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GREEN KEY AS A MOTIVATING FACTOR FOR STAFF LOYALTY AND SATISFACTION

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Title Green key as a motivating factor for staff loyalty and satisfaction		43 pages 3 pages of appendices
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Abstract <p>This thesis is connected to staff motivation: which kind of motivation tools motivate employees, and does the Green Key motivate employees to work in the organization which is holding this eco label. The main goal of the thesis was determine the influence of the Green Key on motivation and sustainable development. The objectives of the thesis were to find out which motivational factors are present in the current hotel for employees to perform their job better. Which motivational factors are the most important. Find out the presence of a Green Key as a motivational factor for employee.</p> <p>In my thesis I have been using the Qualitative research method the process of achieving the results was made with an online survey. The theory part is based on different books about staff motivation, staff loyalty, and staff satisfaction.</p> <p>In the summary of the results you could see that the staff of the Original Sokos Hotel Vaakuna Mikkeli are well-motivated, satisfied with their job, and the Green Key eco label is a good motivating factor for the employees in this hotel.</p>		
Keywords staff motivation, green key, motivating factors		

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1 INTRODUCTION

Motivation of staff in the organization is an integral part of corporate culture of each company. Selecting individual incentives for various categories of employees, it is possible to operate efficiency and results of team in general. The motivation of workers has to consider strategic objectives of the organization, features of corporate culture and long-term development plans. The set of these factors influences construction and timely correction in system of staff motivation in the company.

In my opinion staff motivation and satisfaction are the most important parts of working life. Many companies pay a huge attention to these factors, because motivation and satisfaction make employees provide the best level of work. In my thesis there will be two parts, one is theoretical and the other is practical part, I would like to collect the information for the practical part with using a survey method. There are a lot of different theories about motivation, and in my research I would like to take a look into these theories:

1. Maslow's Hierarchy of needs theory
2. McGregor's Theory X and Theory Y
3. Herzberg's Motivation-Hygiene Theory

The goal of my research is:

- Determine the influence of the Green Key on motivation and sustainable development

Objectives:

- To find out which motivational factors are present in the current hotel for employees to perform their job better
- Which motivational factors are the most important
- Find out the presence of Green Key a motivational factor for employee

2 RESEARCH METHODS

In my thesis I would like to use a qualitative research method. This type of research method involves describing in detail a specific situation using research tools like interviews or surveys. It is used to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the problem or helps to develop ideas or hypotheses for potential quantitative research. In my opinion this is the most suitable option for my thesis.

3 THEORIES OF MOTIVATION

There are a lot of motivation theories, but in my opinion these three motivation theories are the most famous and these theories are quite different from each other, so i can see more different ways of motivating factors, that's why I decided to choose them for my research. Analyzing these three theories could give me the full picture of the different motivation theories.

3.1 Maslow's theory of needs

Abraham Harold Maslow was one of the brightest founders of human psychology. From his works many industries of human activities learned about complexity of human needs and their influence on employee motivation. Creating the theory of motivation, Maslow went an unusual way. He wasn't an experimenter, didn't resort to use of questionnaires or an interview. It had the method — biographic: he studied life stories, biographies of great people. His book "Motivation and Personality" appeared for the first time in 1954. He divided all human wants into five groups and called them basic requirements. (Graham 1995, 10-11.)

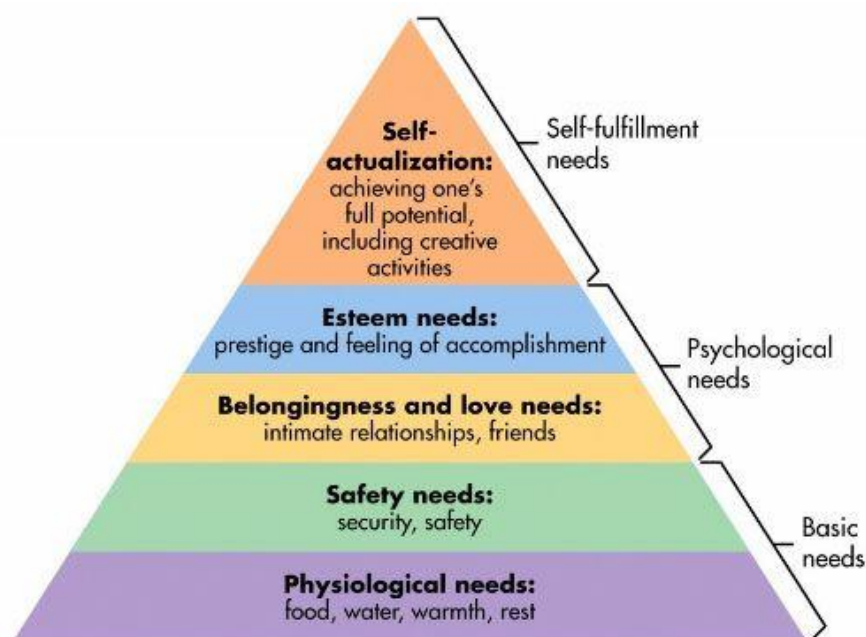


Figure 1. Simply Psychology. 2016

According to Graham (1995) Maslows theory of needs is subdivided in 5 parts:

1. Physiological requirements which are necessary for life and existence. They include the needs for food, drink, rest and sexual requirements. It is unlikely somebody will undertake to challenge the fact that physiological requirements are the most essential and the most powerful of all requirements. In practice it means that the person living in extreme poverty, the person deprived of all pleasures of life will be movable first of all by requirements of physiological level. If the person has nothing to eat and if he at the same time lacks of love and respect, first of all he will aim to satisfy the physical hunger. After person satisfies these requirements he would proceed to the next level of requirements.

2. Need for safety. These are the needs for protection against physical and psychological dangers from the world around, and confidence that physiological requirements will be satisfied in the future. This confidence can be expressed in purchase of the insurance policy or guarantees social security which good reliable work can provide. Maslow's opinion: After satisfaction of physiological requirements their place in motivational human life is taken by requirements of other level which in the most general view can be united in the category of safety. Almost everything that was told about physiological desires above, can be carried to these requirements, or desires. Like physiological requirements, these desires can also dominate in the person. In society, at people the need for safety is shown only in soft forms, for example, in the form of desire to get a job in the company which represents to the workers social guarantees, in attempts to save money, in the existence of different types of insurance. (Graham 1995, 12-13.)

3. Need for accessory and love (social requirements). This concept includes feeling of belonging to something or to someone, feeling that you are accepted by others, feeling of social interaction, attachment and support. Maslow speaks: "After requirements of physiological level and requirement of level of safety are rather satisfied, the need for love is topical, attachments,

accessories and a motivational spiral there begins the new round". The person very sharply begins to feel shortage of friends, absence of darling, wife or children. He is eager for the cordial friendly relations, he needs a social group which would provide it with relations, a family which would accept it. It is extremely important to a person to know that he lives in the homeland, at home, near people close and dear to it, that he belongs to a certain clan, group, collective, a class. The impossibility to satisfy the need for love and accessory, as a rule, leads to disadaptation.

4. The need for recognition (respect) includes the needs for self-esteem, personal achievements, competence, respect from people around. Maslow speaks about it: "Each person constantly needs recognition and, as a rule, an appreciation of own advantages, are necessary for each of us also respect the people surrounding us and an opportunity to respect himself." Requirements of this level are subdivided into two classes. The desires and ambition connected with the concept "achievement" enter the first. The person needs a feeling of own power, adequacy, competence, it needs feeling of confidence, independence and freedom. We include the need for reputation or for prestige, the need for a gain of the status, attention, recognition, glory in the second class of requirements. The satisfaction of need for assessment, respect generates self-reliance, feeling of own importance, force, adequacy, feeling at the person that he is useful and necessary in this world. Unsatisfied requirement, causes in it feeling of humility, weakness, helplessness which, in turn, serve as the soil for despondency. (Graham 1995, 12-13.)

5. The need for self-expression is the need for realization of the potential opportunities and growth a person. Maslow considers the main source of human activity, human behavior, acts the continuous aspiration of the person to self-realization. The need for a self-realization bears in itself a number of functions. First, it is the essence to the humanistic need, i.e. requirement to bring to people kindly. The second important provision of self-realization is that the person is obliged to be who he can be, the person is obliged to execute the mission, using all the opportunities and abilities. According to Maslow, self-realization is the phenomenon congenital, which enters human

nature. Maslow considered: "Even in case all above-mentioned needs of the person are satisfied, we have right to expect that he soon will feel again dissatisfaction, dissatisfaction of the fact that he is engaged at al. but not in what he is predisposed to. The person is obliged to be that who he can be. The person feels that he has to correspond to own nature. It is possible to call this requirement the need for self-realization. It is obvious that different peoples requirement is expressed differently. One person wishes to become the ideal parent, another seeks to reach sports heights, the third tries to create something or to invent. It seems that at this level of motivation it is almost impossible to outline limits of individual distinctions. As a rule, the person begins to feel the need for self-realization only after satisfying requirements of underlying levels". (Graham 1995, 62-64.)

The general conclusion which is drawn by Maslow about basic requirements following: "It is possible to tell about any healthy representative of our society that he is at the same time satisfied and isn't satisfied in all the basic requirements. Our idea of hierarchy of requirements will be more realistic if we enter a concept of a measure of satisfaction requirements and we will tell that the lowest requirements are always satisfied to a large extent, than the highest. (Graham 1998, 62-67.)

According to Maslow's theory all these requirements can be arranged in the form of a strict hierarchical structure. He wanted to show that requirements of the lower levels (primary) demand satisfaction and, therefore, influence behavior of the person before the requirements of higher levels begin to affect motivation. In each concrete time, people will aspire to satisfaction of that requirement which for him is stronger or more important. Before the requirement of the following level will become the most powerful defining factor in behavior of the person, requirement of lower level has to be satisfied. As with development of the person as the person extends his potential opportunities, the need for self-expression can never be completely satisfied. Therefore also the process of motivation of behavior of the person through his requirements is infinite. In order to following higher level of hierarchy of requirements has begun to influence behavior of the person, it isn't obligatory

to satisfy requirement of lower level completely. After uprising Maslow's theory, heads of various ranks began to understand that the motivation of people is defined by a wide range of their requirements. To motivate the specific person, the head has to give him the chance to satisfy his major requirements by means of such line of action which promotes achievement of the objectives of all organization. (H T Graham, 1995, 10-16)

In spite of the fact that Maslows theory has given the description of process of motivation, very useful to different heads the subsequent pilot studies has confirmed it far not completely. The main criticism to this theory comes down to the fact that she didn't manage to consider individual differences of people. Hasn't received full confirmation and the concept of the major requirements. The satisfaction of any one requirement doesn't lead to automatic involvement of requirements of the following level as a factor of motivation activity of the person.

3.2 McGregor's theory X and theory Y

Douglas McGregor published the book "The Human Side of Enterprise" in 1960 which changed the theory of management forever. Those years management was based on idea that people by the nature are lazy and work only when they are forced.

Douglas McGregor subdivides all these assumptions into two categories called by him "the Theory of X" and "the Theory of Y".

"Theory of X" of Douglas McGregor.

According to "the Theory of X" - people by the nature are lazy and work only on coercion. Once "the Theory of X" was traditional and the most widespread approach to management. "The theory of X" assumes that people can work only on forcing. However any forcing has the limits. Often people work much better under the influence of belief or interest in joint operation. "The theory of X" follows to a pessimistic view on human nature. According to "the Theory of X", the relations between heads and subordinates are based on mutual hostility. Managers which are served with a "Theory of X", consider that workers aren't capable to think and act independently. For this reason such

managers for the sake of general welfare of the company aim to control carefully activities of the subordinates, considering that subordinates work only when someone constantly watches them. Managers which are served with a "Theory of X" assume that employees don't wish to take voluntarily the responsibility as they are interested only in salary. Managers which are served with a "Theory of X" are sure that subordinates don't see an overall picture of affairs or don't care about success of the company in general.

"The theory of X" of Douglas McGregor is based on three statements:

1. People don't want to work. The person has congenital disgust for work and tries to shirk it. Performance standards, accomplishment of target indicators, timetable shifts are reactions of management to natural tendency of employees not to work hard.
2. Forcing is unpreventable. The entity won't achieve effective objectives without forcing and fear of the employees. The unique incentive to work for employees with punishment, but not encouragement. Career, awards and privileges only increase requests of the person, but don't induce desire to work hard.
3. Employees try to avoid the responsibility. Everything that people want from life quiet work with a regular salary.

"Theory of Y" of Douglas McGregor.

