

Saimaa University of Applied Sciences
Faculty of Business administration
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Work Motivation in Matka-Vekka

Thesis 2014

Abstract

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Work Motivation in Matka-Vekka, 42 pages, 5 appendices

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Faculty of Business Administration, Lappeenranta

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The purpose of the study was to examine the motivation of the employees at Matka-Vekka and identify the reasons why motivation changes. The work was commissioned by Matka-Vekka's commercial director Minna Tuorila

Data for the study were collected in a Webropol online survey which was prepared in co-operation with Maria Bitar. The theory part consists of a review of field of motivation literature, both Finnish and foreign references were used.

The results of the study show that motivation is a complicated matter and it is hard to draw conclusions since the reasons are very complex and miscellaneous. There are various reasons affecting motivation. Based on the answers from employees, the most urgent reasons are found in the poor economy due to which there are various uncertainties affecting motivation. As a further study the questionnaire could be repeated and compared to the previous results.

Keywords: motivation, rewarding

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1 Introduction

Working takes a huge part in our life; it is an entity which includes uncountable aspects related to an individual's wellbeing in life. Because work affects an individual's life so greatly it is entitled to a closer examination. At the best work is a mainstay and supporting force in life, giving a reason to cope in everyday life; achieved goals give a feel of satisfaction. Sometimes it is quite the opposite and work takes more than gives. The working environment may be unpleasant, the chemistry between colleagues does not work and there are no objectives to reach for. Either way the aspect of motivation is always there, whether there is motivation on it is lacking for some reason. It is essential to examine motivation because motivated employees are the force which pushes the company forward and, on the other hand unmotivated employees reduce the profitability of a company.

For any company it is worthwhile to examine the motivation of the employees. If there is even minor lacks of motivation to be perceived, it is profitable to react since in the end the company will only benefit for getting the employees more motivated.

For decades there have been travel agencies but the clientele has changed over the years. Nowadays the travel industry is experiencing a huge change, as many clients have started to book the trips through online travel sites. Yet there are still a group of people who appreciate the old fashioned way of making things happen. They request professional customer service and years of experience of package touring and certainty of quality of the resorts. Services such as a timetable of flight plans and organization of special arrangements are important.

There are a few travel agencies who have succeed during the poor economic situation, and this thesis gives an insight into one travel agency's situation from the point of view of motivation through hard times. The inspiration for the thesis came from the author's interest in motivation and Matka-Vekka's need for surveying the motivation of employees.

1.1 Research questions and objectives

The purpose of the study was to find out where employees get the motivations and what the possible sources of motivations are. What factors affect motivation positively and negatively? Why does the motivation decrease and is there a certain phase when working motivation starts to deteriorate? Can motivation be tied to the length of an employment? Another purpose was to determine the state of motivation of Matka-Vekka's employees, and what were the factors affecting their motivation.

The main research question was:

1. How to improve the performance of a travel agency by good motivation of employees?

Besides the main research question, there were three sub research questions to guide the progress of the thesis. The sub questions clarify the aspects which are reviewed in the thesis.

2. Why does motivation decrease?

3. What increases and decreases motivation?

4. What are the best motivators?

1.2 Delimitations

Nowadays the permanence of a job is relevant but in this thesis it was left out since all the employees had permanent jobs. Also some other forms of rewarding were left out since they were not used in Matka-Vekka. In addition, soon to be closed were left out from the study as the personnel of those offices would have answered to questionnaire most likely differently.

Only those theories were included which were the most suitable and which explained the behavior of Matka-Vekka's employees and which suited explaining for organizational behavior.

1.3 Research methodology and implementation

The qualitative research method is suitable when the purpose is to perceive the reasons for possible lacks of motivation. Features of qualitative research are that data collection is all-encompassing and the individual's view is shown. The employees have a possibility to answer anything and explain the answer completely. The sample is selected intentionally and the data collected is analyzed as accurately as possible. Quantitative research provides more certainty since the sample is considerably larger but it will not necessarily provide the deeper meaning and explanation of the studied phenomenon. Since the purpose of this study was to understand the reasons and hear them from employees it was justifiable to use the qualitative research method.

The questionnaire for the workers of Matka-Vekka was prepared in cooperation with Matka-Vekka's human resources manager. The questions were based on the main theories used; expectancy theory guides the questions mostly.

The survey was implemented through an email questionnaire, which was received by all the employees of Matka-Vekka excluding the ones who worked in the offices that were to be closed during summer 2013. The questionnaire included several questions with fixed-alternative answers as well as open ended questions.

Even if the prevailing motivation theories would explain the main reasons of lack of motivation in work places it is important to see the infrequent and sporadic excuses as well. Therefore the base of the study was to observe all of those excuses by hearing them from the individuals and seeing if the answers would match the prevailing theories.

1.4 Literature review and theoretical framework

The chapter on motivation theory 3.2 reviews the literature in the field of motivation. All the sources are similar as for the theories of motivation since the main theories were created decades ago. Later on there have been others who have forwarded the theory but in that case it is another theory in question. In organizational behavior there is the theory of an individual's behavior in an organization

included and definitions of rewards that are used in Matka-Vekka. As sources mainly Finnish author's literature concerning motivation has been used.

The main prevailing theories were developed decades ago but have been forwarded by others during time. The expectancy theory, which is one of the main theories reviewed, was originally authored by Victor Vroom. The expectancy theory is highly appropriate for this particular purpose; it has been said it is one of the most commonly used motivation theories in the business world. Later on there have been a few developers of the expectancy theory, and the differences of those are presented as well. The expectancy theory concentrates on how the rewards encounter with the expectations of the employee; more precisely it concentrates on valences as the value of incitement. The used motivation theories and the suitability of them are described in the following table.

Prevailing motivation theories	Description of the theory	Functionality for the study
The expectancy theory by Victor Vroom	How do the expectations encounter with the given rewards.	Even if the rewards are major they do not work if the reward is not desired by the individual who is getting it. "Analysis of rewards"
The achievement theory by McClelland	Individual is more eager to take a work task when the chance of succeeding is 50-50.	Are the tasks suitable and motivating? Are there too hard/easy tasks? "Analysis of the work tasks"
Edwin Locke	Specific goal instead of "do your best" motivates more effectively.	How are the objectives at work placed? Are the objectives clear? "Analysis of the objectives"

Table 1. Author's own interpretation of the used theories.

2 Case company Matka-Vekka

The sample was Matka-Vekka's employees including all shops in Finland. Matka-Vekka is a well-known travel agency founded by Seppo Vekka in Hämeenlinna in 1973. Matka-Vekka has been a part of Nordic Primera Travel Group travel-concern since 2006. Primera Travel Group operates also in Sweden, Norway, Denmark and Iceland. A travel agency gives an interesting perspective while examining work motivation since the travel industry is in transition due to internet booking opportunities. Matka-Vekka as an organization has gone through considerable changes recently which have had an influence on motivation.

Matka-Vekka previously owned the fourth biggest package tour operator Lomamatkat OY, but nowadays Lomamatkat OY is Matka-Vekka's sister company. The sales during 2013 were about 65 million euros. Mikko Pietarinen is currently the CEO of Matka-Vekka and Minna Tuorila is responsible for business activity as a commercial director.

When Seppo Vekka founded Matka-Vekka during the 70's the main focus of the services offered was on combination trips by Vekka's busses and Vikingline's ships to Stockholm. By the years new shops were opened and besides the busses and ships destinations with air travel became a part of the business. In 1999 Matka-Vekka was sold to the finance company Capman but Seppo Vekka continued as CEO till 2002. At the beginning of 2000 Matka-Vekka was at its biggest with 60 shops.

