006). However, objective effectiveness is dependent on several variables, including specificity, challenge, feedback, and commitment. Goals that are too common or unclear may not provide enough instruction or direction, whereas goals that are too simple or unrealistic may not stimulate enough effort or involvement. Goals that do not receive feedback or support, on the other hand, may not maintain motivation or learning, and goals that are imposed or irrelevant may not promote ownership or commitment. As a result, managers must set and execute specific, challenging, and relevant goals that are backed by feedback and resources (Locke & Latham, 2006).

2.2.3 Recognition and rewards

Motivation among workers in the work environment can be affected by important factors such as recognition and rewards. Employees are more likely to perform better when they receive recognition and appreciation for their efforts and accomplishments. This is because recognition and rewards establish in employees a feeling of worth and significance.

According to an Aon Hewitt (2015) study, recognition is the main factor driving employee engagement throughout all industries. Employees who got recognition for their job were more enthusiastic and motivated to perform better. Similarly, Amoatema and Kyeremeh (2016) conducted research that discovered that recognition programs improve employee satisfaction and retention.

Aside from recognition, rewards can be a powerful motivator for workers. According to a study conducted by Eisenberger, Pierce, and Cameron (1999), monetary rewards were effective in increasing employee motivation, but only when provided in response to high-quality performance. The research also discovered that offering rewards for poor performance had no effect on motivation levels. To increase employee motivation and engagement, it is critical to provide rewards to well-deserved properly aligned employees (Narsee, 2012).

However, Deci, Koestner, and Ryan (1999) found evidence that extrinsic rewards, such as bonuses and promotions, can occasionally have a negative effect on the intrinsic drive. According to the study, workers who received extrinsic rewards for a job they already enjoyed were less likely to keep doing it after the rewards were taken away. This suggests that incentives should be administered with caution to prevent any unintended negative effects. Additionally, studies have shown that non-financial incentives can motivate workers just as well as financial incentives. To increase employee motivation, Narsee (2012) found that non-financial incentives like professional growth opportunities and recognition are preferable as compared to financial incentives. To boost employee motivation and engagement, businesses should think about adopting non-financial rewards in addition to financial incentives.

2.2.4 Career development

Progress in one's career has a major impact on employee motivation at work. This means that employees tend to be more enthusiastic about their job performance when they perceive opportunities for growth within their business.

According to the research of Shahid (2019), found that workers who felt their employer was committed to their professional development were more enthusiastic and motivated to excel at their jobs. The study, which polled more than 30,000 workers across 29 nations, found that one of the most important factors influencing employee engagement was the availability of career advancement opportunities.

Similar research was performed by Towers Watson (2014), which identified career development opportunities as a key factor in employee retention. More than 32,000 employees from 26 different nations were polled, and those who believed their employer offered opportunities for career advancement were more likely to stay in their positions.

According to a study by Noe, Hollenbeck, Gerhart, and Wright, (2010) career development can have a beneficial impact on employee performance. The study found that employees were more likely to perform better at work when given chances for training and development. According to the study, these programs helped employees develop new knowledge and skills, which improved their performance at work.

According to 2017 research by Heffes and Anderson, career development opportunities can also have an impact on employee satisfaction. According to the study, employees who had career development opportunities expressed higher levels of job satisfaction. More than 300 employees from different industries participated in the research, which discovered that professional development opportunities were one of the key variables affecting job satisfaction.

The development of one's job is crucial for improving employee motivation, retention, performance, and satisfaction. According to studies, employees who have access to career development opportunities feel more engaged and motivated, are more likely to stick with their company, and are also more likely to perform well at work. Therefore, by implementing appropriate career growth programs and opportunities, businesses can improve retention, engagement, and performance (Heffes and Anderson, 2017).

2.2.5 Job structure

According to research by Hackman and Oldham (1976), another important factor that affects motivation is the way jobs are structured, arranged, and managed to satisfy the requirements and goals of people and organizations. This concept is known as job design. By giving people tasks that are important, difficult, and enable them to learn and have autonomy, which gives them a sense of purpose and identity, job design can have an impact on motivation. However, several variables, including task diversity, task importance,

autonomy, feedback, and social support, affect how successful a job design is. Jobs that are too routine or monotonous might not offer enough interest or challenge, while jobs that lack societal support or recognition might not foster a strong enough sense of community or commitment. Similarly, jobs that lack autonomy or control may prevent people from using their skills or creativity, and those that lack chances for feedback or learning may also prevent growth. To increase motivation, managers and educators should create jobs that are varied, important, autonomous, and supportive, matching people's skills and interests.

2.2.6 Employee loyalty

Employee dedication and emotional attachment to their employer are referred to as employee loyalty. Since it can affect a worker's engagement, job satisfaction, and success, it is an essential component of employee motivation (Popli, & Rizvi, 2016).

Employee loyalty had a favorable correlation with both job satisfaction and organizational commitment, according to Bhattacharya and Sen's (2003) research. More than 400 employees from different organizations participated in the research, which involved surveying them. The findings showed that loyal employees were more likely to be committed to and satisfied with their jobs.

Additionally, by increasing employee engagement, employee loyalty can have a significant influence on employee motivation. According to a study by Popli, & Rizvi, (2016) employee engagement and loyalty are favorably correlated. More than 500 employees from different organizations participated in the study, which involved a survey. The results showed that loyal employees tended to be more actively involved in their work.

Nonetheless, it is critical to recognize that under certain conditions, employee devotion can have a negative impact on employee motivation. Employees may become demotivated and disengaged if they believe their loyalty is not valued or acknowledged by the company. As a result, it is critical for businesses to express their appreciation for employee loyalty by providing recognition and rewards.

2.2.7 Employee Feedback

Delivering feedback is a crucial factor that influences motivation, because it gives people information about how they performed and how well they were able to achieve their goals. Feedback can also have an impact on how well they establish goals and feel competent. (Kluger & DeNisi, 1996). Feedback may be provided by supervisors, peers, customers, or technology, and it may be positive, negative, or neutral. However, several variables, such as accuracy, timeliness, credibility, and relevance, affect how successful feedback is. Feedback that is unfair or incorrect, for instance, may lead to confusion or demotivation, whereas feedback that is delayed or inconsistent may prevent prompt alterations or advancements. In a similar vein, recipients who do not consider input to be credible or pertinent, may not value it or act on it. As a result, managers must give feedback that is accurate, timely, credible, and pertinent to the goals and requirements of the recipients.

2.2.8 Work environment

Organizational culture and work environment are important factors influencing motivation because they are the shared values, beliefs, and practices that shape the attitudes and behavior of people and groups within a company. (Schein, 2010). Individual motivation can be influenced by organizational culture by providing people with a sense of purpose and belonging, social support and recognition, and opportunities for learning and development. Nonetheless, the effectiveness of organizational culture is determined by a variety of variables such as leadership, communication, trust, and diversity. Organizations that lack clear and consistent leadership, for example, may not provide sufficient direction or vision, whereas organizations that lack open and honest communication may not promote trust or collaboration. Similarly, organizations that lack inclusiveness or diversity may fail to realize the full potential of people and groups, while organizations that lack acknowledgment or reward systems may struggle to keep employees motivated and engaged. As a result, managers and educators must create and maintain a culture that promotes trust, communication, diversity, and recognition while aligning with the values and objectives of the people and organization.

2.3 Effect of motivation on human behavior

Motivation has a major impact on human behavior and well-being. It is the mental state or driving force that inspires and guides behavior toward a particular goal or objective.

Motivation is essential for personal and professional achievement, because it improves one's performance, productivity, and well-being.

By improving individual behavior, motivation has a significant effect. Motivated people are more committed, persistent, and concentrated on their goals. They exhibit better self-control and are more likely to engage in behavior that is consistent with their goals, increasing their chances of success. According to studies, motivated employees have greater levels of job satisfaction, lower rates of turnover, and improved job performance (Avey et al., 2009; Luthans et al., 2008). Motivation is essential for improving well-being. Motivated people frequently have a stronger sense of purpose, fulfillment, and significance in their lives. They are more likely to participate in activities that support personal growth and development, such as hobbies, learning new skills, and community service. (Ryan & Deci, 2000). Furthermore, motivated people have lower levels of stress, anxiety, and depression because they have better coping strategies to deal with life's challenges and setbacks. (Seligman, 2011). On the other hand, motivation can benefit physical wellness. According to studies, people who are physically active tend to have better cardiovascular health, lower blood pressure, and a reduced risk of developing chronic illnesses like diabetes, obesity, and heart disease. (Baumeister et al., 2016). Additionally, motivated people are more likely to embrace healthier habits like eating a balanced diet and getting enough sleep, which helps their overall wellbeing.

In conclusion, motivation is a strong force that has a substantial impact on human behaviour and wellbeing. Better performance, productivity, and general well-being are traits of motivated people, and these traits have broad consequences for both personal and professional advancement. Organizations can develop strategies to boost employee motivation by understanding how it affects behaviour and wellbeing. This will improve workers' productivity, job satisfaction, and general well-being.

