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EMPLOYEE LOYALTY AND JOB SATISFACTION
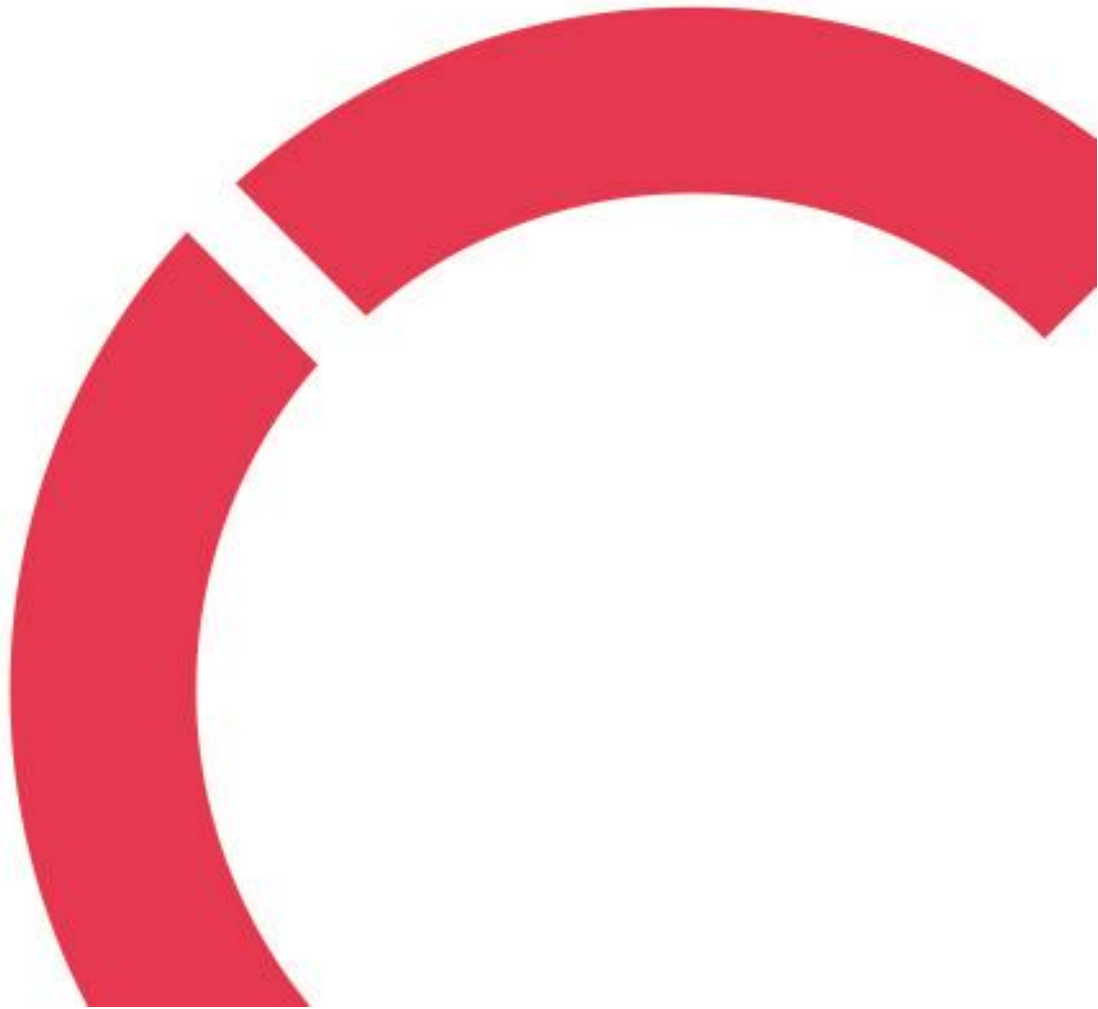
Delivery worker's satisfaction with Posti Oy

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ABSTRACT

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The research aim was to evaluate the importance of employee loyalty for companies, and how employee loyalty could be important to develop any company's performance. The research investigated the loyalty level of the delivery department in the main postal service provider in Finland and what could happen differently to improve the delivery workers' satisfaction level with Posti Oy.