"The theory of Y" - chiefs shall respect subordinates and give them the chance to work independently to awaken in them the aspiration to follow ethical principles and to observe discipline. According to "the Theory of Y" if the employee doesn't show interest in work and doesn't carry out orders, then it is necessary not to blame the employees, it means a bad management.

"The theory of Y" of Douglas McGregor is based on the following statements:

1. People don't feel natural spite to work. Under certain conditions employees receive pleasure from what they are engaged.
2. It isn't obligatory to keep employees in fear. Properly motivated employees will work without urgings on and to make active efforts for the solution of the tasks facing the facts. The feeling of success gives pleasure to employees.

The achieved success strengthens confidence in the forces, and as a result employees aim to achieve the objects set for them even more actively.

3. People want to be engaged in responsible work. The person by the nature looks for any opportunity to perform responsible work. In the person the capability to creativity is naturally must. Most of people are capable of solving the problems facing them creatively.

4. People are smart and bright. Often managers strongly underestimate mental abilities of the subordinates.

Within "the Theory of Y", managers not only can, but also must act resolutely because finally they are responsible for the solution of the problems facing them. In case of a critical situation subordinates will wait instructions from them about what kind of actions to take. It doesn't mean that in crisis "the Theory of Y", becomes irrelevant. Even in a critical situation the manager must treat people politely and without prejudice, without calling in question their motives. Nevertheless, he must act firmly and if necessary even dismiss employees – especially those, which mentality corresponds to "the Theory of X". "The theory of X" claims that its management must determine domestic policy of the company, without consulting about anything on personnel. According to "the Theory of Y", the management must take into account both the needs of the company in general, and the needs of her employees who, in turn, would wish to bring benefit to the organization. Douglas McGregor considers "the Theory of Y" as a preferable model and a method of management though he considered that it is difficult to use "the Theory of Y" in large-scale operating companies. (John2002, 258-261.)

3.3 Herzberg motivation theory

The two-factor theory of motivation of Hertzberg was developed in 1959 by Frederik Hertzberg and his colleagues. Their purpose was to find out the bases of satisfaction and dissatisfaction of the person with activities, and also to establish the reasons of increase and a labor productivity decline. For this purpose scientists conducted a survey of two hundred engineers and employees of one large organization working in the sphere of paint and

varnish coverings. Participants needed to describe those situations when their relation to work was positive and they had a desire to work, and situations when the relation to work, on the contrary, was negative, and dissatisfaction was felt, and there wasn't at all desire to work. (Graham, 1995, 19-21.)

Results of this research allowed Herzberg to make the conclusion according to which satisfaction from work depends on its internal and substantial characteristics, and dissatisfaction depends on external characteristics of work and its context. A result was the fact that all factors which exert impact on activities of the person in production situations were distributed on hygienic and motivating. (Graham, 1995, 19-22.)

Hygiene factors

The hygiene factors are called also as a health factors, and they represent factors which are connected with the environment inside of the working process. The term "hygienic" was borrowed by Herzberg from medical terminology in which it treats the factors helping to support health, however it isn't obligatory for improving it.

It is possible to distinguish the following most important hygiene factors:

- Politic of company and administration
- Labor safety
- Comfortable working conditions
- Acceptable illumination, good heating, etc.
- Working schedule
- Wage
- Availability of paid holidays
- Availability of the sick-list
- Holding actions in the field of social security, health care and other social programs
- Relation with colleagues and management
- Level of direct control of work

Hygiene factors practically never cause complete feeling of satisfaction and don't make the active impact on activities of the person. However because of availability it is possible to warn feeling of disappointment; if they are absent, it can become the reason of emergence of feeling of disappointment, discontent and irritation in the staff of the organization. (Graham 1998, 69-73)

Availability of this group factors leads to emergence condition when there is no job dissatisfaction, but there is also no job satisfaction since positively characterized hygiene factors are something self-evident. Negatively characterized hygiene factors, in turn, can lead to a complete job dissatisfaction.

From this follows a conclusion that, conditions in work can't be considered as the motivating factors. Possibly, most of people would work with pleasure in a pleasant situation, but proceeding from this theory, absolutely clean hotel or the machine can hardly become substitutes of the work from which the person can derive pleasure or public recognition of the merits and achievements. (Graham 1998, 69-73)

According to Herzberg, those employers who aim to increase motivation of the workers by means of pay rise as a result will be disappointed since after employees already get used to the new salary level, most likely it will be considered by them as a hygiene factor. And since that moment when the increased payments become a regular component of a salary, they will at once cease to motivate people. Psychology of the person that he is motivated more by desire to have something, than the fact that he already has something.

In spite of the fact that quite large number of bosses hold the opinion that the thought-over system of encouragement will boost the working process of the staff and will boost the motivation, in practice it turns out that any such system will be considered as due: of course it will support feeling of satisfaction, but won't create it at all. (Graham 1995, 69-73)

Motivating factors

The motivating factors which are also called motivators are directly connected with essence of the activities and its nature. They promote the increase at the level of job satisfaction and are considered an independent group of requirements which, generalizing, it is possible to call the needs for growth.

It is possible to carry main motivators such as:

- Success
- Public recognition
- Interesting content of activities
- Availability of an opportunity to grow professionally
- Responsibility Degree
- Official position

Public recognition gives to the person feeling of self-esteem and own advantage that must speak to the boss about need of the message to the worker ors feedbacks about well done work. One more essential factor are also activities of the worker. It must be kept in mind that monotonous work doesn't bring satisfaction, and creative and various activities on content, on the contrary, stimulate to growth, prevent delay, absences, etc. Besides, for many people as a fine motivator serves career development and availability of the accessorial liability. (Graham 1995, 19-22)

In the conclusions of Hertzberg researches I can make the following conclusion:

- Satisfaction and dissatisfaction with activity are two measurements independent from each other which can be displayed visually on two various schedules;
- Exists the whole group of the factors influencing the first schedule "satisfaction with activity – there is no satisfaction with activity" (the motivating factors), and also the group of other factors influencing the second schedule "dissatisfaction with activity – aren't present dissatisfaction with activity" (hygienic factors).

4 STAFF LOYALTY

Any company wishing to survive in the long term should care for the loyalty of the staff. Such need is caused first by the fact that this quality of employees is a forming condition with high professional motivation which, in turn affects all aspects of activity. Loyal workers are ready to reconcile to temporary difficulties of the company, to accept necessary organizational changes. Such employees value the workplace in this company. They do not only aim as possibility to perform better the work, but quite often induce to it and the colleagues. Only loyal employees are ready to approach creatively the solution of the arising problems, to take the responsibility, to use the best efforts for goal achievement of the company. Loyal employees use all resources and allowances for achievement of the maximum results of work. They are capable to be engaged on own initiative in self-education, address for consultation specialists. Secondly, loyalty is an important condition of safety of the company having significant effect on the reliability of workers. For example, there can't be disloyal to the company, and particular to a management, a secretary safety officers of the company, heads of all levels of management.

Loyalty is an acceptance to the positive relation of the person to something specific. Specialists note that a basis of loyalty is desire to be useful have commitment, avoid what can do much harm. The personnel can be loyal to the management of the company, clients — in relation to the company, the providing service. If the employee is loyal to the head, then it assumes recognition of high level of his competence, respect, and authority of the head in the opinion of this person. Sometimes such loyalty includes feeling of sympathy, readiness to endow the interests. The customer loyalty, consumers of the company is connected with high-quality recognition of its goods, services, trust to staff of this company. Therefore, loyalty is an indicator of the relation of the personality to a certain object.

- Obligatory attributes of loyalty:
- Honesty in relation to a loyalty object;
- Separation with an object of loyalty of the main beliefs, values;

- Experience for success of loyalty;
- Open demonstration of loyalty, benevolent relation;
- Readiness to prevent danger to a loyalty object;
- Readiness if necessary to go on certain victims for benefit of a loyalty object;
- Pride for participation in a loyalty object (for example, for belonging to number of persons employed of the company);

Within one company also the combination of loyalty and disloyalty of the same employee to various objects is possible. (McCarthy 1997, 23-45.)

Staff loyalty is a very important part in each hotel, if staff is more loyal to the hotel, staff would provide better work abilities on their job, and it will give a big positive impact for the hotel. Original Sokos Hotel Vaakuna received a Green Key certificate in the end of 2016. Further I would like to tell more about the Green Key eco label.

5 GREEN KEY

Today in the world one of the most popular projects is the project of increasing popularity, purchased by movement for environmental protection. Caring for ecological equilibrium, people even more often change the habits and preferences. It becomes good form to appropriate a quality label, a ecological award, to the entities which are making thrifty use of the environment. Hotels are involved too in this process and in order that development of hotel and tourist infrastructure wouldn't damage the surrounding environment it is necessary to implement actively a system of ecological certification of organizations in hotel business.

"Green Key", the program of voluntary international ecological certification of organizations of hotel business, was accepted as one of the programs of the international Federation by ecological education (Foundation for Environmental Education - FEE) in 2003. It is aimed at reduction of impact by the environment, assistance of implementation of steady management of hotel business, and also by increase in ecological knowledge.

Before receiving the sign of quality, the hotel shall provide economic power and water consumption, use of ecologically safe for washing and cleaning of rooms, to implement system of selective collection of some types of waste, having provided their further conversion, and also many other things, requiring certain efforts and investments. For example, for accomplishment of criteria on restriction of water flow from a shower (no more than 9 liters a minute) and from the crane (no more than 8 liters in min.) many hotels should buy and establish special limiters for water flow.

Ecological certification within the Green Key program begins only in that case when the hotel has already fulfilled all requirements of obligatory criteria of the program and is sure that it is possible to start control check. After receipt of the official document in hotel the corresponding inspection is annually carried out. As availability of similar Eco certification positively influences the image of hotel, increases its popularity in the market and is a powerful marketing tool. Thanks to it travel agencies and tour operators begin to choose more often such hotels for a cooperation that promotes receipt of an additional profit. The program of ecological certification "Green key" conducts the history since 1994, since 2002 the project purchased the status of international.

Today hotels from 27 countries have already become active participants of the international program of ecological certification of "Green Key" and this number constantly grows. So lately several hotels of most high-growing tourist directions eg, the United Arab Emirates joined the international ecological movement directly. The magnificent hotels of the Arab world belong to the Rezidor group: Radisson Blu Resort Fujairah, Radisson Royal Hotel, Dubai and Radisson Blu Hotel, Dubai Downtown became new owners of "Green key". It proves once again that availability of the certificate isn't just economically useful for conducting hotel business, but also it is prestigious. In my opinion the «Green Key» label will only grow, and I think it's a great business opportunity to have this certificate.

6 SURVEY

In my practical part I made a survey for the staff of Sokos Hotel Vaakuna Mikkeli, to understand how well staff is motivated, and their knowledge of the Green Key, are they Loyal to the brand, and are they satisfied with their work? I decided to make 17 questions. After the staff has answered these questions, I will have a full picture of answers regarding my topic, and after that I will make a conclusion and future recommendations. I made my survey with a website www.surveio.com which will provide my survey with a link, which was given to the staff of the hotel. You can find my survey in the Appendix 1.

When I was thinking about sampling process, I decided to make a survey with 4 hotel departments: 1. Housekeeping department because the Green Key is really important think for this part of the hotel, 2. Food and Beverage department because green key label, is a very close to this department. 3. Guest relations department because this department are always in a close contact with a guests of the hotel, and could promote the fact that this hotel has a Green Key eco label. 4. Nightclub Vaakuna, because it is really interesting to understood how the staff feel the Green Key eco label, because it is really unique certificate for the night club industry. I was asking only English speaking staff, because unfortunately I cant speak Finnish language. In the Sokos hotel Vaakuna Mikkeli there is about 50 employees, and about 25 could speak English, so this survey will be sent to this 25 employees from this four departments.

7 RESULTS OF THE SURVEY

In this part of the thesis, I would like to show the results of my thesis, which will be shown in the graphics from website survio.com

7.1 Night club Vaakuna

Results of the Night club Vaakuna department is showed in the figures below.