3 Methodology

To conduct the projected research, the appropriate research methodology must be selected and executed within the proper time frame. The research methodology provides the foundation for the overall research process. This chapter provides details about the various important elements of research methodology which are followed as the overall research process and continues explaining the data collection and analysis with the standard maintained as the reliability and validity.

3.1 Research methodology

The research method is the way that the researcher takes to solve a problem (Lietz, P. 2010). This study employs the quantitative method, with a survey questionnaire serving as the primary data collection tool. This research method will be applied to examine the relationship between motivation and Employee performance at Spartao Oy.

The quantitative research method will be used for this thesis whereas, data collected by the questionnaire will be further analyses for results. Quantitative research will also be used to investigate the relationships between specified variables (demographic factors of the employee and the motivating factors for the employee performance in this study) in terms of numbers. Hence, it provides clear guidelines for the entire research process (Saunders et al, 2016). In comparison with the qualitative and mixed methodologies, though the quantitative method deals with the hypothesis tests and analysis of the existing theories from the deductive approach, they lack in developing the theory and the study of the variables may vary accordingly (Ngulube, 2015)

3.2 Research design

According to Iacobucci and Churchill (2015), research design is the foundation for the study, which leads to the collection and analysis of the data. It is the framework which helps to complete a study. Research design can be done in three ways: exploratory, descriptive, and causal research. Usually, the exploratory research design is applied to locate new ideas and to foster possible explanations whereas the descriptive research design involves

“determining the frequency with which something occurs or the relationship between two variables” (Iacobucci & Churchill, 2015).

The main aim of this research is to find out employee motivation and work performance thus an exploratory method has been used in this Thesis. This study could comprehend the assortment of research objectives. Through the help of this design, this research determined and described the characteristics of certain groups and predicted the proportion of people who act similarly.

3.3 Research population/sample size

As the research is based on employee motivation and work performance, the population is the total number of employees of Spartao Oy. Although there are some sushi bars in Norway, Estonia and Finland, the survey was conducted only from the sushi bars of Finland due to time limitations. As the research is based on employee motivation and work performance in Spartao Oy in Finland, the population will be the total number of employees who work in Spartao Oy in Finland. According to the company website, there are 63 sushi bars in nationwide supermarkets in Finland, Estonia, and Norway where the total number of employees is approximately 327. Therefore, the target population is approximately 327 employees who are working at Spartao Oy in Finland. Though, the sample size for this research will be around 60 respondents who willingly filled out the online questionnaire, including males and females of all ages 18 and above and from all backgrounds and nationalities. The sampling was done through convenience sampling under the non-probability sampling technique.

3.4 Time Horizon

According to Saunders, Lewis and Thornhill (2016, p200) two types of time horizons in research are cross-sectional studies and longitudinal studies. Cross-sectional studies emphasize and focus on specific and limited time frames whereas longitudinal studies can change and develop study (Ibid). The scholar has also explained that cross-sectional research is used to describe how the factors are related in different companies in each period as this study will describe and evaluate the data to find the relationship of motivation factors and

performance. Moreover, this research is also limited to specific time frames as it is academic research hence cross-sectional studies are used to employ surveys in this research. The survey planet platform was used to collect the data. The platform enables you to conduct surveys using custom questionnaires and a variety of analytical tools. The survey was sent to the company, which then emailed it to the employees. The survey began on January 20, 2023 and ended on April 10, 2023.

3.5 Research instruments

To collect data on a particular research topic, measurement tools including questionnaires, scales, indexes, interviews, and observations will be used, according to Saunders, Lewis, and Thornhill (2016, p436). Most of the business and management research is questionnaire-based and uses survey methodology. There are various methods for gathering data and information in the form of questionnaires, including in-person, over the phone, and online. This study will employ primary data collected through an online questionnaire.

A questionnaire is one of the survey tools used to design research questions to collect various points of view from individuals or groups, as well as to analyze and evaluate data and theories (Snyder, H. 2019). The questionnaire can be utilized in a variety of studies, including research, marketing, political perspectives, psychology, case studies, and so on (Lietz, P. 2010). And the results of the survey questionnaire are valuable and simple to collect data for the development of theory via statistical analysis. Furthermore, there is no time limit for respondents to finish the survey, so participants can do it anytime they like.

Furthermore, this online questionnaire will have different sections and questions. It will start with a brief description of the research topic, purpose of study, and researcher introduction and provide clear instruction to fill out the online survey and requests the optional email address of participants. The first section question number 1 to 5 requests respondents' personal information related to demographical factors which are gender, age, marital status, occupation(position) and education. In the second section, question number 6 refers to the working period of the employee in Spartao Oy. However, question no 7 and 8 will explore the satisfaction of the employee with the salary and benefits provided by the company (Spartao Oy). The third section of the questionnaire requests respondents about their opinion on factors that motivates employees and performance. Which is mentioned in question number 9 to 13. The fourth section (question no 14-18) will request the opinion of

the participants on employee performance management and employee loyalty. The questions are organized differently, the respondents could choose the provided option and they can select in 5-point scale rating through strongly agree, agree, not sure, disagree and strongly disagree (Snyder, H. 2019). At the end of section four, the respondents will be asked to participate to scale the overall satisfaction of working in Spartao Oy.

3.6 Analysis of data

Data analysis is a critical component of any research and can be accomplished using several types of analytical tools, such as computer data analysis software. However, Data for this research will be examined using Excel and presented the data into tables, bar graphs, or diagrams, which are relevant to the research aims. The data will be evaluated using tables or diagrams that display the frequencies or percentages of respondents in an ordered fashion.

4 Results

4.1 Empirical data and research findings

This chapter will describe the information on data collected from respondents on employee motivation in work performance in Spartao Oy. The primary data were collected within quantitative methods through internet survey. The findings from the survey have been analyzed by using quantitative data analysis techniques.

4.2 Background Information of respondents

This section displays the respondents' demographic information, including gender, age, marital status, education, position, and the duration of employment at Spartao Oy.

4.2.1 Gender of respondents

The survey included seventeen questions, the first six of which were concerning demographic information, specifically the gender of the respondents. The result of the survey is presented below.

Table 4.1: Gender of respondents

Gender	Frequency	Percent	Valid percent	Cumulative Percent
Male	23	38.3	38.3	38.3
Female	37	61.7	61.7	100
Total	60	100	100	

Source: 2023, own creation based on an online survey

According to the representation of the table above, the majority of the 60 respondents are female, with 61.7% being female and 38.3% being male. As a result, Spartao Oy's workforce is dominated by women.

4.2.2 Age groups

Table 4.2: Age groups of Respondents

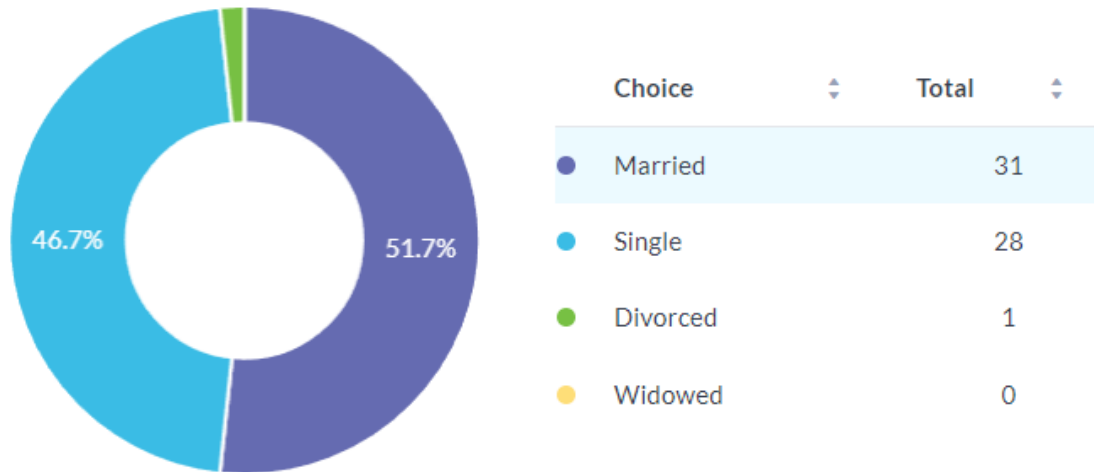
Age (years)	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	15	25	25	25
25-35	27	45	45	70
35-45	14	23.3	23.3	93.3
45 and above	4	6.7	6.7	100
Total	60	100	100	

Source: 2023, own creation based on an online survey

Table 4.2 shows that 45% of respondents are between the ages of 25 and 35. This suggests that most Spartao Oy's employees are young, enthusiastic, and have prior job experience. While preserving quality standards, the young staff can contribute new and inventive ideas.

4.2.3 Marital status of respondents

Figure 1: Marital status of the respondents



Source: 2023, own creation based on an online survey

In accordance with Figure 1 above, 51.7% of the 60 employees are married, 46.7% are single, and neither divorced nor widowed people have responded. Since employee motivation and performance are not directly impacted by marital status. However, it offers background data on the participant or employee. We may conclude from the data above that married employees have a greater desire to work for Spartao Oy.

4.2.4 Educational Qualification

In the initial portion of the online survey, respondents were asked to define their level of education; the employee responses are shown in the table below.