3 Motivation and human behavior

The word motivation is originally derived from the Latin word "movere" which indicates moving. Later on the meaning of the word motivation has expanded. Motive is the position of the word of motivation. Motives guide an individual's actions towards goals and attach an amount of energy to achieve those goals. (Peltonen & Ruohotie 1987, p.22.)

Motivation is a consequence of persons' needs and wants. Motivation defines the amount of desire persons have while implementing tasks in life. Motivation can be divided into three key elements: intensity, direction and persistence. Intensity describes how hard a person is trying to achieve the goal. How hard the person is trying does not define the quality of work performed and that is why it is also required to consider directions. The intensity should be directed towards the company's goals in order to achieve a wanted outcome. Also the duration of the work performance needs to be taken into consideration. Maintaining the motivations long enough is required to achieve the goal. (Robbins, Judge & Campbell 2010 p. 140 – 141.)

According to Juuti, motivated behavior is goal oriented and deliberate whereas reflexive behavior is not motivation based behavior. While acting motivated it is characteristic that behavior is volunteer, volitional and controlled by the individual. (Juuti 1989, p.30.)

There are two major tendencies in motivation theories, which differentiates from each other in the very basics. As to Freud there are sub-conscious either inherited or irrational, motives which strive the individual. According to another which is originally initiative by Plato and Aristoteles, an individual is rational and acts logically pursuing towards selected goals. Whether individuals are seen as rationales or as driven by urges and subconscious, the leadership and organizing is greatly affected by them. (Juuti 1989, p.32 - 33.)

Low motivation is always a negative phenomenon from the point of view of society and organization. For an individual there are also negative characteristics such as dissatisfaction and harmful stress which are more and more common in today's society. (Peltonen & Ruohotie 1987, p.10.)

3.1 Work motivation

When describing work motivation, there are three core factors: 1) personality of the employee, 2) characteristics of the work, 3) working environment. There are a number of researches who have demonstrated that individualistic differences, such as the personality of the worker, can explain the amount and level of the worker's effort.

Factors affecting the motivation process in a working organization according to Matti Peltonen and Pekka Ruohotie, are as follows:

Personality	Characteristics of work	Working environment
1. Focus of interest, hobbies	1. Content of the work - job satisfaction - responses, independence - feedback, recognition	1. Financial and physical factors - salary, social benefits - working environment, safety of the work
2. Attitudes - towards work - towards one	2. Performance and proceeding - achievements - development	2. Social factors - leadership - group intensity, norms - social rewards - organizational environment
3. Needs - need for affection - need for appreciation - need for self-realization		

Table 2. Motivation process (Peltonen & Ruohotie 1987, p. 22-24)

3.2 Motivation theories

3.2.1 McClelland's need theory

McClelland's has had the best research support of the early motivation theories, but if compared to other all other motivation theories it has less practical effect. It is hard to measure the needs due to the fact that McClelland argued that an individual might not be high on the needs and not knowingly. If compared to other

need theories such as Maslow's hierarchy, ERG, and two factor theory, McClelland has the greatest support especially since the relationship between achievement and productivity has been taken into consideration. (Robbins et al. 2010, p.145 – 146, 162.)

Achievement motivation theory receives its name since its main focus is motive. According to McClelland, needs are divided into two groups, congenital needs and learned needs. Unlike many other need theories, the McClelland motivation theory concentrates only on learned needs. McClelland focuses mostly on the need for achievement of the three needs:

1. need for achievement
2. need for power
3. need for affiliation

An individual with a need for achievement performs best when the odds are 50-50. The highest achievement satisfaction is obtained when the success is an not outcome of pure chance as in high odds or high probability of success as in low odds. (Robbins et al. 2010, p. 145.)

The relationship between a need for achievement and job performance is studied so that the results are rather reliable. Power and affiliation are reliable as well, even if there are not so many extensive studies. High achievers are strongly motivated if a job has a high degree of personal responsibility and feedback and an intermediate degree of risk. Individuals with high achievement need are not necessarily good managers in large organizations but they are often successful running their own business for example. Those persons who need high achievements are usually interested in their own development and not in influencing others' development. The need for affiliation and power are often associated with good managerial skills. The best superiors are low in their need for affiliation and high in their need for power. (Robbins et al. 2010, p. 145.)

3.2.2 Vroom's expectancy theory

Victor Vroom grew up in Montreal studying in McGill University where he got two undergraduate degrees in psychology and master's degree in industrial psychology in 1955. Later he received Ph.D in industrial psychology from the University of Michigan while living in the U.S. of America. Five years later Vroom joined the psychology faculty at the University of Pennsylvania, where he wrote the majority of *Work and Motivation* (Vroom 1964), in where is presented his version of expectancy theory. (Miner 2005, p. 95.)

Victor Vroom's version of expectancy theory is one of the most commonly known expectancy theories. Still it befits to learn the Porter-Lawler model as well, to perceive the whole of expectancy theories. Expectancy theory concentrates on performance variables, and it considered valid since individuals tend to expect outcomes of own actions. (Robbins et. al. 2010, p. 163.)

This is a theory which is used commonly also in the corporate world when creating rewarding systems. The theory is based on an idea that an individual tries to maximize the reward and minimize the loss. According to this theory a person will be motivated if there is a possible reward to be achieved. The strength of the act is dependable on the attractiveness of the expected outcome. The core element of the theory is in an individual's cognitive process, where there is a selection to be made which influences the final outcome. Therefore the theory focuses on three relationships:

1. effort – reward relationship
2. performance – reward relationship
3. reward – personal goals relationship

Expectancy theory explains the reasons why work motivation is lacking among employees and why nothing is done anything besides the minimum effort expected. (Robbins et al. 2010, p. 158 – 159.)

The term *valence* is applied to a feeling about a specific outcome, whether the outcome is estimated satisfying enough. When an individual acts to achieve the goal the valence is positive and big enough; if the outcome is not preferred the

valence is negative. With greater valence there are more positive outcomes and more attractiveness (Miner 2005, p. 97.)

Individuals' actions are deliberate and the individual orientates itself towards goals and focuses itself to certain aims. Individuals act consciously and rationally choosing those tasks in work which are most likely to direct towards to desired reward. The more an individual believes to achieve the goal or finish the task the more attractive and interesting the task itself will be for its executer. (Salmela-Aro & Nurmi 2002, p. 193.)

Firstly an employee might wonder that if possible maximum effort is given, will it be recognized in his performance appraisal. There is a variety of matters which can be a cause of the problem. Employees' skill level may be deficient which means the performance level will most likely to be low no matter how intensive their level of attention is. Secondly the organization's appraisal system might not measure the level of performance, but some other important factors instead. Thirdly another possibility occurs if the employee experiences that the superior does not like him and hereby assumes poor appraisal whether the effort is good or not. Fourthly will there be organizational rewards if the performance appraisal is good? If salary will be allocated to employees based on factors such as being cooperative, seniority or flattering the boss, then the performance-reward relationship is seen as weak by the employees. Finally, if there are rewards are they personally attractive for employees? The employee might work hard hoping for a promotion but gets a pay raise instead. Or he assumes to get a more challenging job but instead gets plaudits. Or an employee desires to get transferred to the Paris office but instead transfer is to Singapore. These examples demonstrate that rewards should be tailored individually for the reward to work as planned. However it is rather challenging for managers to succeed as described since employees' interests are not similar. (Robbins et al. 2010, p. 159.)