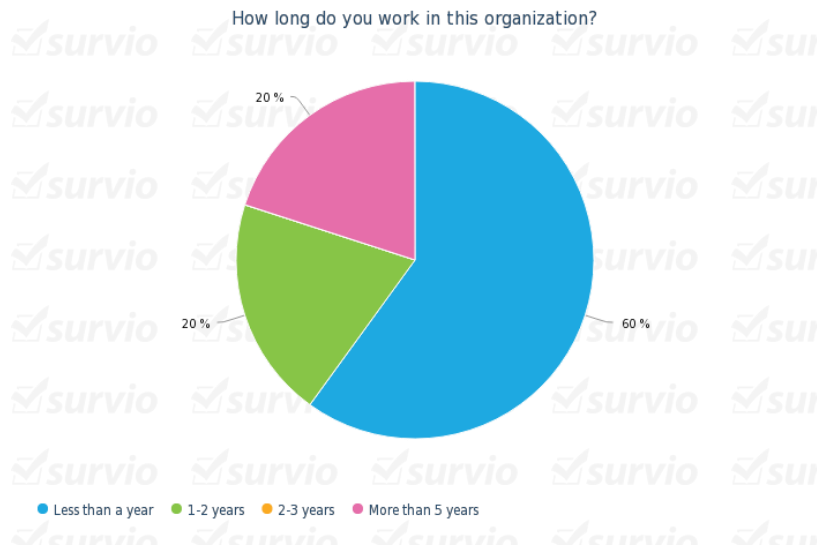


Figure 2. Work in this organization

Here we can see that most responders of the Night club Vaakuna staff have worked less than a year (60). I think it could be explained that most of the employees of the nightclubs are young people, and maybe for most of them this is not a long term job

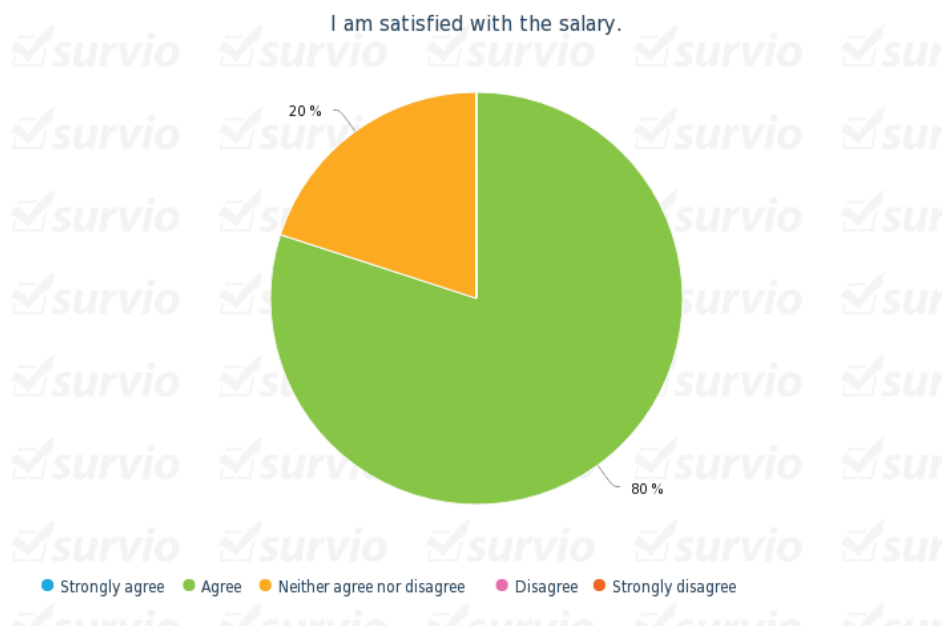


Figure 3. Salary satisfaction

According to the results I can mention that in Nightclub Vaakuna department there is a good salary level, which suits most of the employees.

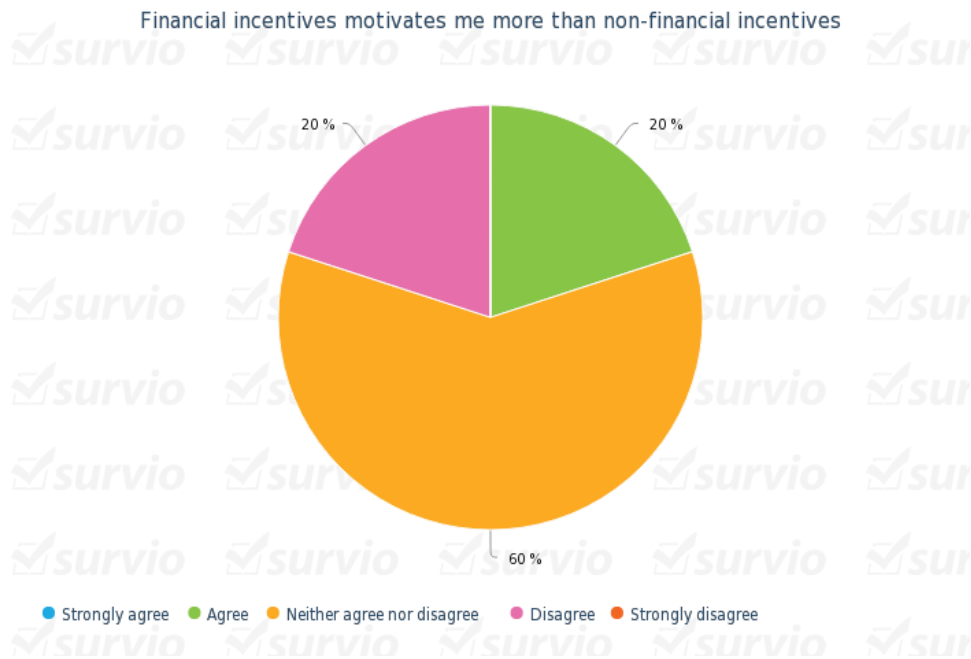


Figure 4. Incentives motivation

As we can see financial incentives are not so important for the staff of this department. In my opinion, people who work in nightclub Vaakuna department, just enjoy working on their jobs, and money is not so important for them.

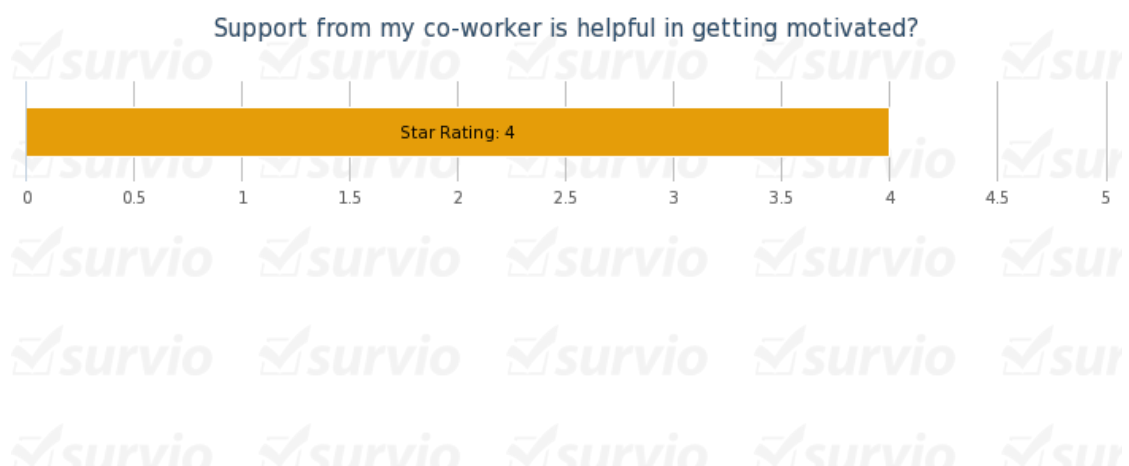


Figure 5. Co-worker support

Support from co-workers in this department was pointed with rating number 4.0 Co-worker support is at the high level, and I think this results shows us, that the staff of this department has a good team, which are always welcome to help each other.

Question №6: I feel that the job gives me a good status. Shows mee 100% result with Agree answer, I think this result showing that working in this level of the hotel is really prestigiously.

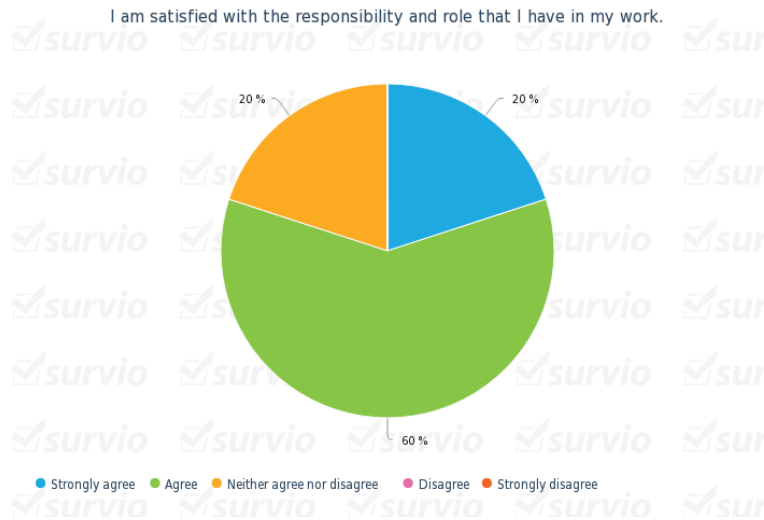


Figure 6. Responsibility and role

Responsibility and role in the work gives us mostly good results, as I mentioned before, in my opinion people who are choosing to work in the Nightclub just love this type of life, and I think most of the employees in this industry are satisfied with roles and responsibilities

Question №8: In the organization there is fair amount of team spirit. I received 100% of Agree answers, on my opinion it perfectly shows that collective in this department very friendly and mutual aid is important for them.

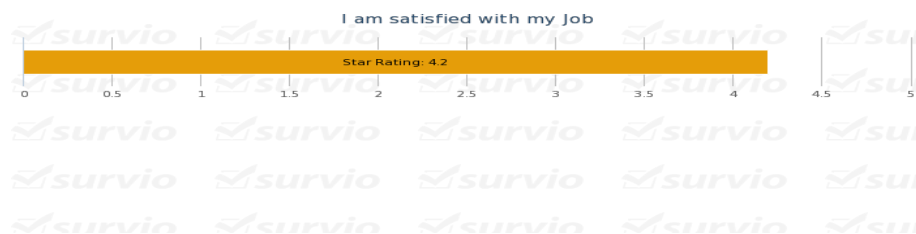


Figure 7. Job satisfaction

Staff from Night club Vaakuna is well satisfied with their job and we can see it with a 4.2 stars out of 5. As I mentioned before staff are satisfied with roles and salary, so overall satisfaction is on the same high quality

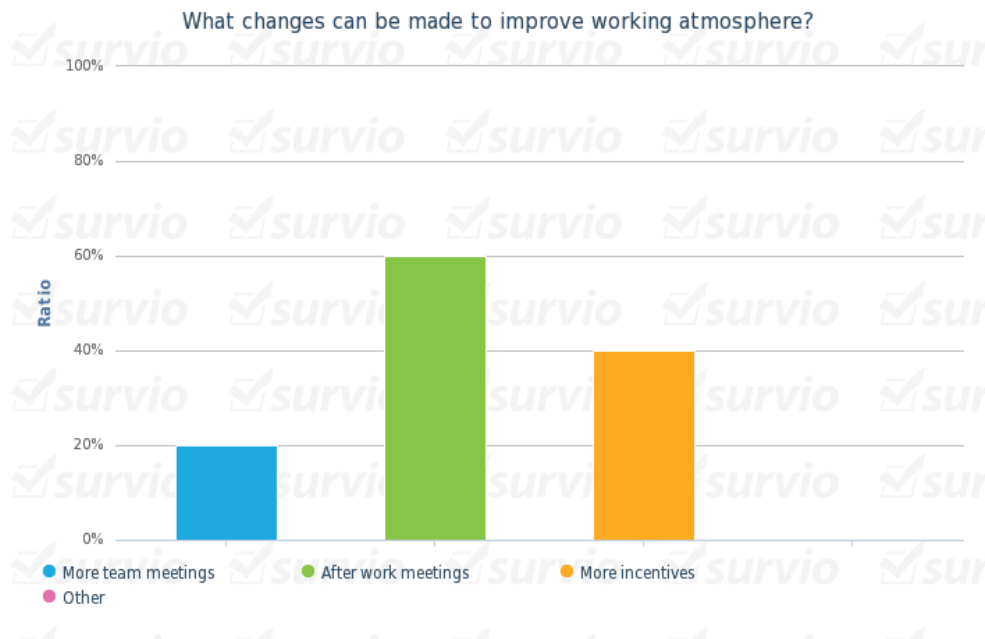


Figure 8. Improve working atmosphere

It was multiply question. Employees of this department mostly would like to see more after-work meetings, I think this results due to the quality of working life and atmosphere inside of the team, and they would like to have even after-work meetings to make their team more stronger

Question №11: Have you ever heard about Green Key. I received 100% of results with Yes answers, I think that fact-finding information about Green Key has been conveyed to the staff.