Table 4.3 Education Qualification

Qualification	Frequency	Percent	Valid Percent	Cumulative Percent
High school	16	26.7	26.7	26.7
Bachelor's Degree	34	56.7	56.7	83.4
Master's Degree	8	13.3	13.3	96.7

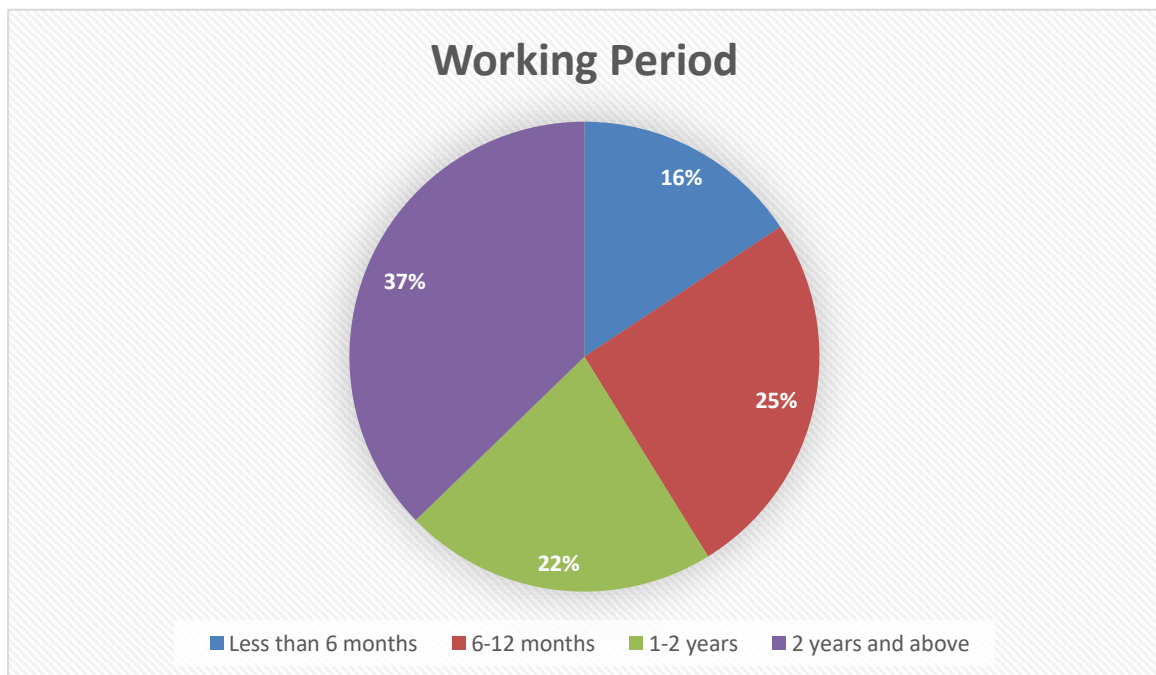
No schooling	2	3.3	3.3	100
Total	60	100	100	

Source: 2023, own creation based on an online survey

According to table 4.3, 56.7% of respondents have a bachelor's degree, followed by 13.3% with a master's degree and 26.7% with a high school graduation. Those who have not attended school account for 3.3% of the total number of people. According to an online survey of Spartao Oy employees, a higher percentage of restaurant industry employees are well educated. This is one of the advantages for the company. Workers who have received an education come up with innovative ideas and perform well.

4.2.5 The number of years worked in Spartao Oy

Figure 2: Working Period



Source: 2023, own creation based on an online survey

The respondents were asked about their time spent working at Spartao Oy. The survey results are presented in a variety of ways, as illustrated by the bar chart above which shows that 37% of employees have been with the company for more than two years, 22% for one to two years, and 25% for six to twelve months. 16% of those surveyed had been working for no more than six months. As a result, it is possible to conclude that a greater proportion of

Spartao Oy personnel had worked there for more than two years and had gained the necessary competence to produce high-quality performance. In other words, the majority of Spartao Oy employees are committed to and loyal to the company.

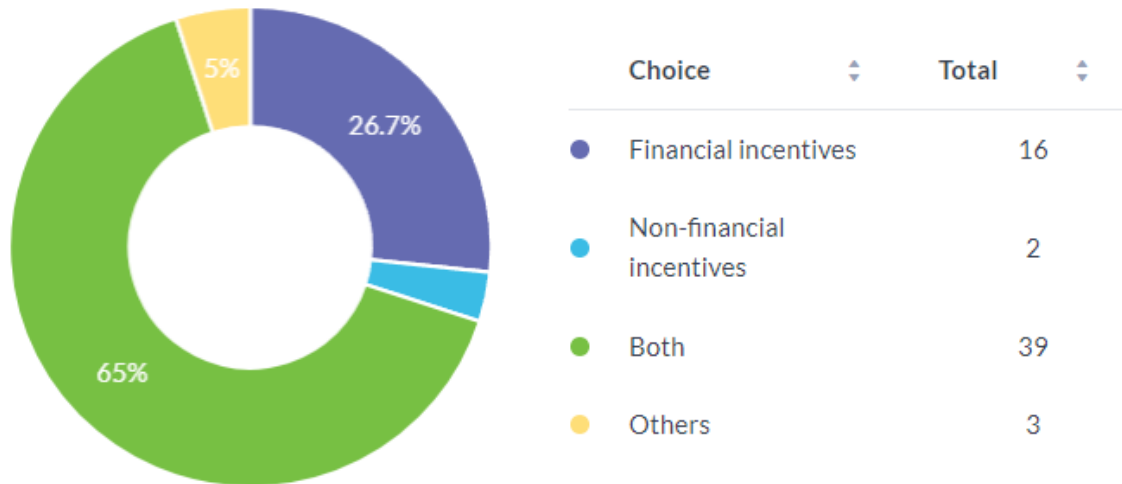
4.3 Factors that Motivate employees

The primary goals and objectives of this study are to pinpoint the factors that encourage employees to improve their work output at Spartao Oy. As the relationship between the performance-improving elements and the research premise is examined. The opinions of the participants were used to show the degree of agreement and disagreement with regard to performance and motivational factors, as well as to highlight how management motivates employees in the service industry.

4.3.1 Financial and non-financial incentives

The respondents were questioned about their preferred incentives system, including financial and non-financial benefits, and which components best motivate them. Additionally, there are alternative choices like both and other. The questionnaire's results are described below.

Figure 3: Incentives



Source: 2023, own creation based on an online survey

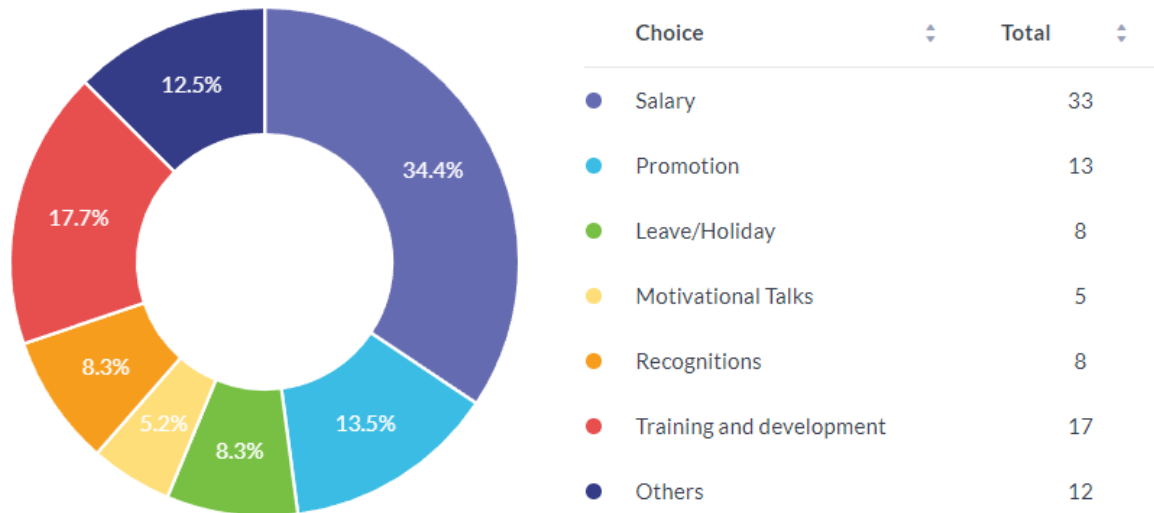
The pie charts above (figure 3) show the connection between incentives or reward systems and employee motivation. In other words, rewards including financial, non-financial, both, and other rewards were utilized for assessing respondents' levels of satisfaction and dissatisfaction and Figure 4 demonstrates that 65% of participants have shown interest in both financial and non-financial incentive system that can influence their motivation. On the other hand, 26.7% of respondents said that financial incentives impact them, 0.9% said that non-financial incentives influence them, and 1.9% said that they preferred some other kind of incentive or reward system.

4.3.2 Motivating factor

As previously said, the research aims at identifying the motivating factors that influence employees' effective performance and satisfaction with their work. Respondents were asked to identify which motivational elements influence their ability to work productively. Salary, promotion, leave/holiday, motivational presentations, recognition, training and

development, and other choices were available. The responses of the respondents are depicted in the bar graph below.