The research analysed all the worker's feedback through an interview process and compare it to all the theories that are relevant to employee loyalty. The research took place with the cooperation of Posti, and they provided all the necessary assistance and support during the research period.

Based on the analysis of all the data, it was shown that all workers would require more attention from their co-workers' and their direct management, the attention could financial or social or even just the management consideration and appreciation. Those aspects could improve employee satisfaction and develop loyalty feeling toward the workplace.

Key words
Employee loyalty, employee performance, employee satisfaction, work environment, work motivation

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1 INTRODUCTION

All organizations and companies are seeking development and profit, which is a signal of how successful the organization is and how the organization would most likely achieve its targets and goals. This development process can be measured or observed by many indicators. One of them is employee satisfaction within the organization. Employee satisfaction is an indicator of how effective the organization's teams are, and how healthy the work environment is inside the organization. Employee work satisfaction is the main goal of any worker anywhere, everyone is looking for satisfaction regardless of what kind of job they are doing, and the high level of satisfaction within the employees reflects directly on their loyalty level towards the workplace. The loyalty level of workers is directly relevant to their work performance and could be a sign of how well the employee adopts the workplace culture and understand the company's vision and mission. That should be the target for each manager or team leader to receive the best outcome of work performance from their employees or teammates.

As we live in a small world nowadays with tough competition approximately in all sectors, the sustainability concept is the main pillar to maintain any company. A major part of sustainability is sustainable human resource management, and a sustainable vision of human resources will stabilize the company's performance and make sure there are no internal threats within the company between the management and the working teams. It will simply make sure that all the departments and individuals do their efforts to achieve the company's targets and goals sincerely.

The increasing of loyalty feeling within the working force is essential for many employees' feelings of responsibility for their work duties, and a sign of the willingness of doing their best efforts in their daily tasks, which makes the worker more efficient and more productive. Moreover, staff loyalty lowers the rates of new hire turnover that may be seen within any company, which is a very healthy sign for the organization's overall performance and management.

Furthermore, a high rate of employee turnover might be a risk threatening any running business, the additional cost of hiring and training a new employee would be an additional cost that any organization would face with the hiring process. Besides the time needed to re-establish the team dynamics among the new workers will be a direct effect on the team's productivity. In addition to losing valuable knowledge about the customer's needs and the work challenges and risks. The new worker would replace the previous worker after some time, but until then the organization is receiving a limited impact

from the new worker despite paying the expenses during this process. Those expenses are directly related to the position role and importance in the operation process, but it is still considered to be a cost even for the smallest role in the organization.

A major key factor for loyalty importance for any organization is building future leaders for the organization from within, which gives the employees the hope to get the opportunity to advance and develop within the organization. A high turnover of employees in any organization could concuss the trust inside the organization, the trust is a key factor in working with others. Trust is the base of all customer-related work or teamwork; it is also necessary between the employee and the management. One of the main reasons loyalties are built in the organization, is the high trust level between the team members or between the employee and the senior level. (Vet 2021.)

Considering the above-mentioned details, the research is aiming to study the employee's experience & worker's loyalty in general, the research objective is to study how the employee's experience could be developed within an organization and what are the challenges and feelings the workers face in their work environment, and how the organization can improve the employee's experience within the organization's environment. The worker's experience with any organization is the main pillar of the worker's loyalty to the organization itself. The main concept of this study is the development process of the worker's loyalty in any organization. Loyalty within any working staff is a concern for any organization and should be an objective for most organizations, how to evaluate it and how to improve it.

Accordingly, the research is studying the employee experience within a workplace, the positive and negative emotions related to any workplace, and what the employee would hope to happen differently. As a sample the research is focusing on the delivery team in Posti Oy, the research will explore the Posti delivery team within the capital region. The delivery team of any postal company is the front line of the company, it is the team that faces the challenges directly and must deal with them and deliver the mail to the company's customers. Delivering the mail is the main activity and the most important action to any postal service provider, that is the reason measuring the delivery worker's satisfaction is an important core of how effective the company's service is, and how efficient the delivery team is.