3.2.3 Porter-Lawler model

The model by Porter and Lawler is rather similar to Vroom's expectancy theory. According to Vroom ability and motivation relate to performance in a multiplicative

manner. Victor Vroom's theory does not consider the connection between motivation and work satisfaction; instead this is avoided. However Porter and Lawler go beyond the limited concept of motivational force to performance as a whole and they consider the connection as well. (Juuti 1989, p. 42.)

The variables of the Porter-Lawler theory and Vroom theory were presented by John B. Miner in Organizational Behaviour in 2005 (p. 98-99) as follows:

Performance = f (Ability x motivation)

1. Value of reward-how attractive or desirable an outcome is (valence).
2. Effort-reward probability – a perception of whether differential rewards are based on differential effort. This breaks down into effort-performance (expectancy) and performance –reward (instrumentality) components.
3. Effort – the energy expended to perform a task (force).
4. Abilities and traits – the long-term characteristics of a person.
5. Role perceptions – the types of effort a person considers necessary to effective job performance.
6. Performance – a person's accomplishment on tasks that comprise the job.
7. Rewards – desirable states of affairs received from either one's own thinking or the actions of others (intrinsic and extrinsic outcomes).
8. Perceived equitable rewards – the quantity of rewards a person considers fair.
9. Satisfaction – the extent to which rewards received meet or exceed the perceived equitable level (dissatisfaction results from under-reward inequity only).

Porter and Lawler argue that motivation, work satisfaction and performance are separate variables which are not debatable on each other like it is expected elsewhere. According to Juuti, traditionally it was seen that work satisfaction leads to high motivation and motivation further on to high performance. Motivation itself is not enough but readiness for action is required for an individual to be work satisfied and achieve good performance at work. (Juuti 1989, p. 42 – 43.)

3.2.4 Goal-setting theory

The Goal-setting theory was created by Edwin Locke. He proposed that a major source of motivation appears by intention to work towards a goal. The goal tells the employee what is required to be done and how much effort is required to achieve the goal. If the goal is difficult to achieve it increases the effort and performance while striving towards the goal. If the guideline is to "do your best" it will not yield the best performance. Instead, a specific goal is essential for getting a better performance. Easier goals are more likely to be accepted but when a difficult goal is accepted it will defuse internal stimulus at once. The challenging task draws employees' attention and helps to focus on the task instead of irrelevant distractions. Difficult tasks are energizing since the employee works harder to attain the goal. (Robbins et al. 2010, p. 149.)

Employees do better when the feedback is given based on how well they have progressed toward their goals. The feedback helps to recognize discrepancies between what they have done and what they want to do. The most powerful feedback is shown to be self-generated feedback instead of externally generated feedback since employees are able to monitor their own progress. (Robbins et al. 2010, p. 149.)

Whether the result of the assignment is better with a goal which was set by the superior or with a goal which an individual defined with the superior cannot be stated since studies give mixed evidence. According to Robbins (2010, p.149) some studies have shown the performance is best when the goal is set by the superior and in some cases conversely. If the employee participates in the goal setting this can increase the acceptance when the goals are more desirable ones.

3.3 Measuring motivation

According to Salmela-Aro (2002), the problem was for a long time that the evaluation method of motivation psychology did not follow the development of theoretical motivation psychology. Traditionally measurement has been projective such as the TAT-method developed by Murray, in which the studied individuals are shown pictures of people in different situations and are asked to tell their story. Modern motivation psychology has developed during last the decades.

With new approaches there are new ways of conceptualizing motivation through objective concepts created by individuals themselves, such as personal projects and personal endeavors and missions, by which the measuring of motivation has improved. (Salmela-Aro & Nurmi 2002, p.28.)

In the 1940's McClelland and his colleagues started a research program in which the state of motivation an attempt was made to waken experimentally and to measure its affection to the content of mental image. The researchers absorbed a thought of psychodynamic theory that the affections of motivation would be best seen in an individual's spontaneous affection. The experiment group was deprived of food for varying times and afterwards they wrote creative stories about stimulating pictures about eating. The results showed that the longer the experiment group had been without food, the more there was goal reaching content related to food. (Salmela-Aro & Nurmi 2002, p.42.)

Motivation as goal oriented act

According to the action theory, individuals are builders of they own life and are built by their own life. In that case an individual aims to control the life path with goal-directed actions. Correspondingly the received feedback and experiences change the future plans and perception about oneself and environment. (Salmela-Aro & Nurmi 2002, p. 71.)

3.4 Inner and outer motives

With incentives it is possible to monitor whether an employee is working effectively or not. Incentives can affect inner or outer motives. A person who experiences joy of work has inner motivation while a person who works in order to gain more money has outer motivation. Inner and outer motivation should be seen as complementing each other, and they can appear coincidentally. (Peltonen & Ruohotie 1987, p. 25.)

Characteristics of inner motivation and rewards are that the work itself satisfies the employee. Work description has variety, challenges, responsibilities, independence and possibilities of success. Inner rewards satisfy the need for one's intelligence, self-realization and self-development. Inner rewards are subjective,

meaning that they appear in the form of emotions such as satisfaction and joy of work. (Peltonen & Ruohotie 1987, p. 25.)

Outer rewards, on the other hand, are derived from the environment. Salary, external support, encouragement, acknowledgement and opportunity for co-operation and impact are examples of outer motivation. Outer rewards are provided by the organization or its representative and they satisfy the need of belonging, need of safety and need of food. The needs are objective and they appear as items or occasions such as money or encouraging situation. (Peltonen & Ruohotie 1987, p. 25.)

Outer rewards will not last as long as the inner ones, meaning they have to be repeated frequently to have a lasting impact. Inner rewards will last longer and they can even be permanent, which usually means that inner rewards are more efficient. It may be rather difficult to separate inner and outer rewards from each other since occasionally they can be the same. If salary correlates with accomplishment, it will become the measure of one's intelligence, which means the reward is inner as well. (Peltonen & Ruohotie 1987, p. 26.)

Ruohotie and Peltonen (1987) agree with Leiviskä (2011, p. 50) the sources of inner motivation but Leiviskä adds one important concept to inner motivation, "The Flow". It is a state of mind when a task is so interesting that it engrosses the person. The person experiences strongly the task is compulsory to finish and the abilities are comparable to what is required for the task. The task must be accomplishable from beginning till end and there must be possibility to concentrate completely. There must be feedback and an experience of managing the task.

Some researchers claim that motivation weakens if there is an outer reward following. There has been a lot of criticizing of that finding. As an opposite, there is a claim that weakened motivation is due to a poorly designed and uninteresting rewarding system instead of the claim that rewarding would decrease inner motivation. The most of the researchers think of outer rewards as strengtheners of inner motivations. According to Peltonen, Chung claims there are many studies which indicate that the inner motivation increases when there is outer reward as well. If the work is internally motivating, the employee enthusiastically puts more

effort to performing better than it is expected. If there are no outer rewards, the enthusiastic behavior will weaken by time. According to Peltonen, Bates claims that social rewards increase inner motivation if they are associated to the effort. Positive atmosphere and the appreciation of colleagues can increase inner motivation. In an opposite situation an individual's motivation and self-esteem decrease by time. Positive feedback seems to increase the motivations whereas negative one decreases motivation. (Peltonen 1987, p. 38 – 39.)

4 Importance of motivation in work

Organizational behavior is an applied science which studies and explains how humans behave in working life, describes how an individual relates to work and improves the productivity of the organization. The essential factor of the organizational behavior is to understand why individuals act the way they do while they are part of the organization. (Juuti 1989, p. 7.)