Figure 4: Motivating factor



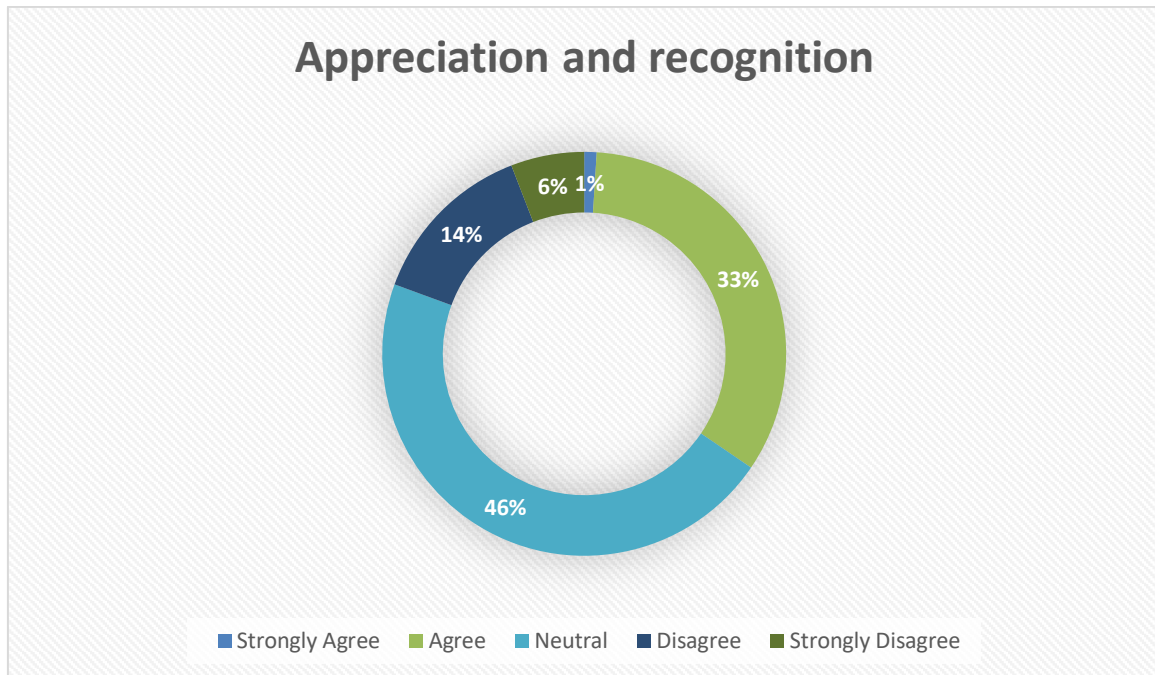
Source: 2023, own creation based on an online survey

The above bar graph indicates that, among the several motivating elements, salary is one of the most popular and desired motivating tools that can influence job satisfaction and performance. According to the survey, 34.4% of respondents believe that money is the most motivating factor, while 13% believe that promotion and 17% believe that training and development have a significant effect on motivation in work performance. At the same time, the findings show that leave/holiday, motivational presentations, and recognition had less of an impact on employee performance and job satisfaction.

4.3.3 Appreciation and recognition

Respondents were asked to rate their level of agreement with the statement that appreciation and recognition inspire them to work better at Spartao Oy. The outcomes are displayed below.

Figure 5: Appreciation and recognition



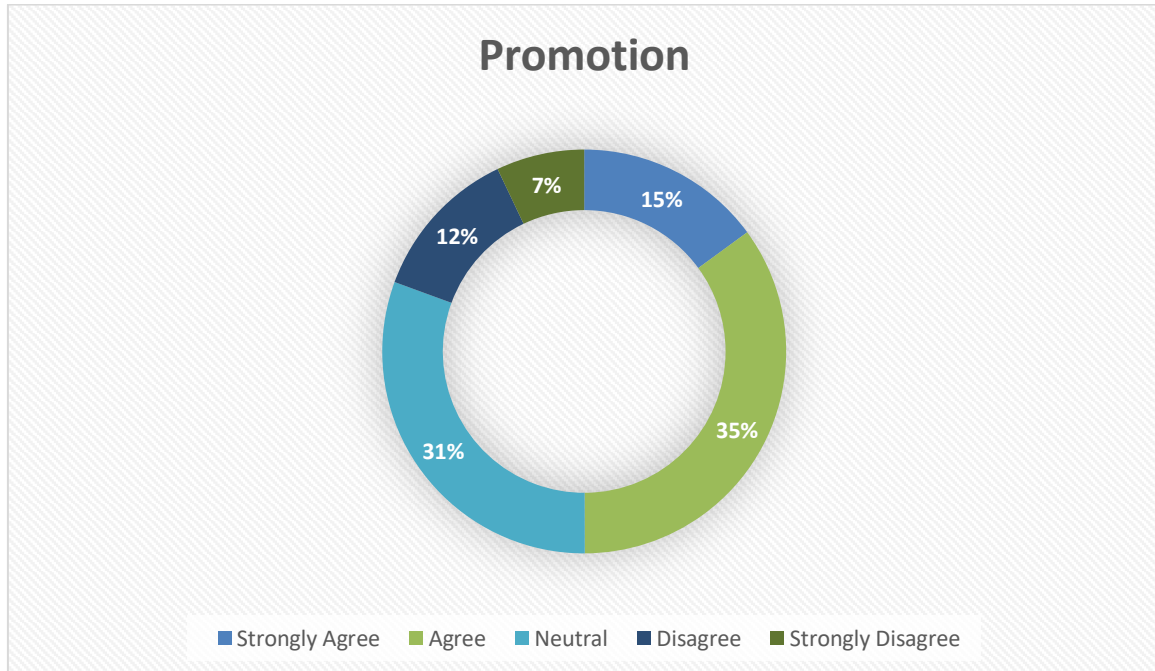
Source: 2023, own creation based on an online survey

According to figure 5, 46% of participants voted neutral in favor of the statement, and 33% agreed that receiving recognition and appreciation from their employers encouraged them to put in extra effort. While 14% and 6%, respectively, disagree and strongly disagree that being appreciated makes individuals want to work harder. According to the data above, 46% of participants are unsure whether being appreciated and recognized is what motivates them most. From the answers provided by each of the respondents, it is evident that Danish and Usman's (2010) claim that appreciation and acknowledgment are intangible factors that motivate employees to perform better is true.

4.3.4 Promotion

The section asks respondents whether promotions encourage employees to improve their work performance or not. The results are shown in the graph below.

Figure 6: Promotion



Source: 2023, own creation based on an online survey

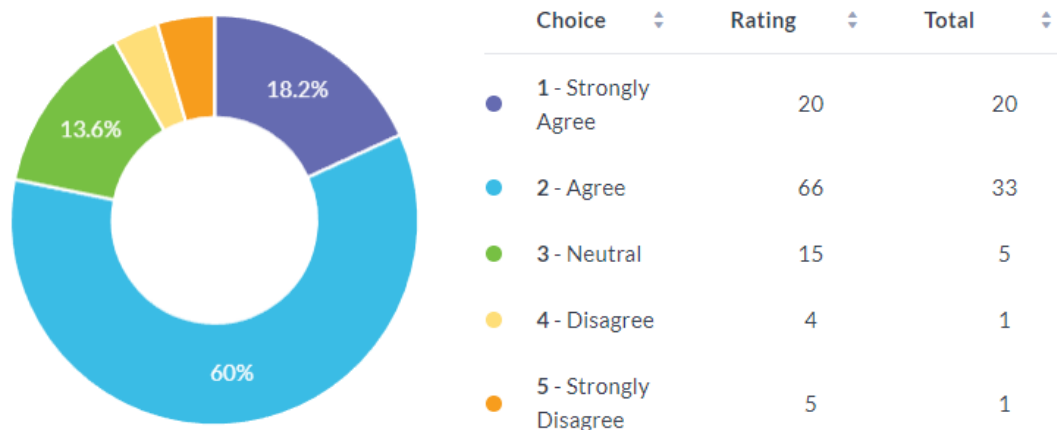
The result of figure 6 shows that a small minority of employees strongly agree that promotion strongly encourages them to improve their work performance, as evidenced by the 15% vote in the Strongly Agree column. 35% of the votes went to those in the Agree category, indicating that an adequate percentage of workers think promotions have some effect on their ability to perform at work. A sizable portion of workers do not have a clear view on whether promotion encourages them to improve their work performance or not, as shown by the Neutral category receiving 31% of the votes. 12% of the votes fell in the disagreed category, demonstrating that few of the workers do not believe that promotion motivates them to increase their level of productivity. Lastly, 7% of the votes were cast in the Strongly Disagree category, demonstrating that just a small percentage of workers do not think that promotion motivates them to raise their level of performance at work.

Similarly, it can be claimed that if Spartao Oy wishes to improve employee performance and encourage them, the company can use promotion as a crucial component because the staff members believe promotion will motivate them.