Question №12: What do you know about «Green Key»

It was open answer, so this is the most interesting answers:

Not much, I just started at my job and heard green key there

Basic things, I think I know all necessary things about green key.

I don't know much yet

I think that for this department there wasn't so big need to know much about the green key, so most of the staff are not really interesting into the topic yet.

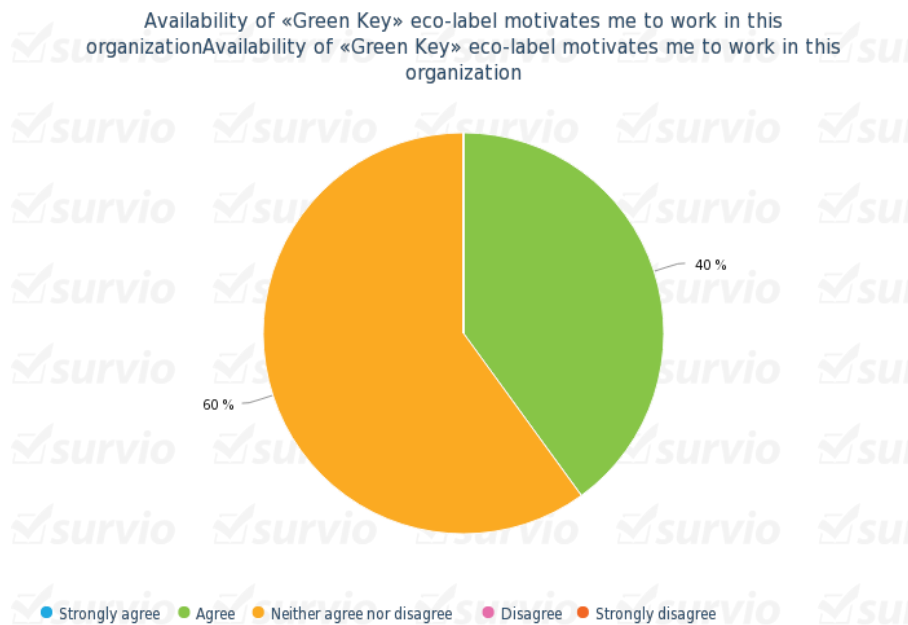


Figure 9. Availability of Green Key

Most of the responders Neither agree nor disagree with the statement, i think it could be explained, because as I think GreenKey label, is a quite unusual thing in the Night Club industry, and this team doesn't have good knowledge about the green key.

Question №14. Could you mention any changes appeared in the organization after receiving a «Green Key»?

It was also open question and here is the answers of staff about it:

I have worked there so short time that I haven't

We did lot of good things already before Green Key but now we do things more specific and look after. It's better now.

I received only 2 answers with this question, because I think in Finland people are already quite environment minded, and Green Key for club industry doesn't have so big standards that the staff could mention a big changes.

Question №15. about staff attitude to the environmental responsibility gives me 100% of «positive» answer. I think this result could be belong to the Finland, because as I said before people in Finland are really care about environmental.

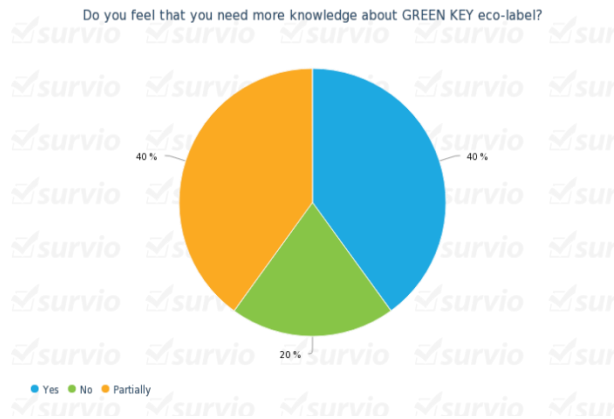


Figure 10. Knowledge about Green Key

Most of the responders would like to have more knowledge about the Green Key eco label, this is a big thing for the hotel, and Green Key in club industry is very unusual, so staff would like to know about it more, even if they are really not interesting in it.

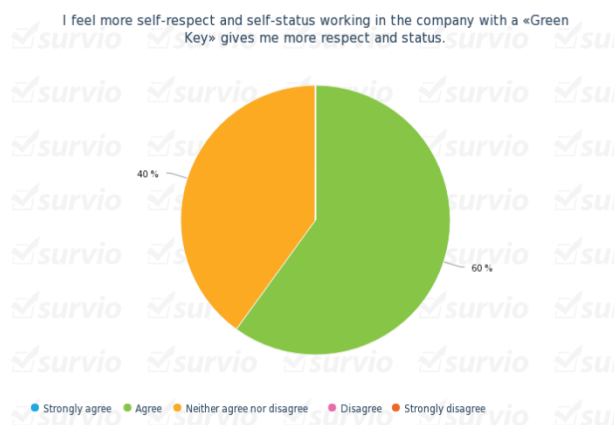


Figure 11. I feel more self respect

Quite good results regarding this question, 60% are agree with this statement and 40% of the employees are Neither agree nor disagree with it. I think staff will change their mind after they will receive more knowledge about this eco label.

Conclusion of answers Night club Vaakuna department:

Results are quite good, we can see that staff of Night club Vaakuna is satisfied with salary. Staff is satisfied with timetable, brakes, etc. Good physical working conditions are provided on a high level. Staff feels very secured on this job. This job gives them a good status, which is very important. On my opinion staff could be more responsibility and more satisfied

with their roles in the work. In this department is fair amount of team spirit, which is amazing. Staff can see opportunities for development, which is one of the most important motivation incentives. Staff would like to see more after work meetings, and some more incentives. Employees heard about green key, most of them know basic things about it, which is a good result, but for sure they need more meetings to get more information about Green Key label, also they thing that working process is better now, and they made a lot of things for receiving a green key, also they are happy to work in the organization with a green key label, but it is not main thing for most of the staff.

7.2 Guest Relations Department

Results of the Guest Relations department are presented in the figures below.



Figure 12. Work in organization

Here we can see that 60% of respondents have worked in this organization more than 5 years, I think it could be explained with the good working status, and usually in this department of the hotel there is a good opportunity for career development.

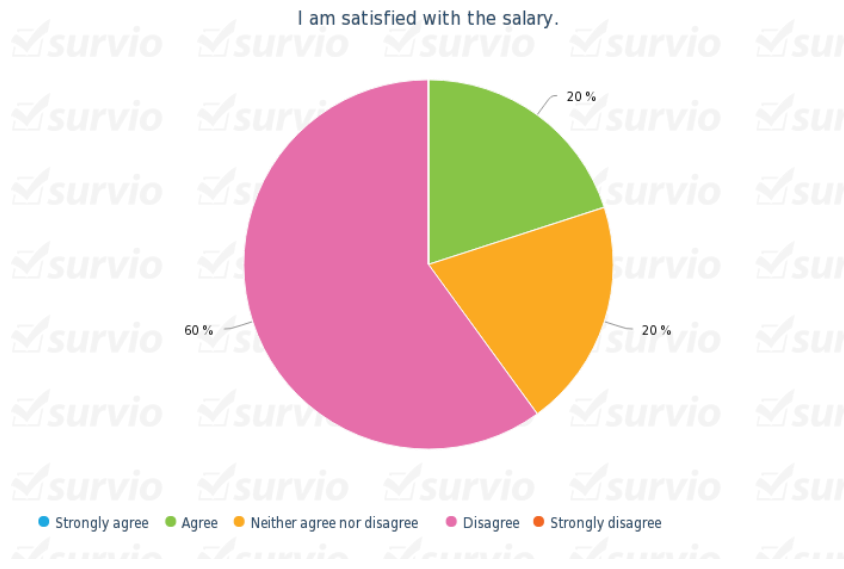


Figure 13. Salary satisfaction

Question about salary satisfaction shows us that 60% of respondents are Disagree, it means that they are not satisfied with their salary, in my opinion Guest Relations department needs to pay big attention to this result.

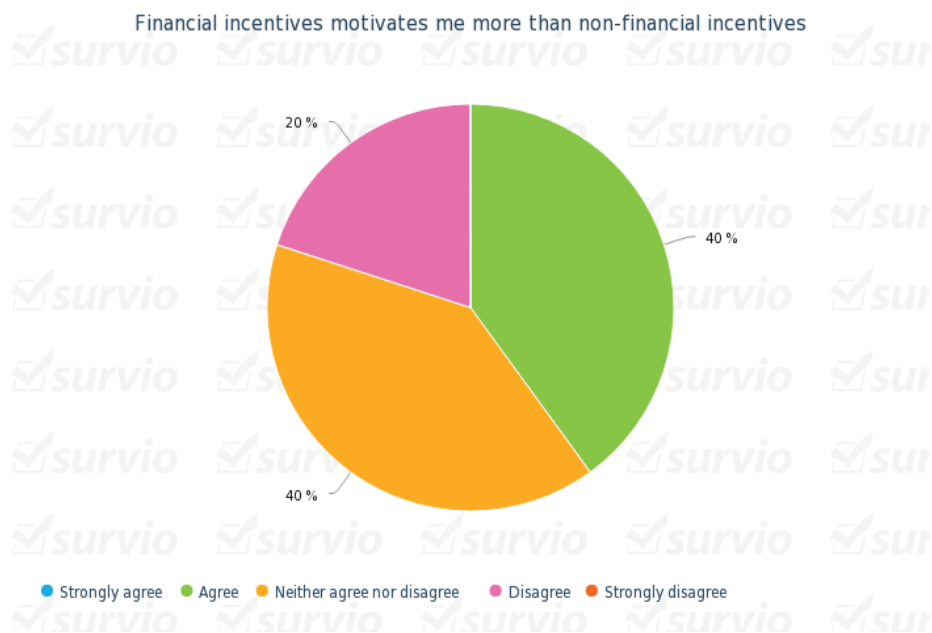


Figure 14. Incentives

In this department we can see that 40% of responders are agree about the statement. It is not so big percent, so I could mention that in this department financial motivation is not at the first level for the staff.

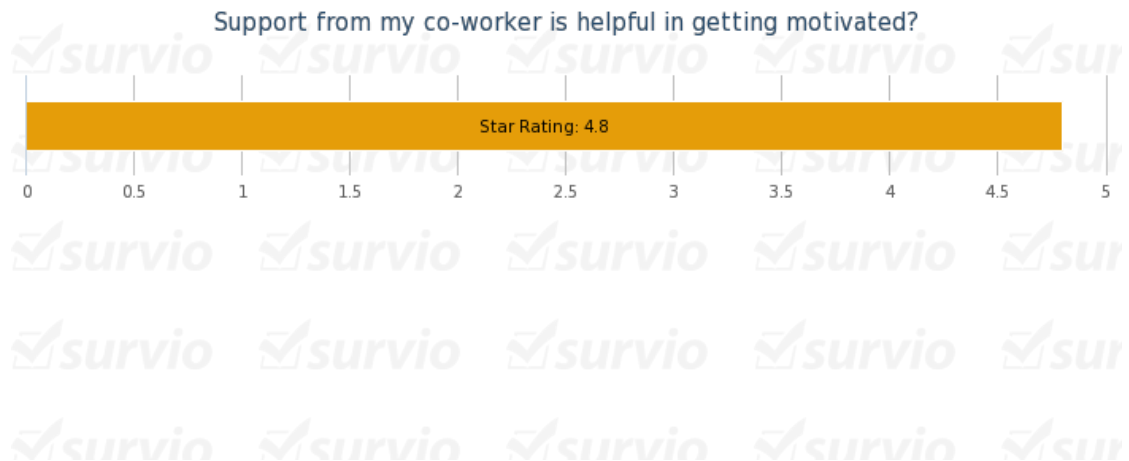


Figure 15. Co-worker support

Co-worker support is working really good in this department, we can see 4.8 rating out of 5, which is a great result, it means that this department has a very high-level of team-building, and co-working help. I think it is a merit of the boss of the department.