The society compels most individuals to a profession. Some individuals are able to influence how to implement professional targets. Unequal positions in working life are explained differently, as individual-centered and contextual factors. Commonly acknowledged factors in psychology are an individual's abilities, personality and motivation. There are more factors in contextual explanation such in social networks and social structure. Currently there are varieties of theoretical approaches in which interaction between an individual and development context are highlighted. A role becomes character, meaning work life interacts in the development of personality and motivation. (Salmela-Aro 2002, p. 67 – 68.)

4.1 Work centrism in life path

In the western societies employment has become the center of the life path, starting with an education which leads to the working life and ending to a retirement also the welfare state services are as well built around the employment. For the youth it is important that the transition to the working life succeeds, since the employment determines one's identity, it secures one's livelihood and affects one's family and wellbeing. Nowadays the transition to the working life has become uncertain and a more time taking process than before. The employments

are temporary or there are occasional work projects. Unemployment among the youth has increased. Previously there were two clear tendencies: those who integrated to working life and those who did not. Nowadays there is a third tendency, in which it is characteristic to drift between employment and unemployment. Because the labor market is uncertain and the workplaces are temporal the work does not offer a basis for planning the life forward and implementing long term goals. (Salmela-Aro 2002, p.68 – 69.)

4.2 Reactions to work

There are many aspects besides motivation that affects greatly the result of “work”. Motivation is undisputedly the most important factor but there are others as well, such as group ripple, attitudes, team spirit, values, atmosphere, and worldview and organization culture. Those eight categories are included into the affective area which is one part of human behavior; other two are cognitive, psycho motoric. (Peltonen & Ruohotie 1987, p. 13.)

The affective area is divided into eight categories as described earlier. Worldview, values, attitudes and motivation are features of individuals whereas community culture, atmosphere, team spirit and group ripple are effects of community. Peltonen and Ruohotie (1987, p. 14 – 17) describe motivation as whether whose target domain is concise and which changes rapidly whereas attitudes are like a climate which is wide by area, long lasting by time span and which is complicated to change. If a storm wets an individual and he gets sick it does not matter for the individual whether the climate or whether was the cause. Actions based on the situation are required for getting motivation improved, figuratively to have an umbrella or to build a shelter. Literally an examination of the state of an employee’s motivation and improvements of a rewarding system would be in place.

4.3 Rewarding

Everything an employee gets in exchange for his contribution at the job is rewarding, whether it is money, benefits, recognition, reverence or possibility to develop. All members of an organization are objects of rewarding. Superiors are in both roles; they are rewarded for their own contribution and they reward subordinates.

Recent studies have indicated that rewarding affects an organization's outcome more than expected. Rewarding is the most effective way of showing the employees what the organizations important goals and values are.

Rewarding has developed rapidly during the last decades. Organizations have started to increase the use of incentive payment- and rewarding systems. New rewarding systems require effort and commitment from the superiors. (Hakonen, Hakonen, Hulkko & Ylikorkala 2005, p.13 – 14.)

Traditionally the new potential employee has tried to get engaged for organization and motivate for proper performance by rewarding them. (Hakonen et al. 2005, p. 19.)

Efficient recognition and rewarding of employees is good business sense. Recognition and rewarding help to increase firm's revenues and profits, retain the best employees and recruit top new talents, and inspire peak performance from all the employees. Rewarding and recognizing employees does more than make them happy. Solid figures show that recognition and rewards contribute directly to bottom-line results. (Deeprise 2006, p.1-3.)

Importance of pay

In rewarding it is crucial that the rewards encounter with the expectations of the employees. In pay management employee satisfaction is more important than any other objective. The firm has bought nothing of value for its payroll dollars if the pay does not satisfy the employee. If the pay program is poorly managed or poorly designed the recruiting of good workers and keeping them is difficult. An employee turnover rate of more than one percent per month may be a sign of a poorly managed pay program. Also other factors can affect the employee turnover but the pay is probably the biggest force because of its profound effect on employee attitudes. (Carey, Racine & Mapson 1994, p. 9.)

Satisfaction about base pay produces a neutral feeling. An employee thinks that "the pay is OK". If the pay is experienced less than satisfactory other potentially

motivating factors in the job have no remarkable effect on motivation. Pay satisfaction includes three aspects: fair, competitive and rewarding. If some of those are left too short employee satisfaction will deteriorate. (Carey et al. 1994, p.10.)

4.3.1 Wage

Wage is the compensation an employee gets for the work he does for the organization. The wage defines how one has succeeded in work tasks and what the position in the workplace is. A payroll is used for scaling wages. There is the basic salary and additional salaries depending on the job description. The most common wage is a time related wage. There are also a piecework pay and a premium pay. (Hakonen et al. 2005, p.69-70.)

Old fashioned salary basis	Contemporary salary basis
Gender	Job requirement
Age and duration of employment	Qualification
Title	Outcomes of the work done
Education	
Height	

Table 3. Different bases of wage level (Hakonen 2005, p. 73.)

If wage is used to motivate the employee it is important to link the wage to the outcome or desired performance. The wage is a rather adjustable way of rewarding since money can be given to an individual or a group and it can be tied to the performance or outcome in several ways. According to Juuti (1989, p.61), there are numerous studies indicating that a performance related pay motivates more effectively than a time related pay. In those studies productivity has increased by 25 – 45% when time related pay has been changed to performance related pay. The studies made in Sweden showed that productivity rose by 30 – 40% when fixed pay was changed to premium pay whereas productivity reduced by 10 –

20% when premium pay was changed to fixed pay. Productivity increased by 10 – 15% when premium pay was replaced by performance based pay, which improved the working atmosphere as well.

The wage is equitable if an employee perceives a balance between his own and control group's input-output ratio. According to some researchers, if the wage is experienced as equitable it gives more efficiency to work than if the wage is tied to performance. If an employee feels that the pay is not equitable, whether it is too low or too high, it will affect the performance.

	Ways of payment	
Experienced equitable-ness	Performance related pay	Time related pay
Too high wage	Employee tries to improve quality of the products	Employee tries to increase the quantity of produced products
Too low wage	Employee tries to increase the quantity of produced products	Employee tries to decrease the quantity of products or impair the quality of products

Table 4. Ways of payment (Peltonen & Ruohotie 1987, p.49)

According to the equitability theory, employees are trying to compensate for the unequal wage by producing more products or improving the quality of the products. If the wage is too high employees try to produce more efficiently in order to balance the inequality. If the time related pay is too low, employees will impair the effort, which reduces the quantity or quality of the products. (Peltonen & Ruohotie 1987, p. 49.)

However Lawler (Juuti 1989, p. 24) establishes that the situation when an individual experiences that the pay is too high happens rarely. Even if an employee

gets many rewards the comparison to others prevents the experience of being over paid, since there are always people getting more money than oneself. Commonly individuals feel that their own investment in work is greater than that of the others, and so the appreciation towards one's own work is preferable, which prevents also the experience of overpaying.

4.3.2 Benefits

There are a variety of benefits that can be used to motivate the employees, such as lunch benefit, company paid mobile phone, health service, gym, coffee breaks, staff reduction, parking space, company cabin and pension insurance. The additional benefits are offered to lure new employees and to create a better image of the employer. Some might consider that the additional benefits are something that automatically belongs to everyone instead of the fact that they are additional rewarding. In some cases employees see the additional benefits self-evident.

Benefits are advantageous in many perspectives. Some of the benefits are statutory, such as occupational health care. Good benefits might be the solution when selecting a new job. Benefits are a competitive advantage in the labor market; the better the advantages are, the more attractive the job is. The usage of benefits is fiscally viable and supportive for the company's strategy; employees are more probably to be satisfied. (Hakonen et al. 2005, p. 140 – 144.)