4.3.5 Opportunity and advancement

Respondents to the study were asked to rate the degree to which opportunities for growth might inspire and improve performance. The results are displayed in the bar chart below.

Figure 7: Opportunity and advancement



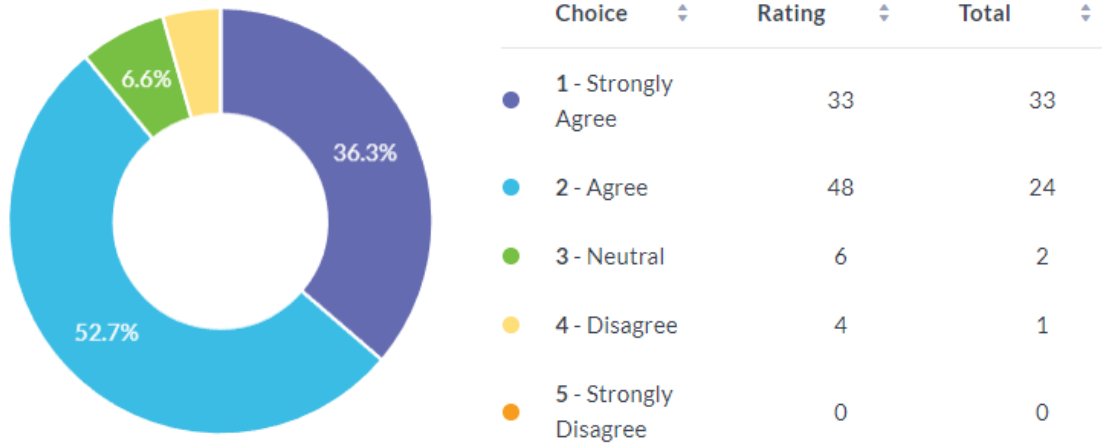
Source: 2023, own creation based on an online survey

The bar graph above shows that 18.2% of respondents indicated that opportunities for career advancement have a strong influence on motivation, which leads to improved performance, and many participants (60%) agree with this statement. In comparison, 13.6% are unsure or neutral, 4.5% disagree, and 1.8% strongly disagree. This suggests that a smaller proportion of respondents do not see opportunities for promotion as factors impacting performance. Overall, more than half of the respondents agreed, implying that Spartao Oy should view opportunity and promotion as a crucial signal that enhances employee engagement at the workplace.

4.3.6 Working Environment

The questionnaire was asked to participants to indicate the agreement or disagreement on work environment influencing the performance. The findings from the online survey are presented below.

Figure 8: Working Environment



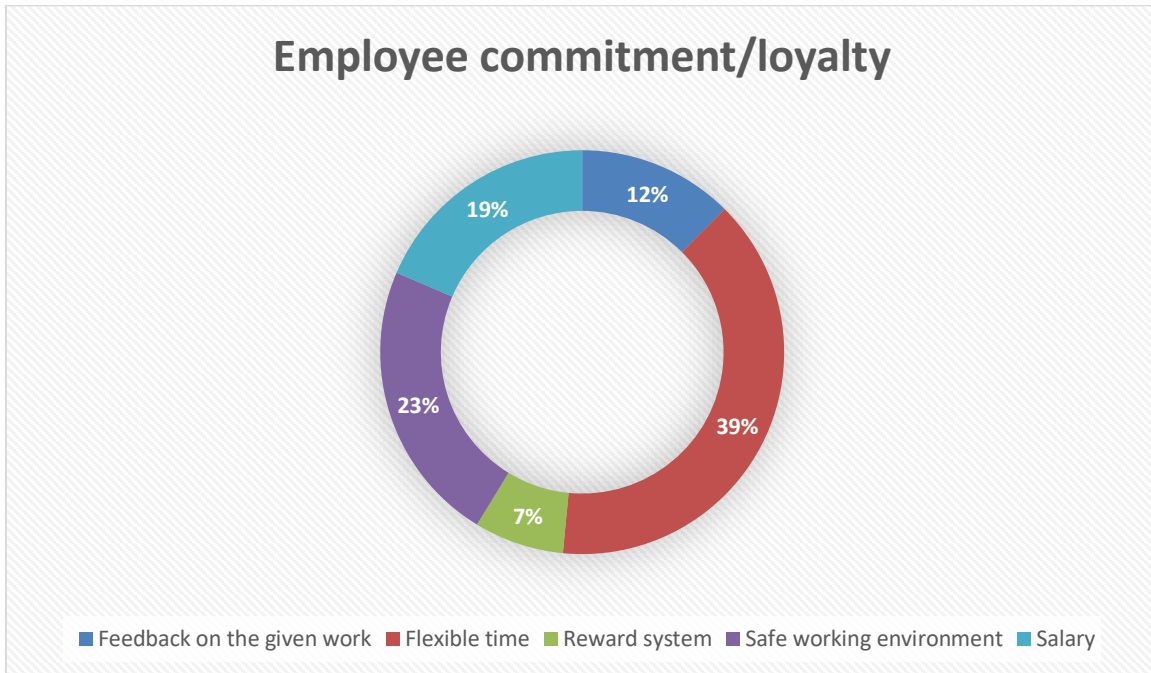
Source: 2023, own creation based on an online survey

According to the findings in the above bar graph, approximately 52.7% of participants agreed that the work environment influences employees' motivation to do well at work, while 36.3% strongly agreed and felt that the work environment increases the level of performance. Similarly, 6.6% of respondents are undecided on this statement. In contrast, 0.8% of respondents disagreed that the workplace has little influence on employee performance. Overall, the work environment and the environment have an impact on employee performance. When the working atmosphere is favorable to employees, it can lead to effective performance.

4.3.7 Employee loyalty and commitment Factors

The respondents were asked what variables influence employee motivation and make them feel committed and loyal to the organization. Factors such as a safe working environment, flexible scheduling, income, feedback on assigned tasks, and a reward system were presented as options for respondents to choose from, and the results are shown below.

Figure 9: Employee commitment/loyalty



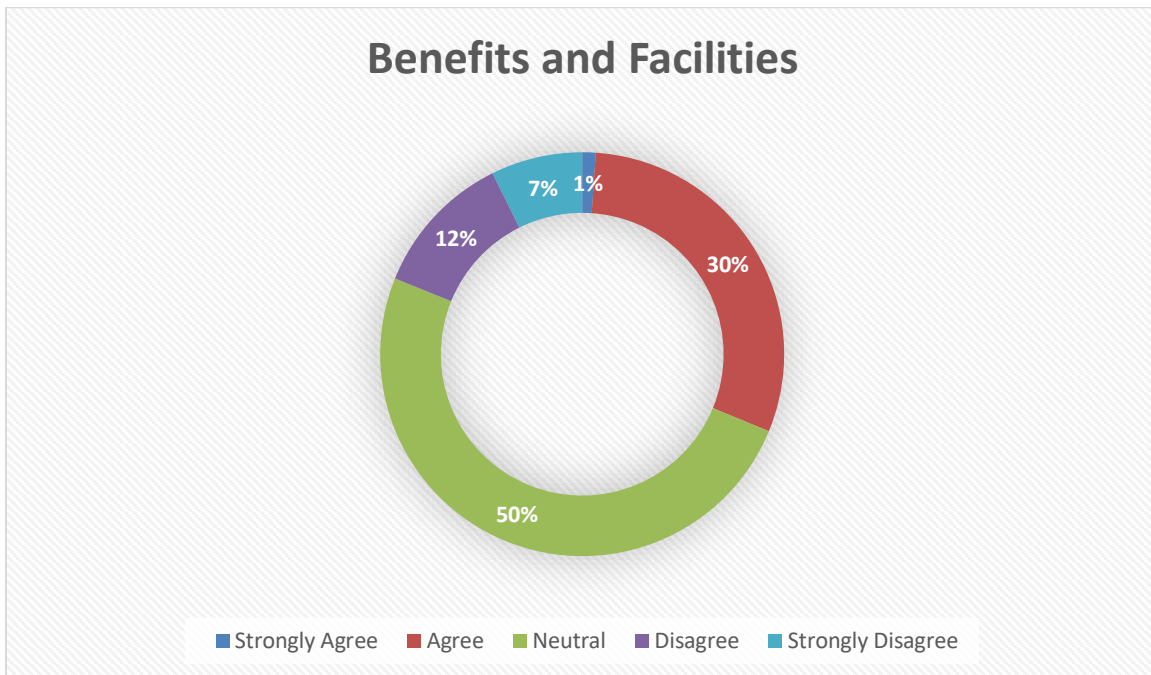
Source: 2023, own creation based on an online survey

Figure 9 above depicts the findings about the aspects that contribute to employees' commitment and loyalty to Spartao Oy. The graph is divided into five sections, each reflecting a different factor. With 39% of the vote, the largest section suggests that a considerable percentage of employees favor flexible work schedules. The importance of feeling safe and secure in the job is represented by the second-largest component, which received 23% of the votes. Salary was ranked as the most important element by only 19% of respondents, indicating that it is not the most essential factor in employee commitment and loyalty. Furthermore, 12% of employees thought feedback on their job was critical, whereas only 7% thought a reward system was important.