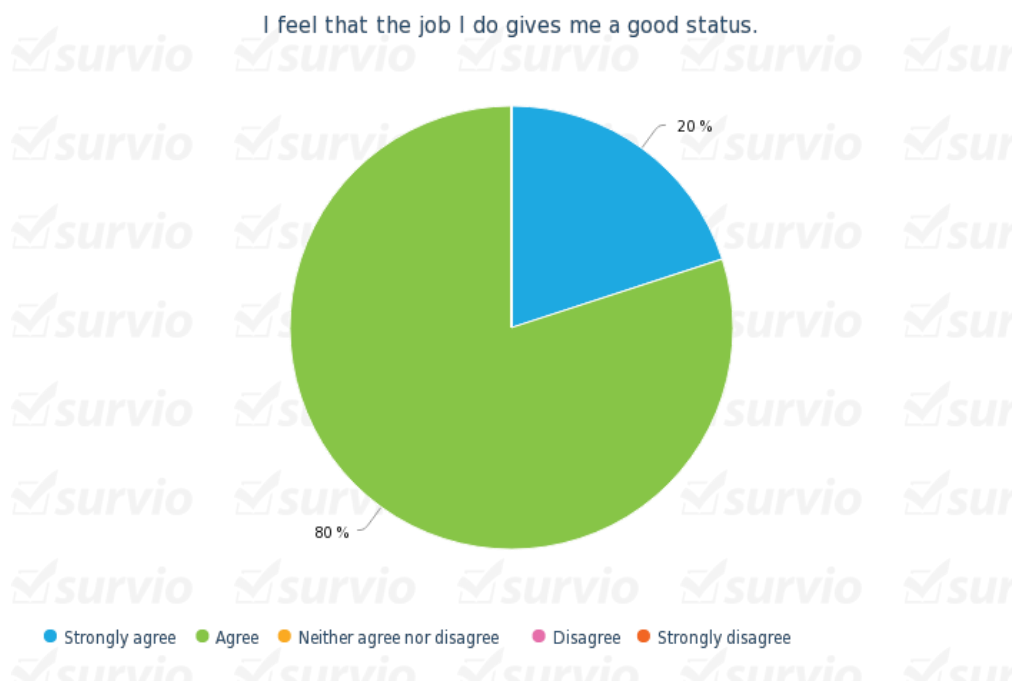


Figure 16. Status of the job

In this question we can see that staff agree with the statement about good status of their job, Guest Relations department was always on the high status level job in the hotel industry.

I am satisfied with the responsibility and role that I have in my work.

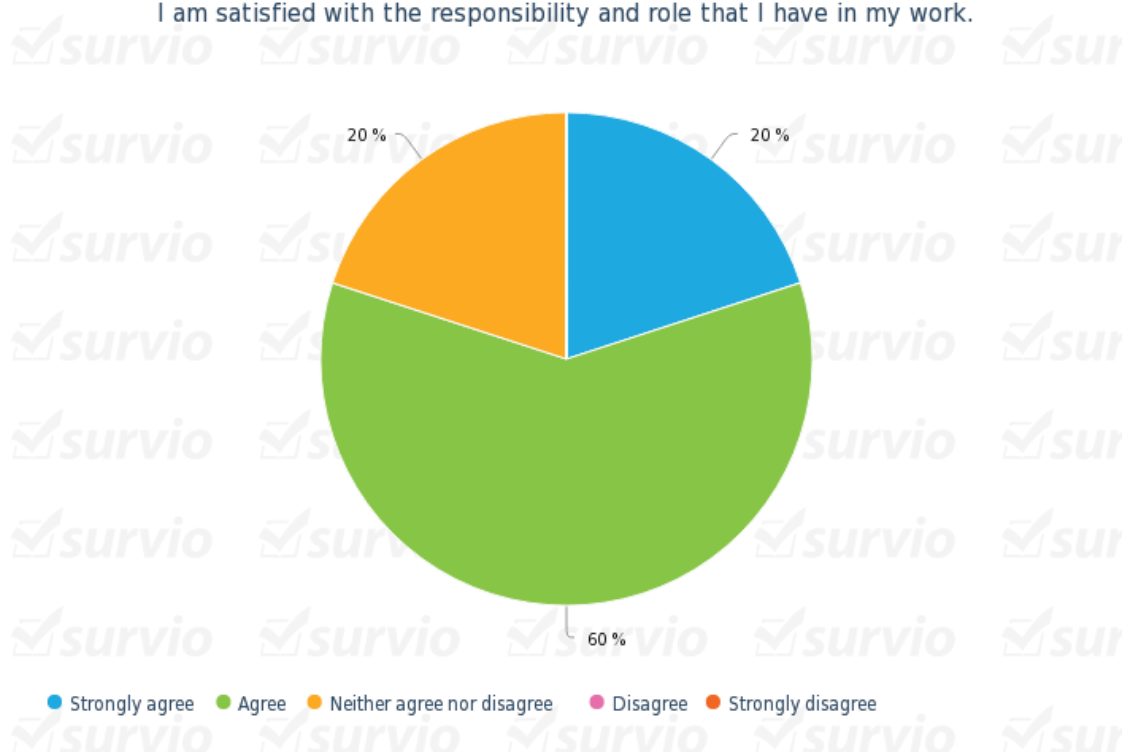


Figure 17. Responsibility and role.

Question of responsibility and role of work shows us that 60% of staff is satisfied with it with answer Agree, in my opinion it is a big merit of the Director of this department, because all employees are holding their positions, roles, duties, and satisfied with that.

In the organization there is fair amount of team spirit

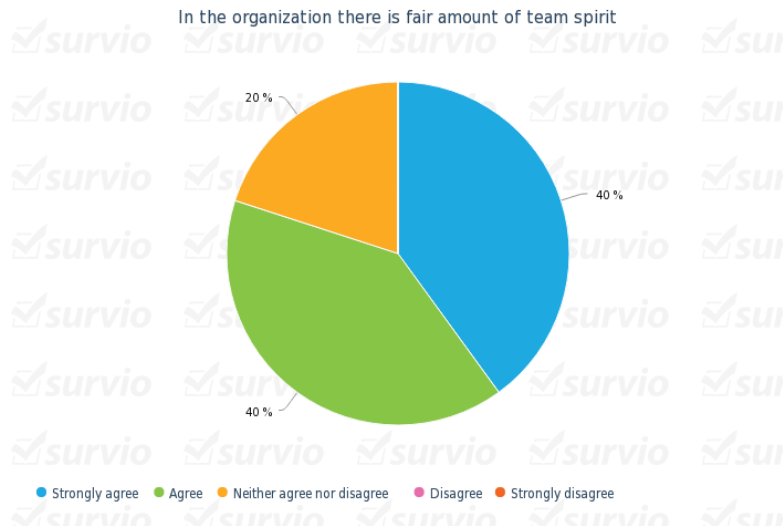


Figure 18. Team spirit

Team spirit in this department is on really High-level, as I mentioned before this department has fair amount of team-building. I think it could be explained because most of the employees of this department, work more than 5 years.



Figure 19. Job satisfaction

Satisfaction of employees in this department is at high level, we can see 4.4 rating out of 5. I think if the department will solve the salary question, this rating will grow up to the 5.

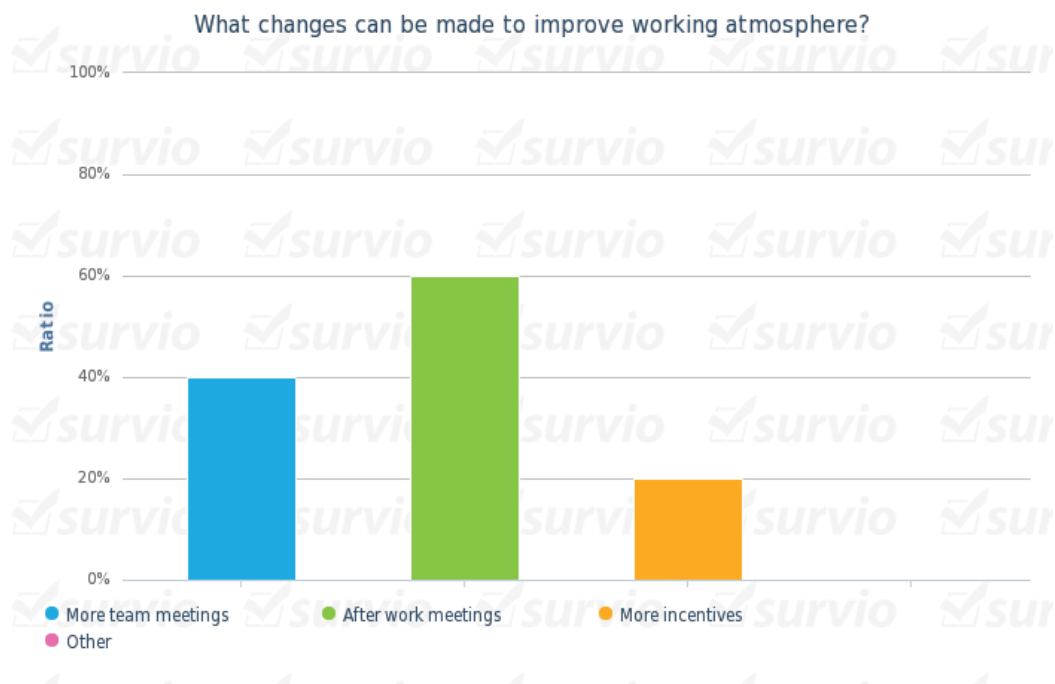


Figure 20. Improve atmosphere

In this question staff shows what they want to see as an improvement tool for the working atmosphere. Most of the respondents would like to meet with each other either during the working time, nor the after work meetings. I think it could belong to the thing, that this team is working with each other for a long time.

Question №11: Have you ever heard about Green Key. I received 100% of results with Yes answers, I think that fact-finding information about Green Key has been conveyed to the staff.

Question №12: What do you know about «Green Key»

It is open question, and here is the most interesting answers:

Focus to be green in all areas, less waste, less using water etc.

Eco label there are many different terms which hotel must pass in order to get Green Key International eco - label. Vaakuna was awarded Green Key in December 2016. We tell customers about the hotel's environmental work in a positive way and try to encourage customers to participate.

In my opinion this is a good result, staff knows quite a lot of information about Green Key.

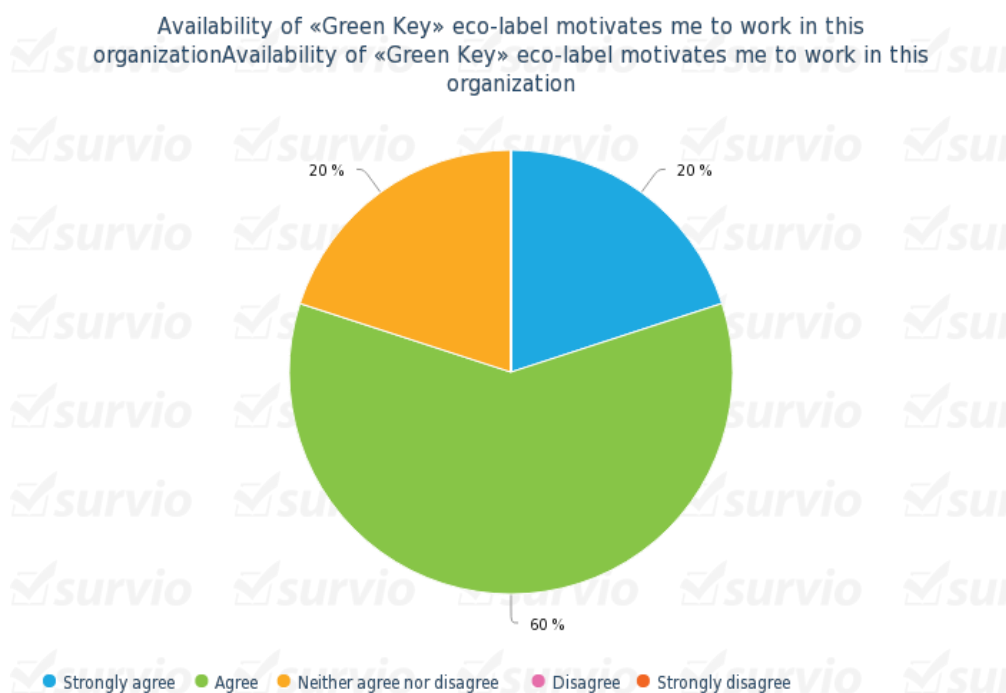


Figure 21. Green key availability

Having a Green key label motivates employees of this department in a good way, 60% Agree with the statement, I think this department is really familiar with the Green Key label, so they could understand how is it important for the environment.

Question №14: Could you mention any changes appeared in the organization after receiving a «Green Key»?

It was a open question, and here is some good comments regarding this question.

More emphasis on the environmental issues

More thought of re-cycling, saving water, saving paper etc.

We have focused reducing printing, we recycle more, we switch off lights from the office and rooms that are empty.

As I can see that the Green Key eco label standarts work correctly in this department.