4.3.3 Negative impacts of rewarding

Aside from numerous positive impacts of rewarding there are also unfavorable outcomes. Negative outcomes are rarely mentioned since they are born out of seeking the rewards instead of aiming for a job well done. An exception to this is a situation when a new rewarding system is in progress and the possible outcomes are reviewed. (Hakonen et al. 2005, p. 295.)

“A bottle return machine went off in a store. Reparation of the bottle return machine would have influenced for the profit target and also the amount of the rewards, so the reparation (and serving the customers in this area) was postponed till next year.” (Hakonen et al. 2005, p. 294.)

4.4 The role of superiors

“To motivate employees, you must bring them into the family and treat them like respected members of it.” (Akio Morita, founder and former CEO at Sony Corporation, Japan)

The characteristics of the best supervisor have not been identified. The most important factor is the motivation as a desire to develop and act as a superior. The path to becoming a good superior is long and diverse. There are some qualifications related to the readiness of becoming a good superior such as an ability to analyze complex matters, knowledge of technical management in practice, initiative, adjustability and cooperation ability. The work itself may increase these characteristics in a superior. (Peltonen & Ruohotie 1987, p. 85.)

When working as a superior it is required to adopt some positive leading attitudes. It is necessary to understand human nature and motivation. It is essential to be able to adduce the concealed assets from employees. Correctly motivated employee can accomplish own goals by reaching the goals of organizations. (Peltonen & Ruohotie 1987, p. 85 – 86.)

Leiviskä (2011, p. 132 – 133.) elaborates the management and its challenges. One major challenge nowadays is how to build a new company structure and procedures which enhance management, wellbeing of employees, sustainability and social responsibility without prejudicing productivity and profit. A leader has a significant role when creating an inspired and positive organization culture. But superiors and management do not acknowledge the importance of managing personnel. In many organizations management are concentrating mostly on the economic factors instead of individuals. In order to get subordinates find their own potential, passion abilities and combine those to the needs of organization, deep knowledge is required. Such knowledge is also needed to have transferable skills for leading subordinates who have variable abilities, knowledge, motivation and characteristics and who are in different phases in life.

Commonly management involves too much hierarchy and less community. “Us-spirit” is not gained by bureaucratic attitude or commanding. Management includes too much control and too little freedom. An employee’s most valuable assets do not depend on superiors’ monitoring. Superiors are paid for monitoring and controlling, which does not increase the commitment of employees. A manager who provides social cohesion, passion towards work, initiative, and commitment towards common tasks and who exploits knowledge diversely in the organization is needed. (Leiviskä 2011, p. 134.)

Nowadays one of the biggest challenges for the superiors is to develop new company forms and new procedures which promotes ethical management, wellbeing of the employees, sustainability and social responsibilities without endangering productivity. The three most important factors are to be maximized: individuals, environment and profitability. Management has a vast role in making the organization to grow. When employees are treated with respect they feel valuable and not just as resources in the organization. Given acknowledgement evokes less stress but more work satisfied employees. (Leiviskä 2011, p. 135.)

With respect to intellectual leadership, it is indispensable to get the subordinates respond positively to the future. It is essential to create a vision and get the employees to believe it, for everybody to experience that the work done has a purpose. Superiors help the individuals and the organization to succeed. They concentrate on the employees’ strengths and potentials, which requires that superiors know their own subordinates. (Leiviskä 2011, p.136.)

4.5 Attitude towards work

An attitude is a rather permanent and consistent way of relating towards an object. It is a mental state of readiness which is organized through experience and which affects how an individual’s behavior changes. Attitude reflects an individual’s cognitive process and affects one’s actions. Juuti (1989, p. 18 – 19) elaborates on the definition of attitude as follows:

- attitudes are a readiness to react towards a person or a situation positively or negatively
- attitudes are relatively permanent

- attitudes cause permanence in behavior
- attitudes lead behavior
- attitudes change more slowly than motivations, and change more quickly than values.

Attitudes consist of three components:

- affective component
- cognitive component
- state of readiness.

The affective component consists of those feelings which an individual has towards an object. This component relates to the valuation of the object which will appear as like, dislike, good, bad, pleasant or unpleasant. The feel of love and hatred belongs to the affective component as well. The cognitive component, which is often called `opinion`, consists of that information which an individual has about an object. Information may be founded on previous experiences, knowledge from school, rumors or prejudice. The way that an individual acts in a specific situation is called the state of readiness. The affective component and cognitive component affect the readiness state. If an individual has negative feelings towards an object he will unconsciously gather negative information about the object and he is prepared to act negatively towards the object. As shown in many studies, individuals tend to reach for a harmony and consistency between the components. (Juuti 1989, p. 18 – 19.)

5 Empirical research

The objective of the study was to examine how motivated the employees of Matka-Vekka are and what the possible reasons for a lack of motivation are. The importance of different kind of motivators was compared by respondents and also the significance of the role of superiors. After each section of questions there were also open ended questions for clarifications so that each employee could explain the answers if wanted. The open ended questions were also important if there was something more to be told that does not come up in the close ended questions.

It was important to ask a variety of questions since for an individual it might be hard to identify what the actual reasons affecting motivation were. Therefore the questionnaire included a number of questions with alternatives and open ended questions. The questions were intended to be as neutral as possible.

5.1 Data collection

The data was collected by a qualitative questionnaire sent to all employees and superiors at Matka-Vekka. The questionnaire was created with the Webropol online survey base and a personal link to the questionnaire was sent through work email. Webropol saved all the answers and the received data was processed on Webropol.

5.2 The backgrounds of respondents

The response rate was 55%, which meant 66 responses out of 119. Of the 66 respondents 47 were working as employees and 19 as superiors. 50 of the respondents announced they worked in sales, 8 in production and operations, and 8 in administration. A majority of the respondents had worked for the company for over 6 years, as shown in Table 5.

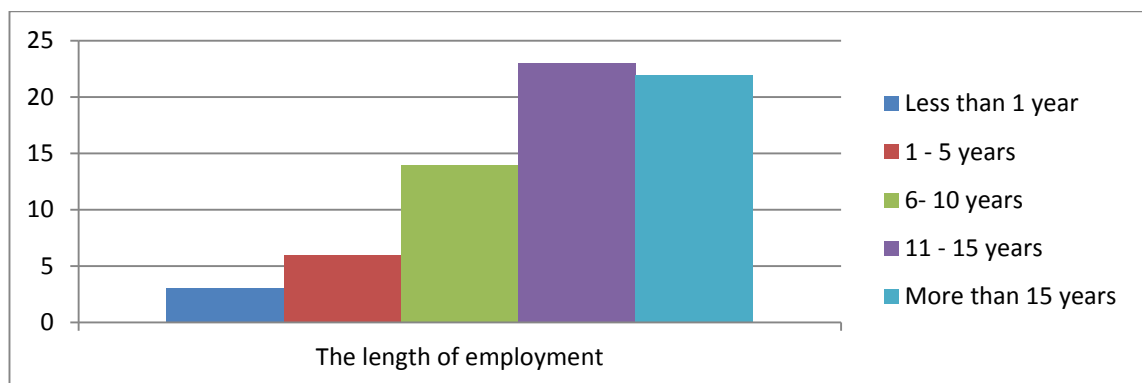


Table 5. The length of employment

5.3 Rewarding

The first question was:

How do you experience the following ways of rewarding?

- How used rewards encounter with the expectations of the respondents?

As illustrated in table 6 “responsibilities given” matches best with the expectations of employees whereas performance appraisal gave the weakest match. This question was based on Victor Vroom’s expectancy theory. If the reward does not encounter with what is expected by the employee, the reward loses its purpose.