4.3.8 Benefits/facilities

The respondents were asked if they were satisfied with the advantages and facilities given by Spartao Oy. Participants were instructed to select one of five options: strongly agree, agree, neutral, disagree, or strongly disagree. Furthermore, these selections were presented not just as an option but also for evaluating the emotion underlying the responses provided by respondents.

Figure 10: Benefits and Facilities



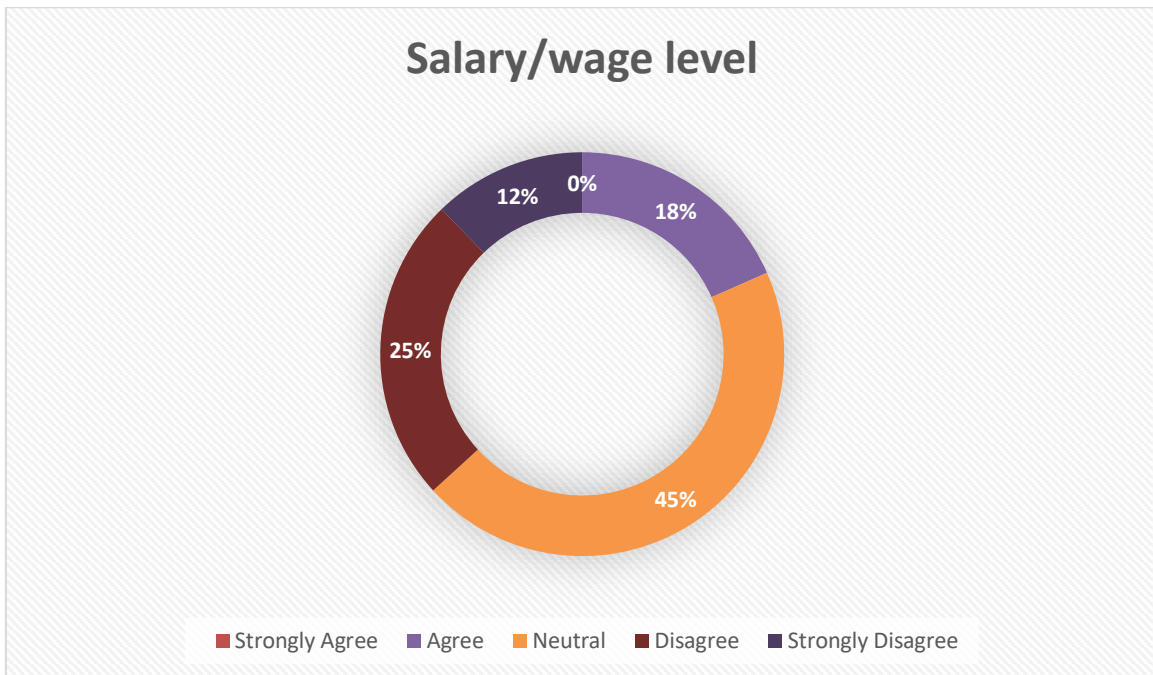
Source: 2023, own creation based on an online survey

The figure 10 above depicts the influences and happiness of employees in the organization because of the advantages and facilities given by Spartao Oy. Most employees, 50%, answered neutrally with the organization's services and benefits. While 30% of respondents think that the company's benefits are acceptable, 12% disagree and 7% strongly disagree, indicating that they are dissatisfied with the benefits. The responses of the participants clearly show that the majority is neutral and agree with the organization's services. This signifies that employee satisfaction is average within the organization.

4.3.9 Salary in comparison to similar employer

In this section of the questionnaire, respondents were asked if they were satisfied with the level of pay in comparison to other similar employers, and the results are shown in the figure below.

Figure 11: Salary/wage level



Source: 2023, own creation based on an online survey

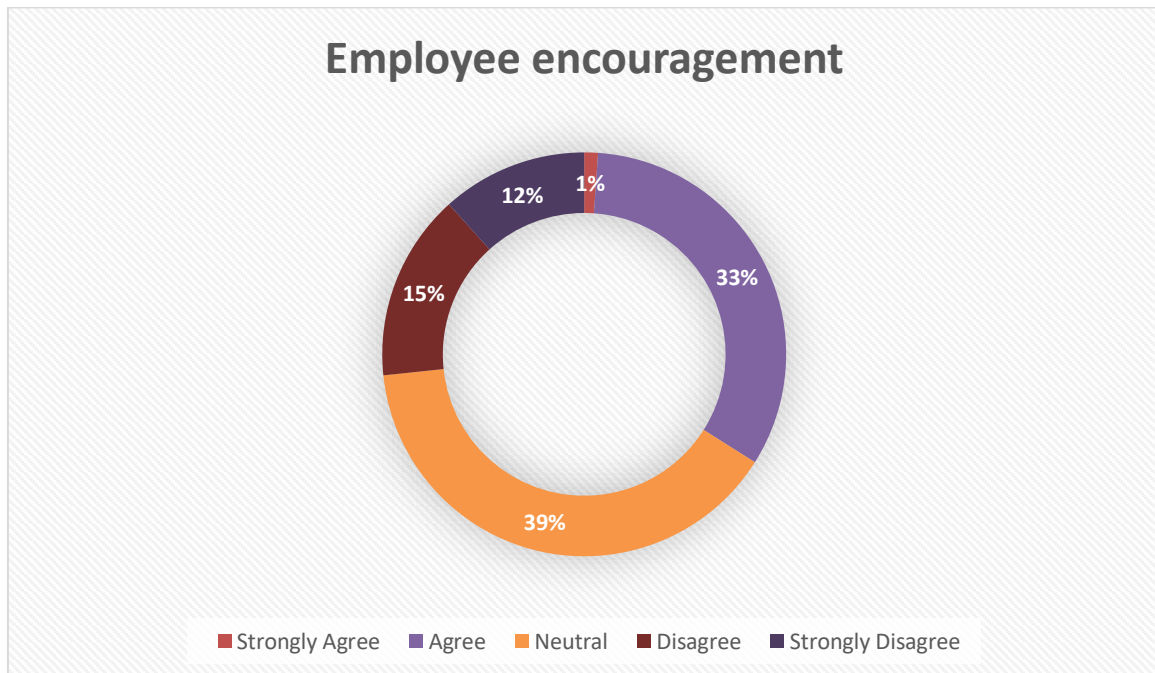
The pie chart above (figure 11) illustrates the level of satisfaction of Spartao Oy employees with their salary or wage level. The graphic has been divided into five sections based on employee responses. With 0% none of the respondents voted, strongly agreeing with their income or wage level. The Agree category received 18% of the votes, showing that just a small percentage of employees are happy with their salary or wage level. The Neutral segment received the most votes (45%), showing that nearly half of the employees surveyed did not have a strong opinion about their salary or wage level. The Disagree category received 25% of the votes, showing that a significant number of employees are dissatisfied with their salary or wage level. Finally, the Strongly Disagree segment accounts for 12% of the votes cast, demonstrating that a smaller but still significant proportion of employees strongly disagree with the statement about their pay or wage level.

In a nutshell the pie chart demonstrates that most employees in Spartao Oy have a neutral attitude toward their compensation or wage level, with roughly half being neutral. However, a sizable proportion of employees are dissatisfied with their compensation or wage level, with only a tiny proportion expressing happiness.

4.3.10 Employee encouragement

The pie chart below depicts the results of a survey designed to measure Spartao Oy management's interest in motivating its employees. Based on their responses, survey respondents were divided into five categories.

Figure 12: Employee encouragement



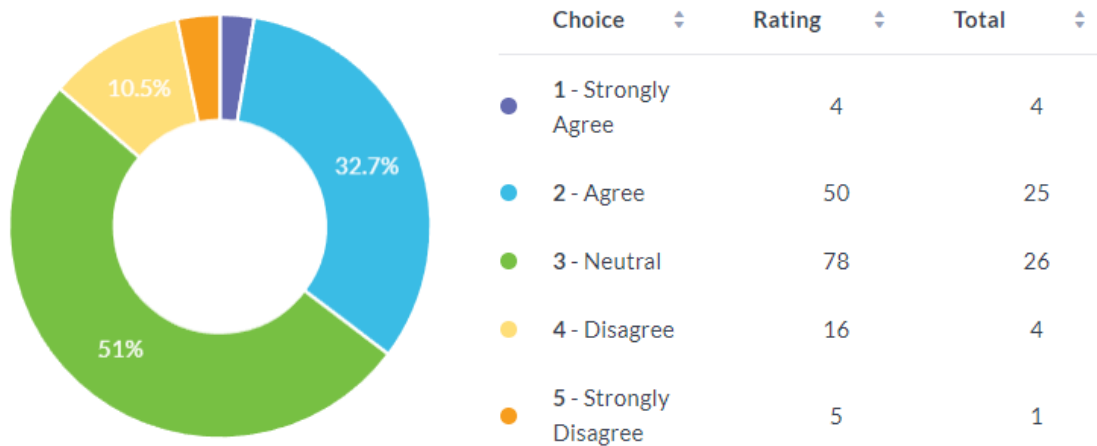
Source: 2023, own creation based on an online survey

According to figure 12 only 1% of the votes were cast in the Strongly Agree category, showing that relatively few employees strongly believe that management is interested in encouraging them. The Agree segment receives 33% of the votes, showing that a sizable proportion of employees believe management is interested in encouraging them. The Neutral sector has the most votes (39%), indicating that many employees do not have a strong view on whether management is interested in encouraging them. The Disagree segment received 15% of the votes, showing that a sizable proportion of employees believe that management is not interested in encouraging them. Finally, the Strongly Disagree category accounts for 12% of all votes cast, demonstrating that a smaller but still considerable proportion of employees strongly disagree that management is interested in encouraging them.