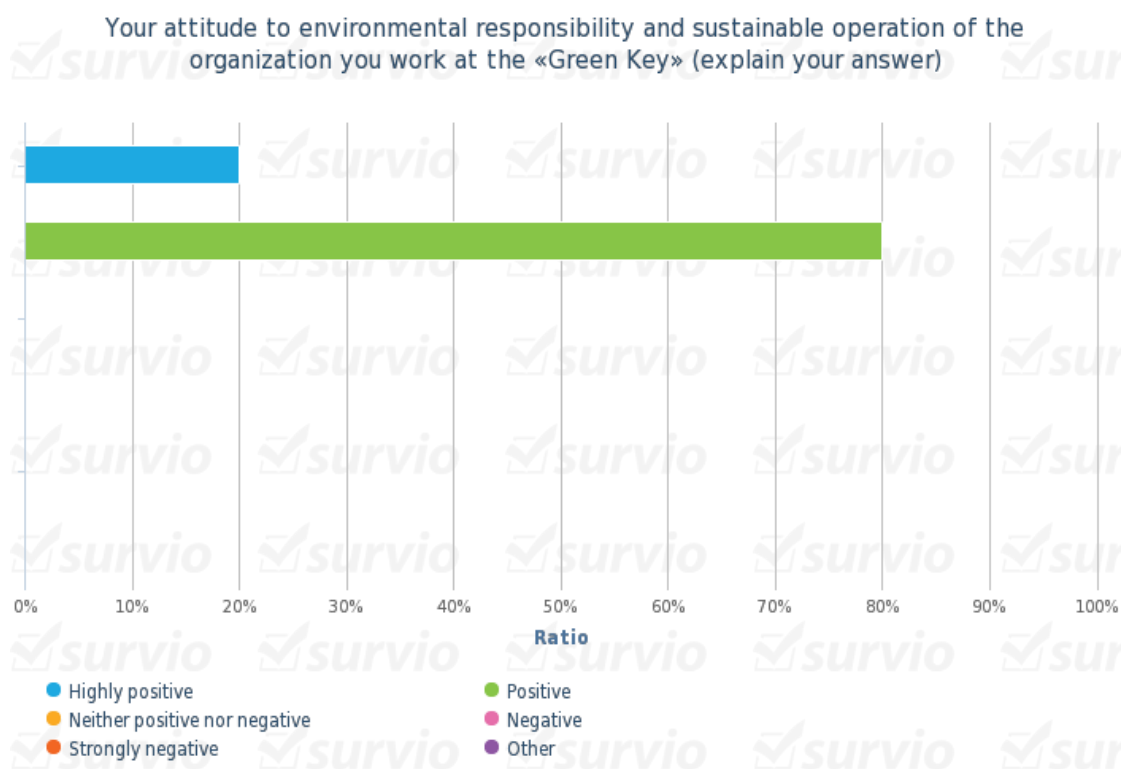


Figure 22. Attitude to environmental responsibility.

Attitude to environmental responsibility is at the High level, we can see 80% of answers named Positive, and even 20% with a Highly positive answer, I think it is a good job of the Head Department, and of course merit employees towards to environment.

Do you feel that you need more knowledge about GREEN KEY eco-label?

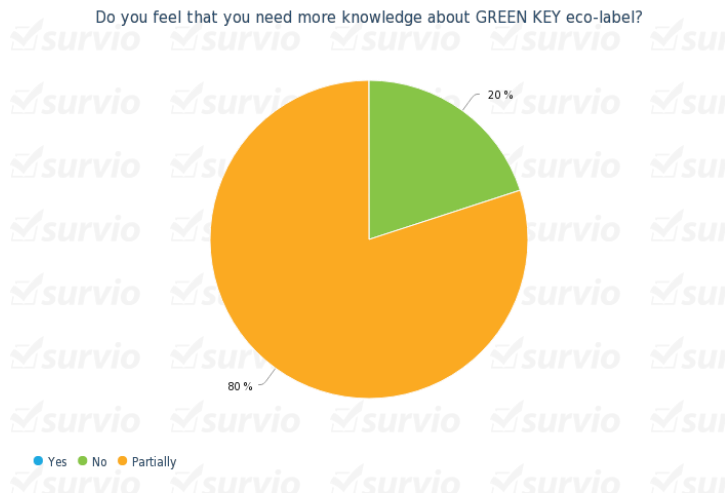


Figure 23. Knowledge about green key

Staff shows us that 80% would like to have partially knowledge of the Green Key, I think this is explained as a Guest Relations staff can be called «Face of the hotel» a lot of guests asking them information about the Green Key, and employees would like to know more, to feel themselves more comfort.

I feel more self-respect and self-status working in the company with a «Green Key» gives me more respect and status.

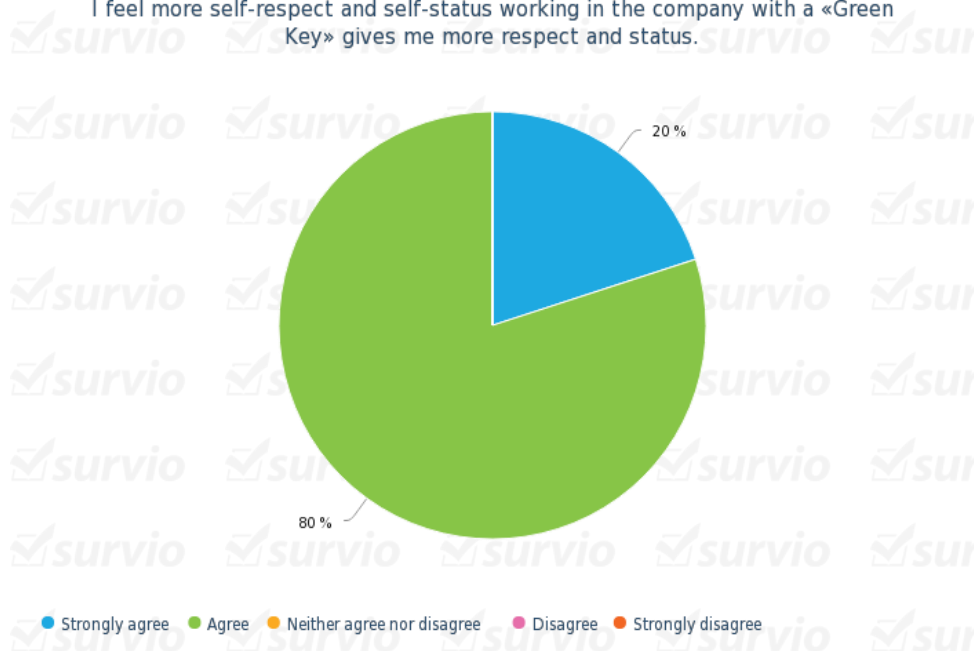


Figure 24. Self-respect and self-status

Great results the staff really like the fact of having a green key in a company where they are working. I believe that these results were achieved with a big help of the director of this department.

Conclusion of answers Guest Relation department:

First of all, this department mostly contains employees which have worked more than 5 years. It means that staff is really loyal to the brand, but there is a salary problem and we can see it in answers the employees want to earn more money with their jobs. It is a really good co-operative team, they have a really good team spirit. Staff of this department feel a good status working on this work, they are satisfied with their responsibilities and roles, which they have in the hotel, but the employees would like to have more team-meetings, and after-work meetings, to keep their team spirit at the same level, or even raise it. This department knows quite a lot about Green Key. They are well motivated with the Green Key tool, they like to work in the company which is holding this certificate, also staff is really attitude to the Green Key. But still, staff would like to have more knowledge, and they would like to get more information about Green Key.

7.3 Food and Beverage Department

Results of the Food and Beverage department is showed in the Graphics below.

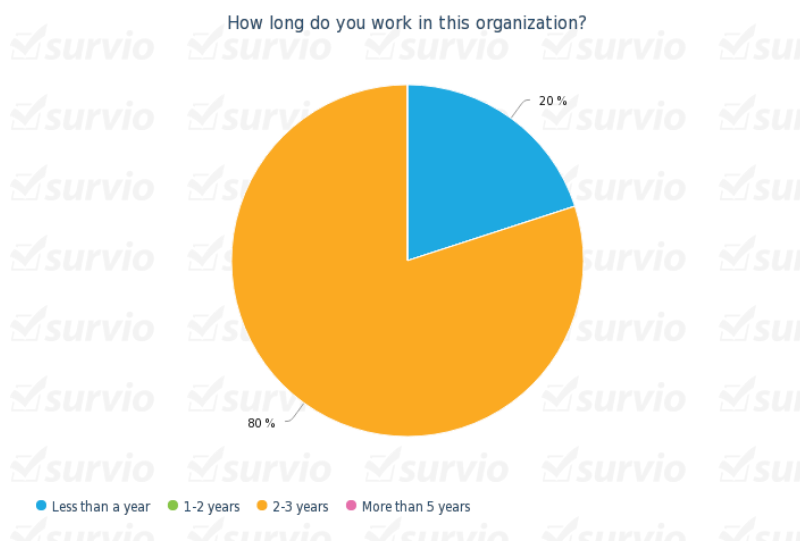


Figure 25. Work in organization

In this department most of the staff have worked 2-3 years, which shows us a good sustainability in this department.

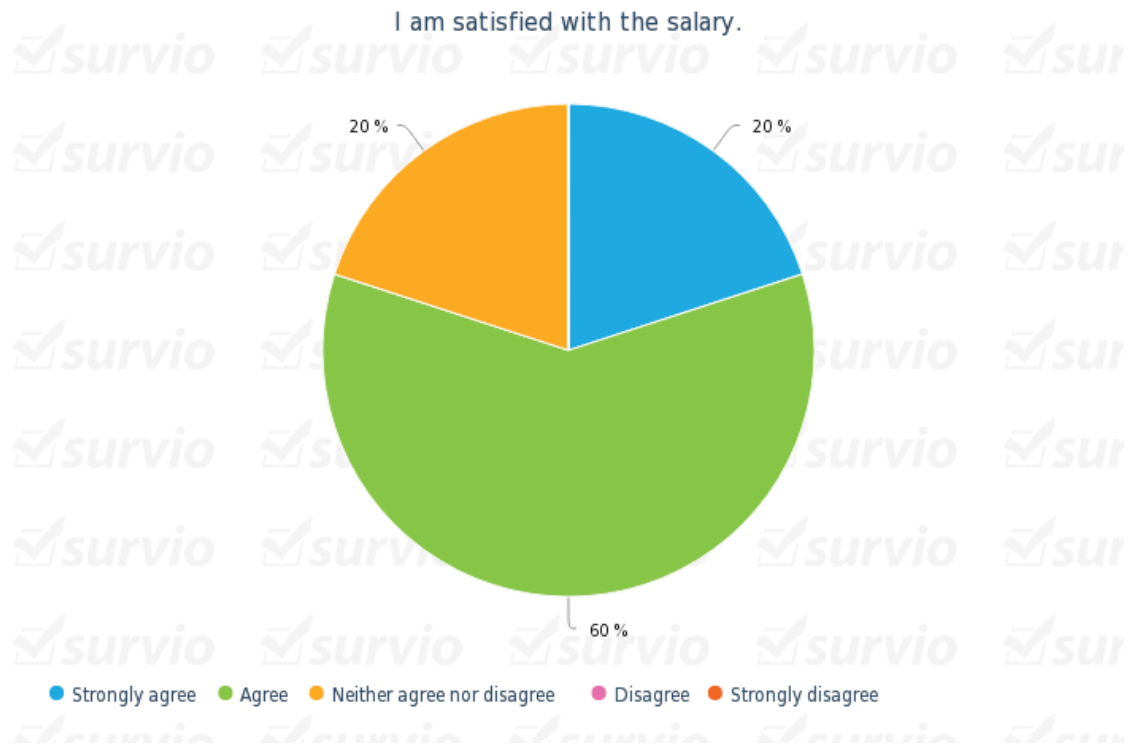


Figure 26. Salary satisfaction

Salary question is well organized in this department, most of respondents are satisfied with salary, it could be connected to the high-level restaurant which take place in the Hotel.