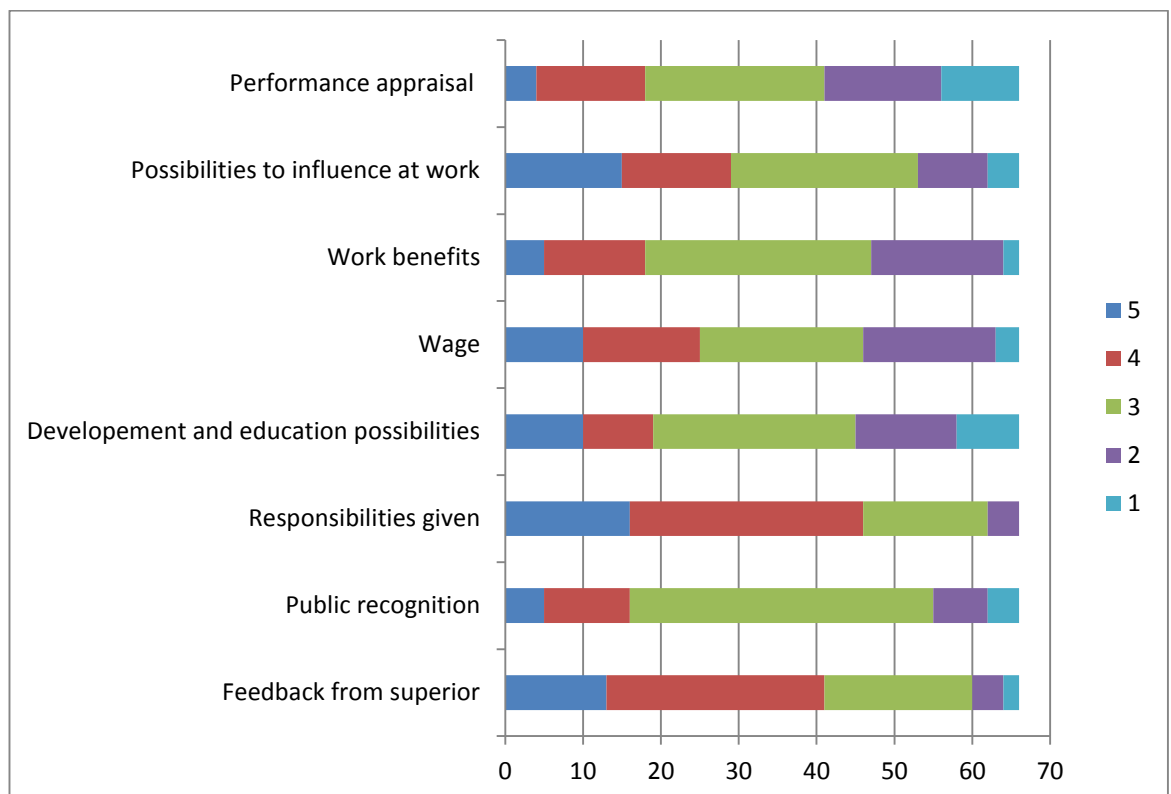


Table 6. Expectations of used rewarding ways

	7	6	5	4	3	2	1	Average

Feedback given by superior	18	9	19	12	5	2	1	5,2
Public recognition	1	6	2	9	9	9	30	2,48
Development and education possibilities	9	24	12	6	15	6	4	4,42
Wage	29	15	15	5	1	1	0	5,95
Other benefits related to work	0	8	9	11	14	15	9	3,3
Possibilities to influence at work	8	11	9	19	11	7	1	4,41
Performance appraisal	1	3	0	4	11	26	21	2,23
Average of all included								4

Table 7. Priority of the rewards

As illustrated in table 7, 29 respondents of 66 preferred the wage as the most important motivator, by average 5.95. The feedback given by a superior was at the second place by an average of 5.2, and development and education possibilities was the third by an average of 4.42. Performance appraisal got the lowest average, 2.23, and the second lowest was public recognition by an average of 2.48.

The majority of respondents wanted to clarify their answers by answering the opened questions. Four of the employees responded rather negatively against their superiors, saying that they decrease motivation.

“Management style and unstable behavior of our CEO may decrease motivation temporarily”.

There were also a couple of answers repeating the concerns about uncertainty in the travelling business, co-operation negotiations, lack of information, and the new organization.

The new organization was frequently mentioned as a factor increasing motivation.

“There was not any motivation left until there was the change in organization and new commercial director and sales director. Work motivation is now 100%.”

5.3.1 Rewarding employees versus superiors

When examining the answers from both the employees’ and superiors’ point of view, there was no distinct divergence. The minor divergences are explicable by the differences in the position of the two groups. For example, it is rather usual for superiors to have more responsibility than other employees and hereby experience the amount of responses satisfying or too burdening. Meaning superiors will have more responsibilities due to their position which can be experienced motivating or non-motivating depending on the amount of responsibilities. More responsibilities can be experienced as a positive challenge and managing those challenges motivates the person and vice versus if there are too much responsibilities.

5.3.2 Rewarding by the length of years in the corporation

There was some correlation between the length of working in the company and how the employees experience the rewarding. Those employees who had been working for the shortest time answered most optimistically, but the longer the working career was, the more unsatisfied the answers were.

5.3.3 Decreasing of motivation

Open ended questions revealed more accurate reasons for a lack of motivation. There were approximately 10 individuals who mentioned that uncertainties related to business decreased motivation, such as co-operation negotiations, temporary layoffs and uncertainties in the travelling business. There were six persons who mention the rush and excessive expectations from superiors. The new organization was seen as a positive change but according to employees there were still some grievances in management which are effective the motivation of employees.

Some sporadic answers indicated that the atmosphere in some offices was not good.

“I have noticed changes, which are due to lack of information, concealing matters etc. If everybody would be honest and straightforward it would be more pleasant to work.”

“If atmosphere is poor, it effects surely to motivation. Likewise if the superior is unfair and unprofessional it will decrease motivation.”

5.3.4 Increasing motivation

As mentioned in the previous chapter, the new organization was the most commonly mentioned factor that increases motivation. One of the core reasons is the new persons in the management team.

5.4 Objectives at work

There were a close ended question and an additional open-ended question to clarify the previous answers. The respondents were asked to rate the following claims: “The given objectives are clear” and “I can achieve the given objectives”, 5 meaning “I totally agree” and 1 “I totally disagree”. The question about objectives was based on Edwin Locke`s theory about setting objectives. According to Locke, a clear objective is more efficient than “do your best”.

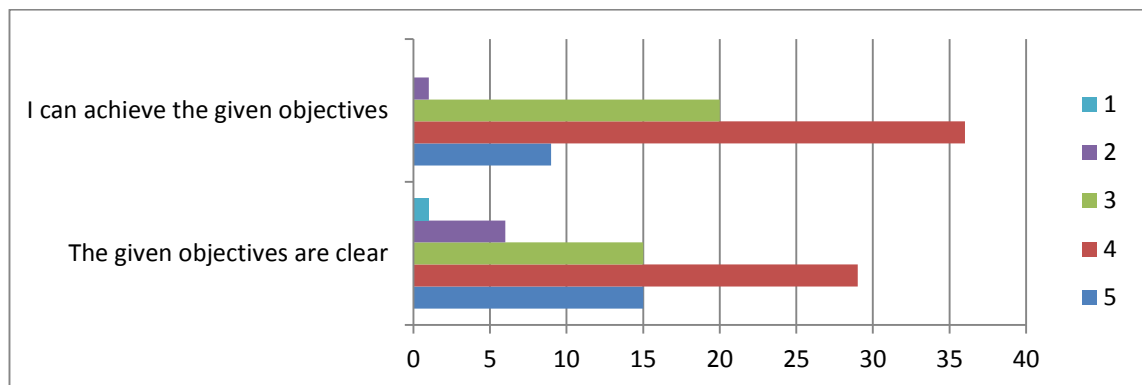


Table 8. Objectives at work place

The results from this question were optimistic since the majority of the employees thought that the objectives mainly are reasonable in all perspectives. There were 21 answers to the open ended question concerning objectives to clarify the statements. For example, 5 of 21 said that the objectives were too high or unrealistic and three answered that the objectives were not clear enough. Two answered that there were not any objectives to achieve.