4.3.11 Job and performance evaluation by Spartao Oy

The survey's final question aimed to find out the level of satisfaction of Spartao Oy employees with their jobs and the company's performance evaluation system. The employees responded, and the following conclusions were reached.

Figure 13: Job and performance evaluation by Spartao Oy



Source: 2023, own creation based on an online survey

According to the study, most respondents (51% votes) took a neutral stance, indicating that people do not have a confident answer to the question and are unsure whether they are satisfied with their employment and the Spartao Oy's performance evaluation system. The Agree category received 33% of the votes, indicating that a significant number of employees are satisfied with their job and performance examination system. The Disagree segment received 10% of the votes, showing that only a few employees disagree with the statement. Voters in strongly agree and disagree categories were noted to be low or non-existent.

5 Discussion

This chapter will summarize the findings and provide the analyses from the previous chapter 4, which ties to the third and second chapters of the literature review as well as the study's

goals and objectives. In general, this chapter discusses and summarizes the survey results that were obtained through an online questionnaire. The study shows that a variety of factors influence employee performance and motivation. As findings shown in previous chapter 4, the main topics of the questionnaire and the results have been divided into three main categories for discussion: The most influential factors, financial and non-financial incentives, and the effect of Spartao Oy's provided benefits on employee motivation. At the end of each category, we will talk about the general impressions that respondents had about Spartao Oy, including the positive aspects and potential areas for improvement.

Most influential factors: According to the results, the factors that have the most significant influence on employee motivation have revealed some interesting insights. According to the Figure 4, Salary emerged as the top influencing factor, with 34.4% of respondents emphasizing its significance. The financial aspect of employment, including wages, bonuses, and incentives, evidently plays a crucial role in motivating employees. The survey also found that training and development opportunities were the second most significant motivators, with 17.7% of participants attributing importance to them. The chance to enhance skills, acquire new knowledge, and grow professionally is shown significantly valued by employees of Spartao Oy, as it not only improves their effectiveness in their current roles but will also prepare them for future career prospects. Furthermore, Promotion was identified as the third most influential factor, with 13.5% of participants highlighting its importance. Additionally, Leave and holidays were also recognized as a motivating factor, with 8.3% of the responses. Time off from work, vacations, and the ability to balance work and personal life were highlighted as crucial aspects that contribute to employee motivation in Spartao Oy. These findings highlight the multifaceted nature of employee motivation, with various factors playing a role in driving engagement and commitment.

Financial incentives and non-financial incentives influence work performance: As discussed previously in most influential factors, Financial incentives such as salary, bonuses, and reward systems came out to be the most significant elements. As a comparison between financial and non-financial incentives, figure 3 shows that financial factors emerged as influential, with 26.7% of respondents recognizing their importance whereas non-financial incentives, were identified as having lesser influence, with only 1.6% of participants emphasizing their significance. Further study revealed the true nature of both incentives.

Remarkably, the majority of respondents, accounting for 65%, acknowledged that both financial and non-financial incentives equally have a considerable influence on employee motivation. Where Financial incentives alone have traditionally been viewed as the most effective way to motivate employees, the research suggests that non-financial incentives can also play a significant role in improving employee performance. Non-financial incentives encompass a wide range of motivational strategies, such as appreciation and recognition, career development opportunities, flexible work arrangements, promotions and a good working environment. This finding underscores the complexity of employee motivation, suggesting that a holistic approach that combines both financial and non-financial elements is crucial for fostering an engaged and motivated workforce. Additionally, non-financial incentives have been independently studied in the survey. According to Figure 5, 46% of respondents neutrally responded when asked about appreciation and recognition as a motivating factor. 33% of respondents agreed to the fact that recognition and appreciation play a vital role in motivation. Similarly, figure 6 suggests that 35% of respondents agreed on accepting promotions as a motivational factor. A good working environment was also emphasized by the participants in Figure 8 with 52.7% votes. As shown in Figure 7, 60% of respondents marked the opportunity and advancement crucial in this study carried out at Spartao Oy indicating that promotion and opportunities for career development in the company drive the best workers to perform better. Furthermore, As seen in the results, Spartao Oy's reward system, appreciation for the job done as well as promotions have a significant influence on employee motivation and work performance. The findings are consistent with the ERG Theory of Alderfer from the 1960s, which claims that offering employees a range of incentives and rewards that address different need categories, such as pay raises, job security, social recognition, and opportunities for personal growth, can enhance their motivation and performance. (Alderfer, 1972). The survey results highlight that, it is worth considering for Spartao Oy to have a comprehensive approach to employee motivation. While financial factors remain important, recognizing the significance of non-financial incentives is equally essential. By leveraging a combination of both types of incentives, organizations can create a work environment that addresses employees' financial needs while also providing opportunities for personal and professional growth, recognition, and work-life balance. Taking a balanced approach to employee motivation can lead to higher job satisfaction, increased productivity, and improved organizational performance.

Effect of Spartao Oy provided benefits to employees: Spartao Oy's internal employee addressing are analyzed in this section of the discussion. Insightful information has been gained from the results of an survey that has evaluated the impact on employee performance by the benefits offered by Spartao Oy. As shown in Figure 10, regarding the benefits/facilities provided by Spartao Oy, 50% of respondents indicated a neutral response, while 30% agreed with the benefits provided. This suggests that a significant portion of employees neither strongly agrees nor disagrees with the benefits offered by the company. Similarly, In Figure 11, when it came to satisfaction with the pay level provided by Spartao Oy compared to a similar employer, 45% responded neutrally, indicating a lack of strong conviction either way. Furthermore, 25% disagreed, expressing dissatisfaction with the pay level, while 18% agreed, indicating some level of satisfaction. These results highlight the need for further evaluation and potential adjustments in the company's compensation structure to align it more closely with employees expectations and market standards. In terms of management's interest in motivating employees, as shown in Figure 12, 39% of respondents answered neutrally, suggesting a lack of clarity or mixed perceptions regarding the level of management's commitment to motivation. However, 33% agreed, indicating that a significant portion of employees believe management is genuinely interested in motivating them. The company needs to address this neutrality and strive for clear and consistent communication to further reinforce management's commitment to employee motivation. Regarding overall happiness with job satisfaction and performance evaluation systems conducted in Spartao Oy, According to Figure 13, 51% of respondents expressed a neutral response, while 32.7% agreed. This suggests that a considerable number of employees do not strongly lean towards either satisfaction or dissatisfaction with the job satisfaction and performance evaluation systems in place. The company should conduct a thorough assessment of these systems, seeking feedback from employees to identify areas for improvement and enhance overall job satisfaction and performance evaluation processes. Despite the majority of neutral results, it is also important to note that none of the results swirly fell under any negative or dissatisfaction by Spartao Oy employees, indicating that the company has done exceedingly well in terms of administration so far. However, striving to do better and maintaining a consistent level of service improvement is what makes an organization valuable in the long run.

Based on the survey results, Spartao Oy should consider the following recommendations. Firstly, the company should review and enhance the benefits and facilities provided to employees to address the neutral response and increase satisfaction levels. Secondly, it is crucial to assess the pay levels and align them with market standards to address the dissatisfaction expressed by a portion of employees. Thirdly, management should prioritize clear and consistent communication to reinforce their interest in employee motivation. Lastly, the company should evaluate and improve job satisfaction and performance evaluation systems to create a more positive and rewarding work environment. By addressing these areas of concern and implementing necessary changes, Spartao Oy can foster a more motivated and engaged workforce, leading to increased job satisfaction, improved performance, and ultimately, organizational success. Regular surveys and feedback mechanisms can serve as valuable tools for ongoing assessment and continuous improvement in these areas.

In summary, the survey results show that a variety of factors such as salary, incentives, flexible working hours, safe working environments, promotion opportunities, and opportunities for career advancement can all have an impact on employee motivation. By taking a holistic approach to employee motivation and prioritizing these factors, Spartao Oy can help to create a positive and engaged workforce that is motivated to succeed.