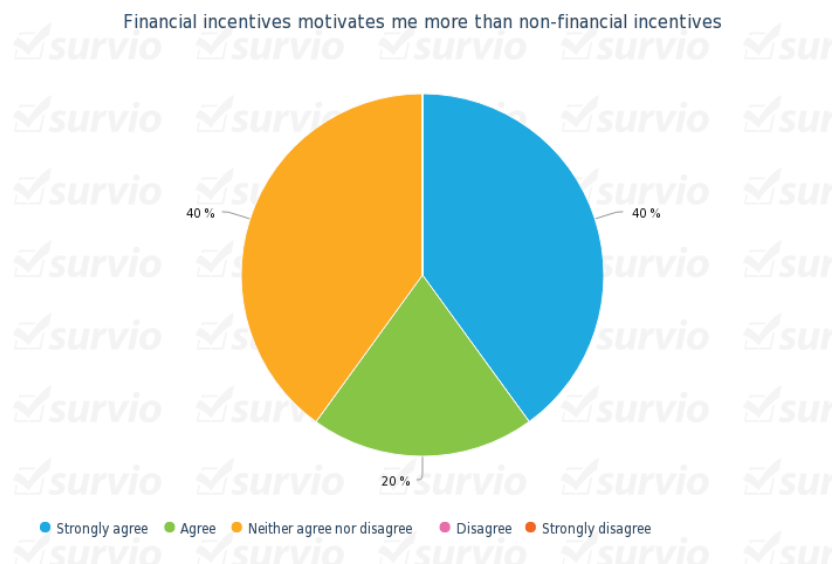


Figure 27. Financial incentives

In here we can see some kind of dilemma, hard to make a conclusion regarding this question, but I think that personal factor plays a main role in this question.

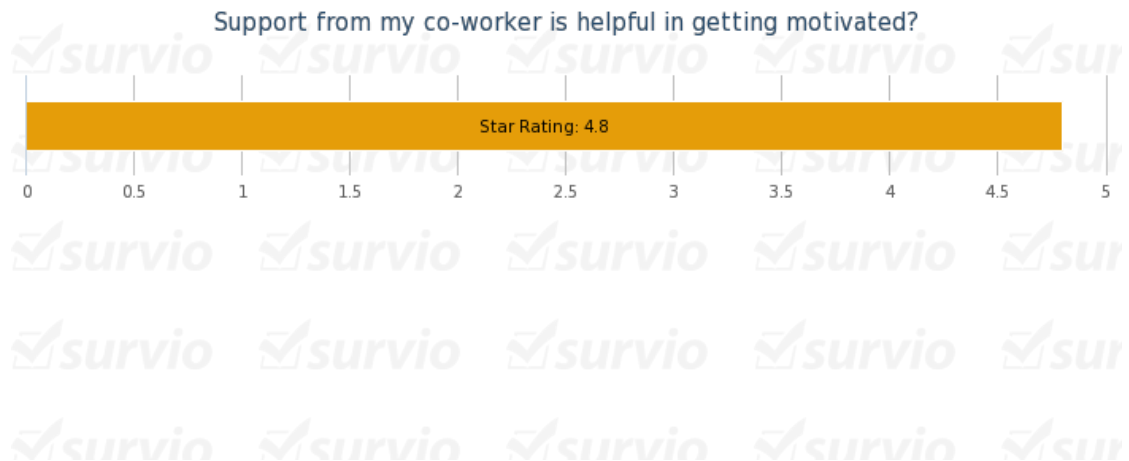


Figure 28. Co-worker support

Supporting and co-worker help is well organized in this department, we can see 4.8 rating out of 5, which is a great result. Team building is at very high level in this department.

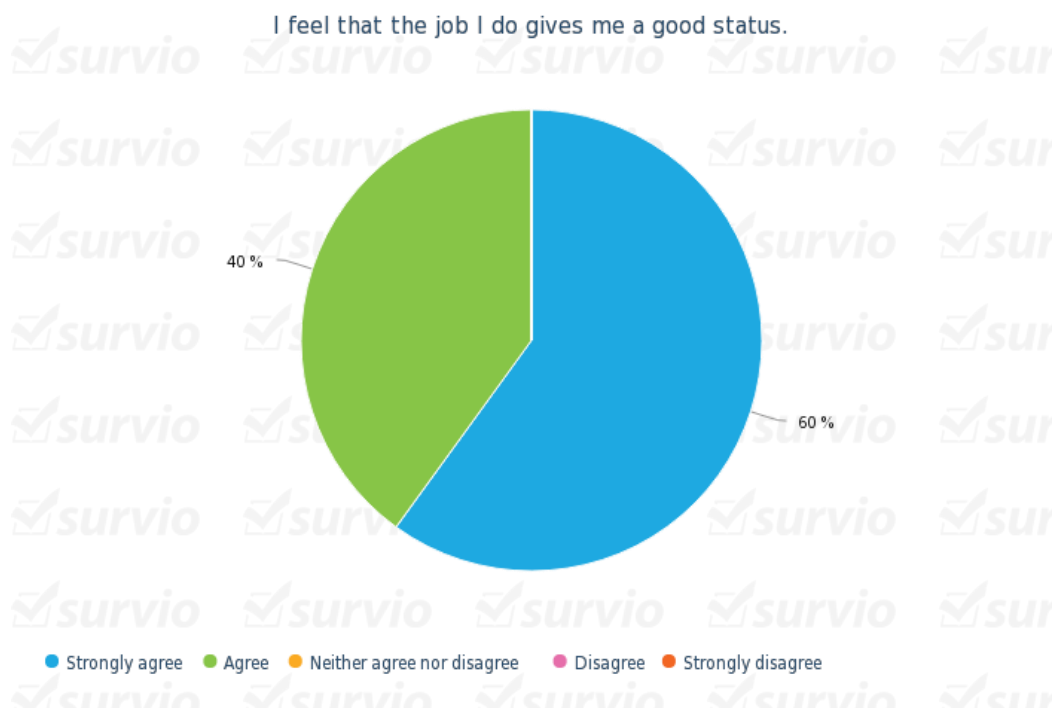


Figure 29. Status of the job

Great status of work shown in this diagram, 60% of respondents strongly agree with the statement. As I mentioned before I think this result explained by the fact of the high level restaurant.

I am satisfied with the responsibility and role that I have in my work.

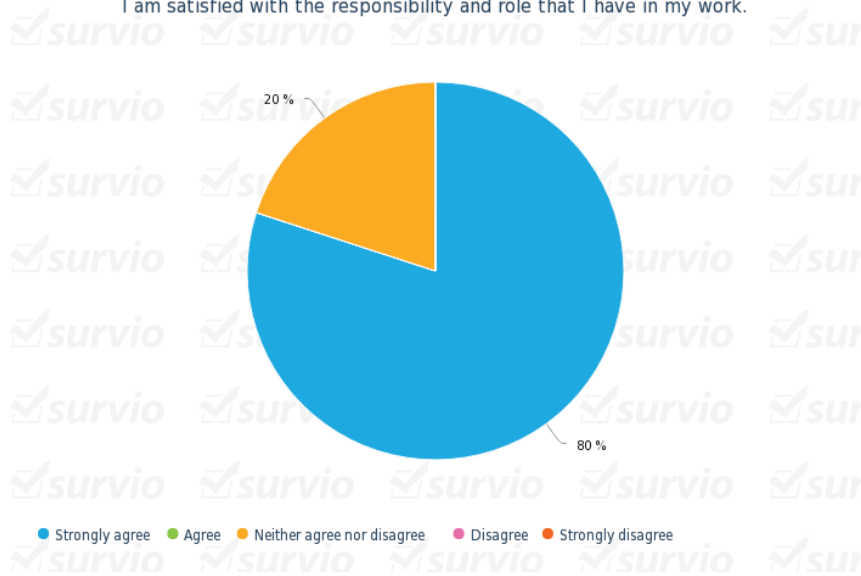


Figure 30. Satisfaction with responsibility

80% of the respondents strongly agree with satisfaction about responsibility and role of their work. It means that head of the Food and Beverage department suit all employees, that they can feel comfortable about the responsibility and role which they have on their working positions

In the organization there is fair amount of team spirit

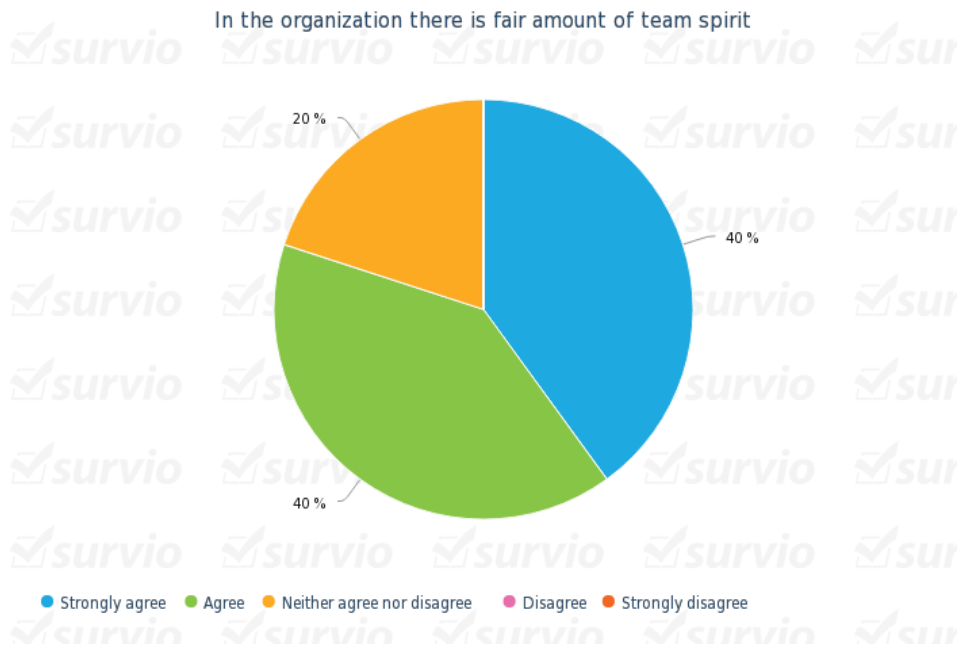


Figure 31. Amount of team spirit

Team spirit is in a good condition in this department, As I mentioned before Food and Beverage team are really friendly and they would like to help each other in a different cases, good work of the head in this department



Figure 32. Job satisfaction

Job satisfaction is also at good level in this department, we can see 4.6 out of 5 results.

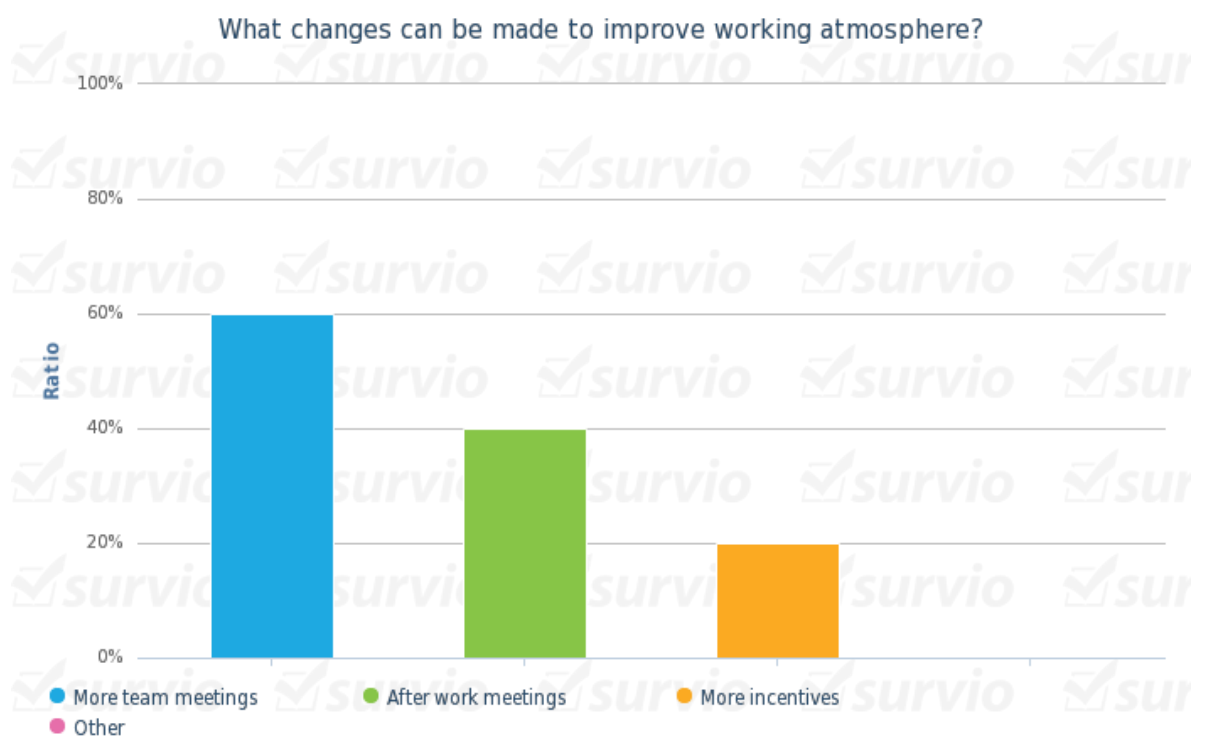


Figure 33. What changes can be made

Most of the respondents would like to have more meetings, it shows us again that in this department friendship and co-worker help is a very important motivating factor

Question №11. Have you ever heard about Green Key. I received 100% of results with Yes answers, I think that fact-finding information about Green Key has been conveyed to the staff.