“There are not any clear objectives, I work day to day routinely, I would want challenges and support / commendations now and then.”

“Nowadays the objectives are told more clearly than before. Still it feels sometimes that the objectives are too high. It is good to aim at growth, but the feel of inadequacy will not motivate anybody.”

“The objectives are clear. However during the summer season I have not been able to complete all my tasks. There just is not enough time and there are not enough employees in my department.”

5.5 Evaluation of superiors

The results about superiors were optimistic since the average of all areas was over 4, while 5 is the maximum value. The best value 5 was also most commonly answered of all options. With the average of 4.33, which is the highest average in the section of evaluating superiors, it is clear that the employees felt that their superiors trust them. The lowest average in this field was 3.92, which was not low either, comes from coherence of the superiors.

	5	4	3	2	1		Average
My superior is supportive	24	22	14	4	2	I feel that my superior does not support me	3.94
My superior trusts me	33	24	7	2	0	I feel that my superior does not trust me	4.33
My superior is interested in me and other subordinates	25	26	12	1	2	I feel that my superior are not interested in me or other subordinates	4.08
My superior is coherent	22	24	15	3	2	I feel that my superior is not coherent	3.92
All	104	96	48	10	6		4.07

Table 9. Evaluation of superiors

There were only 15 of 66 respondents who wanted to clarify the previous statements. Four responded that they were satisfied with their superiors.

“Very supportive and genuine persons. They care for their subordinates genuinely.”

“My superior has no abilities to handle subordinates or disorders.”

“I am extremely satisfied with my superior who is professional and adept, and takes into consideration the situation and qualifications of all subordinates.”

5.6 Mixed questions

The last part of the questionnaire included mixed questions about the future of the travelling business, atmosphere at work, working hours, and employee motivation, followed by open ended questions to clarify the previous answers. The statement “The future of the traveling business is good / is not good” did not receive a single grade 5 (the best grade); instead most of the answers stood at 3, giving the average of 2.82. The atmosphere was rather good with an average of 3.95, and so were the working hours as well. The average of motivation was 3.74 and the average of wanting to be more motivated was 3.82.

	5	4	3	2	1		
The future of the traveling business is good	0	14	32	14	6	The future of the traveling business is not good	2.82
Atmosphere is good	17	35	9	4	1	Atmosphere is not good	3.95
Working hours suit me well	27	30	7	1	1	Working hours do not suit me well	4.23
I feel motivated	15	28	17	3	3	I do not feel motivated	3.74
I would like to be more motivated	24	20	10	10	2	I do not need more motivations	3.82
	83	127	75	32	13		3.71

Table 10. Mixed question

6 Conclusions

6.1 Conclusions in general

It seems that the organizational change in the case company has affected the working environment greatly. The reactions towards the new organization varied. Many of the reactions were positive but there were also those who did not benefit from the organization change – quite the opposite - and it seemed to have affected the motivation.

Those employees who had worked a shorter time answered more optimistically to the questions, which might mean that motivation decreases during years. This might indicate that motivation is high during the first years. Still this cannot

be said for sure since the sample was so small and more importantly the respondents who had been working at the company less than a year were minority.

6.2 Conclusions about rewarding

It is not surprising that 44% of the employees preferred the wage as the best motivator of all. And due to that it could be expected that performance appraisal and public recognition were the least important ways of rewarding.

Time related pay does not incite to do anything more than the necessary tasks during the day. Whether the employee works at “half power” or works with an efficiency of 110% there is not any other reward besides the work itself. Even if the work itself would motivate enough, there are still factors that decrease the motivations, so the work as a motivator will not motivate in the long run. If there was a pay or other rewards dependent on the work done this would give something to aim for, a reason to do extra. A recommendation for an improved rewarding system is presented in a later chapter.

6.3 Conclusions about motivation

On the grounds of the study it could be said that when the pay is relatively low a chance of getting more money motivates effectively. On the other hand if the pay was high, the money would not motivate anymore; it would be more or less a self-evidence. On a higher pay level the rewarding system becomes more relevant since the pay itself is not the key factor anymore. However the same factors decrease motivation regardless of the pay level. But to make this kind of an assumption further require a bigger sample.

The uncertain future of the travel agency and co-operation negotiations were mentioned by many who answered the questionnaire. Nowadays the travel industry is in transition due to the fact that the economic situation affects the money spendable on leisure services and, more importantly, the online travel sales are increasing day by day.

As a result of co-operation negotiations the number of jobs decreases continuously but the amount of work stays the same. There are fewer people to do the same amount of work, which creates a rush and a feeling of inadequacy among the employees.

In the mixed questions, 67% of the respondents would want to be more motivated towards their jobs, which indicates that a majority of respondents were willing to increase motivation but that requires actions from superiors and the organization.

As the economic situation is more demanding so are the consumers who are using the services of travel agencies. There is less money to use on leisure services but the demands of the customers are the same. To make a customer satisfied, the personnel of Matka-Vekka are required to work harder, which affects the employee motivation.

6.4 Conclusions about superiors

It seems that the motivation of employees is not necessarily the first priority; yet the new organization and new managers have increased the motivation greatly. Maybe the superiors are lacking motivation to work and to motivate employees or there are not enough possibilities or resources to motivate employees as needed. Still it seems that there are some inconsistencies in the management team which affect to the employee motivation.

6.5 Proposals for Matka-Vekka

Some changes could be made in the personnel of Matka-Vekka, which would affect motivation. In addition the answers from the employees tell a lot of what could be improved in the offices to promote an atmosphere, motivation and productivity. Based on the suggestions by the employees additional training for the superiors could deal with updating their knowledge about leading and motivating personnel.

Since Matka-Vekka already has a functional questionnaire it could be used again for tracking the motivation improvement over the years. Eventually the results would reveal the factors what are affecting to motivation. For example, if there is a problem with superior, structure of organization or rewarding system the positive and negative changes would be observed more efficiently.

To increase the productivity there could be some incentives for achieving the sales goals. There could be points which are earned from every sale made and later on the employee could decide how to use the points. Since Matka-Vekka needs to be productive it is reasonable that the points would not be too easy to achieve or the benefit of one point would not give a major benefit. As an example: One point would be earned for selling a trip to Scandinavia for one person, and if there are two persons then two points would be earned. For sales to Europe the points per traveler would be 2 and to other continents the points per person would be 3. Then there could be a table for the employees to show how to use the points. For 100 points you could earn a 5% discount on a trip to Europe or with 200 points a 10% discount, or with 500 points the employee would be entitled to have one day off from work. Of course the points should be proportioned to Matka-Vekka's abilities to give rewards so that the points would boost sales but not decrease productivity. Of course this would require software for handling all the points and also calculation would be needed to determine the breakeven point for the system to be profitable. At least the consideration of this kind of a system would be worthwhile. Not only would it make salespersons more motivated towards work but it would lower the verge of taking the customers when they walk into the offices even if the salesperson is busy with something else.