6 Conclusion

In conclusion, the thesis seeks to identify the primary motivating factors that influence employees work performance at Spartao Oy by conducting a brief analysis of motivation and its various forms. The literature review in this study evaluated valuable findings on motivation and compared different theories by different authors. The deep knowledge of the authors and their findings about motivation is summarized and analyzed in a literature review to understand the deepest aspirations of human behaviour. It is clear that the majority of the findings and current knowledge still match the results of the various studies that the authors have conducted in the past. Furthermore, the study's findings identified a wide range of motivating factors that affect employees such as salary, which has resulted in being the most significant one. The study emphasizes the importance of both financial and non-financial incentives. According to the study, while salary is undoubtedly important,

companies should also concentrate on offering incentives and rewards to keep workers engaged and motivated because non-financial rewards like recognition, flexible work schedules, opportunities for training and development, and a positive work environment also have a positive impact on employee motivation. The survey results also indicate that a variety of factors such as salary satisfaction, benefits provided by the company and overall positive influence by management can play a significant role in employee work life. However, according to the survey results, the majority of respondents appeared neutrally satisfied with the employment benefits and pay levels, indicating that financial and non-financial rewards are equally valued by the respondents and despite the strong administration, there is still a lot of room for improvement for Sapratao Oy. The company can raise the satisfaction bar even higher by working effectively on the various discussed factors that affect employee motivation, so the employees could confidently agree with the management, pay levels, and general benefits. Taking these suggestions into account, Spartao Oy can create an even more positive and engaging workforce that is motivated to succeed.

References

Amoatema, A. S., & Kyeremeh, D. D. (2016). Making Employee Recognition a Tool for Achieving Improved Performance: Implication for Ghanaian Universities. *Journal of Education and Practice*, 7(34), 46-52 available on <https://files.eric.ed.gov/fulltext/EJ1126683.pdf>

Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 48(5), 677-693.

Aon Hewitt. (2015). 2015 Trends in Global Employee Engagement. Retrieved from <https://www.aonhumancapital.com.au/getmedia/9228ab41-852b-4c50-abc6-4caa3529c86e/2015-Trends-in-global-employee-engagement.pdf>

Alderfer, C. P. (1972). Existence, relatedness, and growth: Human needs in organizational settings. Free Press.

Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing*, 67(2), 76-88.

Deci, E. L., & Ryan, R. M. (2008). Self-determination theory: A macrotheory of human motivation, development, and health. *Canadian Psychology/Psychologie Canadienne*, 49(3), 182–185.

Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627-668.

Eisenberger, R., Pierce, W. D., & Cameron, J. (1999). Effects of reward on intrinsic motivation—Negative, neutral, and positive: Comment on Deci, Koestner, and Ryan (1999). *Psychological Bulletin*, 125(6), 677-691.

Fox, J., Murray, C. & Warm, A. (2003) "Conducting research using web-based questionnaires: Practical, methodological, and ethical considerations", *International Journal of Social*

Research Methodology, vol. 6, no. 2, pp. 167-180 available from EBSCO host, Retrieved October 25, 2022.

Farzipoor Saen, R. (2010) "Developing a new data envelopment analysis methodology for supplier selection in the presence of both undesirable outputs and imprecise data", *The International Journal of Advanced Manufacturing Technology*, vol. 51, no. 9, pp. 1243-1250 available from EBSCO host accessed on 5 Mar 2023

Geuens, M. & De Pelsmacker, P. (2017) "Planning and Conducting Experimental Advertising Research and Questionnaire Design", *Journal of Advertising*, vol. 46, no. 1, pp. 83-100 available from EBSCO host Retrieved October 25, 2022.

Hackman, J. R., & Oldham, G. R. (1980). *Workredesign*. Addison-Wesley.

Heffes, E. M., & Anderson, D. (2017). Factors Affecting Job Satisfaction: A Comprehensive Model. *Journal of Applied Management and Entrepreneurship*, 22(2), 39-57.

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. Wiley.

Huitt, W. (2007). Maslow's hierarchy of needs. *Educational psychology interactive*, 23. available on https://www.rlifiles.com/files/en/2015_Grad_F.pdf

Hwang, G. H. (2015). The relationship among TQM practices, Employee Satisfaction and Employee Loyalty in ICT customer service and retail distribution organizations. *Journal of the Society of Korea Industrial and Systems Engineering*, 38(1), 188-198. available on <https://koreascience.kr/article/JAKO201514753131257.pdf>

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.

Itsudemo. (n.d). About us. Itsudemo sushi. <https://itsudemo.fi/itsudemo-sushi-info-page/>

Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119(2), 254–284

Kanfer, 1990, Kanfer, R. (1990). Motivation theory and industrial and organizational psychology. Retrieved October 20, 2022, from https://www.researchgate.net/publication/232564768_Motivation_Theory_and_Industrial_and_Organizational_Psychology

Luthans F. (1998). *Organizational behavior* (8th ed.). Irwin/McGraw-Hill.

Locke, E. A., & Latham, G. P. (2006). New directions in goal-setting theory. *Current directions in psychological science*, 15(5), 265-268. available on <https://doi.org/10.1111/j.1467-8721.2006.00449.x>

Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370-396. <https://doi.org/10.1037/h0054346>

McClelland, D. C. (1961). *The achieving society*. Van Nostrand.

McClelland, D. C. (1987). *Human motivation*. Cambridge University Press.

McGregor, D. (1960). *The human side of enterprise*. McGraw-Hill.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2010). *Human Resource Management: Gaining a Competitive Advantage*. New York, NY: McGraw-Hill/Irwin.

Narsee, N. (2012). *Comparing the impact of monetary and non-monetary reward programmes towards employee and organisation motivation* (Doctoral dissertation, University of Pretoria). Available on <https://repository.up.ac.za/handle/2263/>

Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review*, 17(4), 965-979.

Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, 61, 101860. <https://doi.org/10.1016/j.cedpsych.2020.101860>

Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivation from a self-determination theory perspective: Definitions, theory, practices, and future directions. *Contemporary Educational Psychology*, Volume 61, 2020, 101860, ISSN 0361-476X, <https://doi.org/10.1016/j.cedpsych.2020.101860>.

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary educational psychology*, 25(1), 54-67.

Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Press.

Samuels, A. (2013, April 07). How the relationship between employers and workers changed. Retrieved October 20, 2022, from <https://www.latimes.com/business/la-xpm-2013-apr-07-la-fi-mo-harsh-work-history-20130405-story.html>

Shahid, A. (2019). The employee engagement framework: high impact drivers and outcomes. *Journal of Management Research*, 11(2), 45. available on doi:10.5296/jmr.v11i2.14612

Schein, E. H. (2010). *Organizational culture and leadership*. San Francisco, CA: Jossey-Bass.

Seligman, M. E. P. (2011). *Flourish: A visionary new understanding of happiness and well-being*. Free Press.

Saunders, M., Lewis, P. & Thornhill, A. (2016) *Research Methods for Business Students*, 7th Edition, London: Pearson. Retrieved October 25, 2022.

Stefan, S. C., Popa, Ş. C., & Albu, C. F. (2020). Implications of Maslow's hierarchy of needs theory on healthcare employees' performance. *Transylvanian Review of Administrative Sciences*, 16(59), 124-143.

Watson, T. (2014). The 2014 global workforce study at a glance towers. Global Workforce Study: At a Glance . <http://www.mas.org.uk/uploads/artlib/the-2014-global-workforce-study-at-a-glance-towers-watson.pdf>

Appendix 1: Survey questionnaire

Survey Questions

Dear Respondents,

I am Daljeet Singh a student of HAMK University of applied sciences, Finland –BBA Bachelor of Business Administration (international business). I am conducting a survey regarding Employee motivation and work performance in Spartao oy. This research will contribute towards the fulfillment of the bachelor's in international business. I assure you that your answers will be strictly confidential and will only be used for academic purposes.

General Questions

1. Gender

- a. Male
- b. Female

2. Age

- a. 18-25
- b. 25-35
- c. 35-45
- d. 45 and above

3. Marital status

- a. Married
- b. Single
- c. Divorced
- d. Widowed

4. Educational Qualification
 - a. Graduation
 - b. Bachelor's degree
 - c. master's degree
 - d. No schooling Others

5. Position
 - a. Manager
 - b. Service employee
 - c. Kitchen Employee

6. Working period

- a. Less than 6 months
- b. 6-12 months
- c. 1-2 years
- d. 2 years and above

Question regarding Employee motivation and work performance.

7. which factors motivate you the most?

- i. salary
- ii. promotion
- iii. leave/holiday.
- iv. motivational talks
- v. recognitions
- vi. training and development
- vii. others

8. what types of incentive motivates you more?

- i. Financial incentives
- ii. Non-financial incentives

- iii. Both
- iv. others

9. What elements make you loyal and committed at Spartao oy?

- i. Safe working environment
- ii. Flexible time
- iii. Salary
- iv. Feedback on the given work
- v. Reward system

Please provide your thoughts regarding the following statements.

- (SA- Strongly Agree, A – Agree, N- Neutral, D- Disagree, SD – Strongly Disagree)

Q. No.	Statements	SA	A	N	D	SD
10.	Are you satisfied with provided benefits/facility from Spartao oy?					
11.	Are you satisfied with pay level of Spartao oy compared to similar employer?					
12.	Do you think Management is really interested to motivate an employee?					
13.	Are you satisfied with appreciation and recognition as motivating factors?					
14.	Do you think promotion helps to improve work performance?					
15.	Do you think a good working environment helps to better performance?					
16.	Do you think opportunity for advancement helps to better performance?					
17.	Overall, are you happy with your job and performance evaluation system which are conducted in Spartao oy?					

Thank you for your precious time.

Best Regards,

Daljeet Singh