Question №12. What do you know about «Green Key»

It was open question, and here some replies from the responders:

It's a certificate for hotels in Finland and Europe. Green Key hotels are ecologic and it takes hotels high-quality for customers.

Just basic information

Only Basic things like what is it, and what we need to do.

In my opinion it is not so good result, most of the staff knows only basic things about the Green Key.

Question №13. Availability of Green Key eco-label motivates me to work in this organization. I received 100% of Agree answers, and I think it can be related to that fact that Green Key eco label has a great respect and power in business nowadays

Question №14. Could you mention any changes appeared in the organization after receiving a «Green Key»?

It was free question, so here is some interesting answers:

New manuals by using dishwashers. And hotel rooms got new shower handle which use less water.

It is really better now

new standards

Most of the responders could mention new standards of work and special technical equipment which are must be provided by the organization to earn and keep on holding the Green Key eco label.

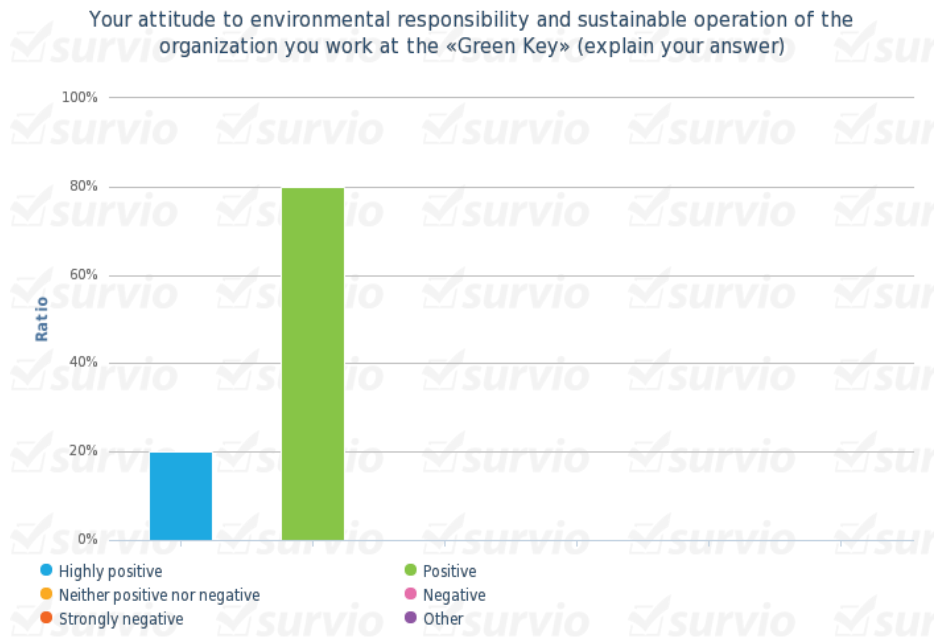


Figure 34. Attitude

Food and Beverage department has a great attitude we can see 80% of answers «positive» And we can see that employees of this department are really care about environmental things.

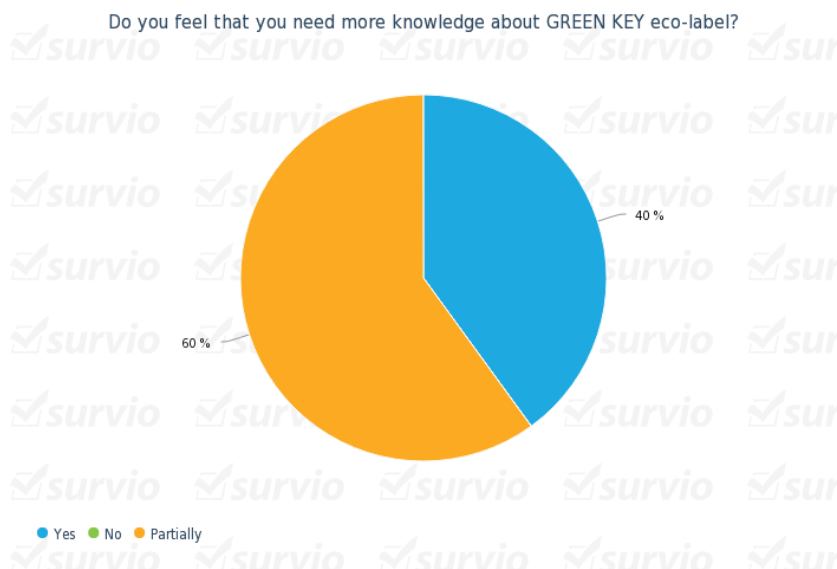


Figure 35. Green key knowledge

Absolutely this department needs to improve knowledge of the Green Key, because 40% of the respondents need more knowledge, and rest 60% would like to have partially knowledge. And it is a big need because Food and Beverage department has a lot of green key tools in their working life

I feel more self-respect and self-status working in the company with a «Green Key» gives me more respect and status.

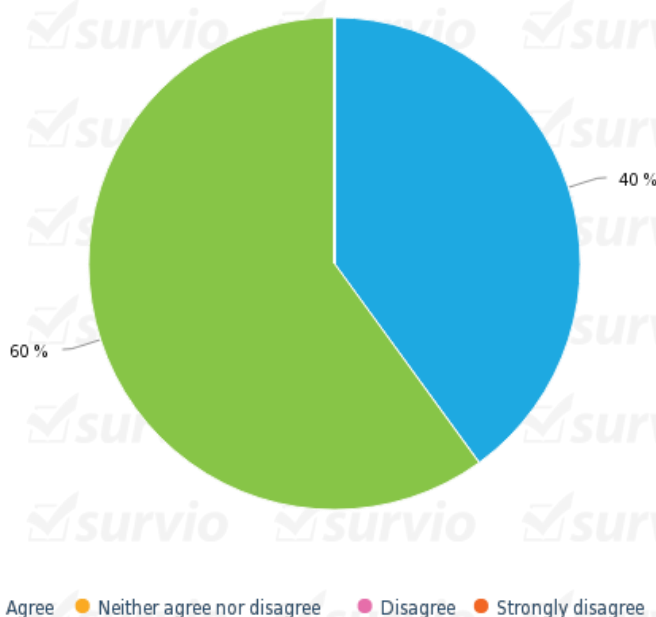


Figure 36. Self-respect and self-status

Workers of this department feel more Self-respect and Self-status because of the Green Key, and we can see it with the results, 60% agree with the statement, and 40% are strongly agree.

Conclusion of answers Food and Beverage department:

Most of the respondents which work in F&B department have worked there for 2-3 years, which is a quite good loyalty result. The staff is satisfied with the salary, which is quite important, financial incentives would be nice idea, but as I can see it is not really important for the staff. Co-worker support is really important in this department, and we can see there is a great team spirit. Employees of this department feel a good status working in this job, they are satisfied with the responsibility and role they have at the job. Respondents mentioned that they would like to see more team meetings and after-work meetings, for them it is really important. This department have basic knowledge about green key, as they mentioned they want to improve their knowledge about Green Key eco label. Staff could see a lot of new changes in

working life. Green key eco label gives them more respect and status about their work, and staff has a great attitude to the Green Key.

7.4 Housekeeping Department

Unfortunately housekeeping department didn't answer my survey, after 1 month I received 0 answers, so I can't make any conclusion about how this department works, but in my opinion this department needs to improve the head management.

8 CONCLUSION OF RESEARCH AND RECOMMENDATIONS FOR FUTURE DEVELOPMENT

Average staff of the Original Sokos Hotel Vaakuna Mikkeli have worked there for quite a long time, for example in Guest Relation department the average working experience in this hotel is more than 5 years. Most of the departments are satisfied with a salary, except Guest Relation department, in this department staff is totally not satisfied with salary. Financial incentives, or financial motivation is not so important for all departments which shows us, that people love their job not because of money. Team support, or team co-working support is important for all employees of this Hotel, and we can see that team-building is at the high level, which is amazing in my opinion. All departments employees feel a good status working on their positions, and most of them are satisfied with the responsibility and role which they have at their job. All respondents from all departments mentioned that they would like to have more team meetings and more after-work meetings, in their opinion it will be really nice and useful for them. Guest Relation department and Food and Beverage department have quite good knowledge about the Green Key label, while Night club Vaakuna department does not have so good knowledge, but in my opinion it will be better to have more knowledge about this label for all departments. Availability of the Green Key label has good results in Food and Beverage department and Guest relation department this label motivates them to work in this company but Night club Vaakuna

department do not really interested in this label, and this factor is not motivate them. All departments mentioned that a lot of changes appeared after Hotel received a green key, they can see new standards, and their working-live changed a bit. Also all departments have a good attitude to the Green Key label, which is a good result. Availability of the Green Key label gives more respect to the employees of the Guest Relation department and Food and Beverage department, but Night club Vaakuna department do not feel it, in my opinion they are just not so interested in it. All three surveyed departments said that they would like to have more knowledge about Green Key label.

All departments except Guest Relation are satisfied with salary, so in my opinion it is going to be a good idea to have some kind of incentives for this department. I think than the quality of work will raise up, and staff from Guest Relation department would be more motivated to work. Green Key eco label knowledge needs to be improved, we can see that almost all departments know what is it, but they are really not into it. Staff know only basic things, so I think if Original Sokos Hotel Vaakuna Mikkeli want that all employees will be educated in this part, they should organize some meetings, or somehow try to explain for staff what is the Green Key eco label. Also I could mention during my survey, that all responders would like to have more team-meetings and after-work meetings, so probably it is going to be good idea to combine team-meetings, with Green Key, organize some kind of meetings with a Green Key idea. In my opinion it will a great tool to make a team spirit more high satisfy needs of employees, and give them more information about the Green Key label.

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Appendix 1**Questions:**

1. In which department are you working?
 - *Food and Beverage
 - * Guest Relations
 - * Housekeeping
 - *Nightclub Vaakuna
 - other, please, specify _____

2. How long do you work in this organization?
 - *Less than a year
 - *1-2 years
 - *2-3 years
 - *3-5 years
 - *More than 5 years

3. I am satisfied with the salary.
 - *Strongly agree
 - *Agree
 - *Neither agree nor disagree
 - *Disagree
 - *Strongly disagree

4. Financial incentives motivates me more than non-financial incentives
 - *Strongly agree
 - *Agree
 - *Neither agree nor disagree
 - *Disagree
 - *Strongly disagree

5. Support from my co-worker is helpful in getting motivated?
 - *Strongly agree
 - *Agree
 - *Neutral
 - *Disagree
 - *Strongly disagree

6. I feel that the job I do gives me a good status.
 - *Strongly agree
 - *Agree
 - *Neither agree nor disagree
 - *Disagree
 - *Strongly disagree

7. I am satisfied with the responsibility and role that I have in my work.
 - *Strongly agree

- *Agree
- *Neither agree nor disagree
- *Disagree
- *Strongly disagree

8. In the organization there is fair amount of team spirit

- *Strongly agree
- *Agree
- *Neither agree nor disagree
- *Disagree
- *Strongly disagree

9. I am satisfied with my Job

- *Strongly agree
- *Agree
- *Neither agree nor disagree
- *Disagree
- *Strongly disagree

10. What changes can be made to improve working atmosphere?

11. Have you ever heard about GREEN KEY?

- *Yes
- *No

12. What do you know about «Green Key».....(free answer)....

13. Availability of «Green Key» eco-label motivates me to work in this organization

- *Strongly agree
- *Agree
- *Neither agree nor disagree
- *Disagree
- *Strongly disagree

14. Could you mention any changes appeared in the organization after receiving a «Green Key»?

.....(free answer)...

15. Your attitude to environmental responsibility and sustainable operation of the organization you work at the «Green Key» (explain your answer)

- *Highly positive
- *Positive
- * Neither positive nor negative
- * Negative
- *Strongly negative
-(free answer)...

16. Do you feel that you need more knowledge about GREEN KEY eco-label?

*Yes

*No

*Partially

17. I feel more self-respect and self-status working in the company with a «Green Key» gives me more respect and status.

*Strongly agree

*Agree

*Neither agree nor disagree

*Disagree

*Strongly disagree