When the economic situation is poor it is crucial that customer service is better than good since leisure services are not compulsory but are economized for a long time by families. Service must be excellent to catch and maintain the customer. There is always price competition, so it is important to invest in core competence such as customer service.

6.6 Case Fondia

Most probably a perfect rewarding system cannot be created, but there is one firm which has succeeded to create an extremely functional rewarding system. Among law firms in Europe, a company called Fondia won the prize “The best employer in Europe” and the 10th best employer in Europe over all. Besides the rewards, constantly incoming job applications tell that this is the place to work. Their trust index is 91%, which is a very good result.

What makes Fondia such motivating employer?

The rooms for negotiations and working are decorated by different themes. Employees may also use the office premises to their own personal use. There is a gentlemen’s salon with a pool and poker table in which a poker club gathers to have game evenings. If there is a baby coming to an employee’s family they will receive a baby bonus of 1500€ and the newborn gets a present as well. Employees get a sports pass of 400€ annually, which can be used for sports or culture events. The employer supports employees’ lunch by giving lunch coupons. Also they have company-paid cell phones. In the office there is a cafeteria with special coffees and pastries which are in free use for employees. Their working hours are flexible, so if on Monday employees work late they can leave earlier on Tuesday for example. The best motivator is the paid bonus, which is 50% of the firm’s profit.

7 Discussions

The questionnaire was successful from the author’s point of view and it gave a new perspective about motivation and its complexity. Even though there are motivation theories explaining motivation, still there is more to it than just a theory. In practice motivation is a complex entity, the content is maybe even impossible to describe. Cooperation with the contact person in Matka-Vekka worked very well and she gave honest opinions concerning the questionnaire which helped

while creating it. The questionnaire was improved during the thesis process with the help of the contact person.

The process of writing the Bachelor's thesis has been very thought-provoking and much harder than expected at first. Unfortunately the time plan failed already during the first steps, but finishing the project was extremely satisfying, albeit a little behind the schedule.

Success of data collection

The information gathered from Matka-Vekka is valuable and sufficient when taking the purpose and scope of the study into consideration. The hit rate was 55%, which is a rather good percentage if compared, for example to other Bachelor's theses.

Reliability of results

Even if the hit rate could be considered as sufficient, still the sample was rather small for making a valid conclusion. Since the purpose was to find out the possible reasons for a lack of motivation the causes that were identified are valid hence there would be only a few who gives the same explanation. While examining the answers from the respondents, especially the answers to the open ended questions, it appeared that the answers were truthful. There were many positive aspects but also negative issues were mentioned openly which indicates the honesty of the responses. If a respondent had thought that the questionnaire's anonymity was not reliable, he probably would not have answered or at least there would not have been straightforward answers.

Proposals for further research

Since there has been another organization change after the questionnaire was made it would be interesting to repeat the questionnaire and see if the answers have changed. According to results of the study, the first organization change was necessary and it gave new strength to the organization, but there still is something to improve.

Tables

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- Table 2. Motivation process (Peltonen & Ruohotie 1987, p. 22-24), p. 12
- Table 3. Different bases of wage level (Hakonen 2005, p. 73.), p. 23
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- Table 5. The length of employment, p. 30
- Table 6. Expectations of used rewarding ways, p. 31
- Table 7. Priority of rewards, p. 31
- Table 8. Objectives at work place, p. 34
- Table 9. Evaluation of superiors, p. 35
- Table 10. Mixed question, p. 36

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The background information

1. I work as

Employee	47
Superior	19

2. Department I am working in

Sales	50
Production and operations	8
Administration (IT, HR, finance)	8

3. The length of the employment

Less than 1 year	3
1 – 5 years	6
6 – 10 years	14
11 – 15 years	21
More than 15 years	22

4. How do you experience the next ways of rewarding (5 encounters my expectations, 3 encounters partly my expectations, does not encounter my expectations)

	5	4	3	2	2	All	Average
Feedback gotten from superior	13	28	19	4	2	66	3.7
Public recognition 5	5	11	39	7	4	66	3.09
Given responsibilities	16	30	16	4	9	66	3.88
Development and education possibilities	10	9	26	13	8	66	3
Wage	10	15	21	17	3	66	3.18
Work benefits	5	13	29	17	2	66	3.03
Possibility to influence	15	14	24	9	4	66	3.41
Performance appraisal	4	14	23	15	10	66	2.8
All summed	78	134	197	86	33	528	3.26

5. Organize the next ways of rewarding from most important to least important (7 as in the most important, 1 as in the least important)

	7	6	5	4	3	2	1	All	Average
Feedback gotten from superior	18	9	19	12	5	2	1	66	5.2
Public recognition	1	6	2	9	9	9	30	66	2.48

Development and education possibilities	9	14	12	6	15	6	4	66	4.42
Wage	29	15	15	5	1	1	0	66	5.95
Work benefits	0	8	9	11	14	15	9	66	3.3
Possibility to influence	8	11	9	19	11	7	1	66	4.41
Performance appraisal	1	3	0	4	11	26	21	66	2.23
All	66	66	66	66	66	66	66	462	4

6. Which of the next opposites describes you the best (2 do not know)

	3	2	1		All	Average
Feedback from superior motivates me	58	5	3	Feedback from superior does not affect my motivation	66	2.83
Public recognition motivates me	29	16	21	Public recognition or lack of it does not affect my motivation	66	2.12
Development and education possibilities motivates me	48	10	8	Development and education or lack of does not affect to my motivation	66	2.61
Wages motivates me	61	2	3	Wage does not affect to my motivation	66	2.88

Work benefits motivates me	39	17	10	Work benefits or lack of it does not affect to my motivation	66	2.44
Possibility to influence	54	10	2	Possibility to influence	66	2.79
Performance appraisal	23	24	19	Performance appraisal	66	2.06
All	312	84	66		462	2.54

7. Have you noticed changes in your motivation during the time you have worked for Matka-Vekka? If so what kind of changes and from which are they due to? When did you notice the changes?

8. Objectives at workplace (5 totally agree, 1 totally disagree)

	5	4	3	2	1	All	Average
Objectives are clear	15	29	15	6	1	66	3.77
I can reach given objectives	9	36	20	1	0	66	3.8
All	24	65	35	7	1	66	4.79

9. Please share your opinion about objectives, and please justify your opinion if wanted.

10. Evaluate the next aspects concerning your superior

	5	4	3	2	1	All	Average

My superior is supportive	24	22	14	4	2	I feel that my superior is not supportive	66	3.94
My superior trusts me	33	24	7	2	0	I feel that my superior does not trust me	66	4.33
My superior is interested from me and other subordinates	25	26	12	1	2	I feel that my superior is not interested me or other subordinates	66	4.08
My superior is coherent	22	24	15	3	2	I feel that my superior is not coherent	66	3.92
All	104	96	48	10	6		246	4.07

11. Here you may clarify your answers and tell anything related to superiors

12. Evaluate which of the next options suits your better

	5	4	3	2	1		All	Average
The future of travelling business is good in my opinion	0	14	32	14	6	The future of travelling business is not good in my opinion	66	2.82
Work atmosphere is good	17	35	9	4	1	Work atmosphere is not good	66	3.95
The working hours suits me well	27	30	7	1	1	Working hours does not suit me	66	4.23
I feel motivated	15	28	17	3	3	I don't feel motivated	66	3.74
I would like to be more motivated	24	20	10	10	2	I feel that I don't need more motivation	66	3.82
All	83	127	75	32	13		330	3.71

13. If there is anything related to work motivation, work or work satisfaction please tell here.