The capital region is considered to be the busiest region for delivering mail in the whole of Finland with the biggest staff of delivery workers in Finland. The high density of population in the capital region will provide some challenges and a wide range of varieties in terms of customer feedback and evaluation in addition to different route patterns besides different housing types in different areas, all

those differences would make the delivery personnel face a different kind of challenges and develop more the work experiences related to the worker's daily task, based on that the selection of the capital region has been made.

The research aims to evaluate the satisfaction level of the Posti delivery workers. Considering that the delivery department is the front line of Posti, the delivery workers are having variable challenges or difficulties in their daily life. The research is studying how the delivery worker's satisfaction could be improved and what the challenges they are facing in their daily working life, that might affect their experience as a worker in Posti. The data collected would give an indicator of what could be done to improve the worker's experience and how the worker evaluates their role in the big operation cycle of Posti.

The questions the research is aiming to answer are: What are the challenges the delivery workers face? How the worker's environment at work could be improved?

1.1 Background of Posti

Posti is the official and main postal service in Finland. Posti is a national Finnish company as it is a publicly owned company and is also considered to be one of the biggest companies in the whole of Finland. As an example, Posti is visiting around three million households and companies every day during the weekdays, the Posti staff is more than 21,000 workers in all positions. Posti is expanding and going bigger with a sales record of 1,595M euros in 2021 and increasing the number of parcels by 11% from 2020 to 2021. (Posti 2020.). In addition, the Posti operation is running also in Sweden, Norway, Estonia, Latvia, Lithuania, and Poland. This huge scale is run through several smaller sub-companies such as postal service, parcels & e-commerce, freight, Transvaal, Aditro Logistics, and Itella Russia. Posti is carrying an ambitious business vision when it comes to sustainability, Posti's objective is to be a zero-emission company by 2030. Accordingly, Posti is aiming to minimize the negative impacts on the environment, people, and society while running its operations or business cycles. As a result of this vision Posti group succeeded to be awarded as the winner in the carbon reduction category of the World Sustainability Awards 2021. this is a competition organized in partnership with renowned sustainability evaluator EcoVadis, where an international jury awards companies in 12 sustainability series such as emission reduction, circular economy, and human rights. (Posti 2021.)

1.2 Importance of the research to Posti

As mentioned earlier Posti is having an ambitious sustainable vision. One of the main factors within Posti's sustainable vision is the people and the society. As a base step for this vision, Posti is considering providing a sustainable work environment for the company's staff and workers at all levels. This is directly affecting on developing the work environment for the Posti employees. The human factor is a key part of driving and maintaining the whole Posti operations and services, in that case observing and monitoring the employee's needs and necessities is a very important factor for Posti management in order to maintain a good employee satisfaction level. Because Posti's vision of sustainability, keeping a good work environment is one of the biggest pillars in the whole sustainability plan when it comes to people and reflecting on society. As Posti is considered to be one of the biggest in northern Europe with a big number of staff members, cause of that big number of employees Posti would have a very rich dynamic work environment in many departments.

One of the main and key departments in the Posti group is the delivery department. The delivery department is the postal service's last step and could be considered one of the most important departments in the whole Posti group departments. The delivery workers are meeting customers frequently, they also present the main value of Posti which is delivering to your door. Besides, the delivery workers should work outdoors all the time which is a considerable challenge as the weather in some periods could be key defiance in the delivery worker's daily life.

Consequently, Posti realized how important it is to pay attention to the delivery workers, and how significant the delivery workers are within the whole of Posti's business operational cycle. In order to provide a better sustainable work environment for the Posti delivery workers, the satisfaction level has to be always at a good level.

Altogether focusing on worker satisfaction, motivation, retention, the social climate among workers & management, and employee loyalty is a base of a sustainable human resource management vision which will lead to organizational performance through some results such as the market value of profit, market share, increase in sales, productivity, quality of service, customer satisfaction, development in services, future investments and so on, that is the reason that sustainable human resource management has a significant impact on organizational performance.

1.3 Process description

This research is pointing out the importance of the study topic to any organization, and how it could reflect on developing the organization's performance. Realizing the importance of the research and the research topic would be a proposal/suggestion to Posti Oy in order to develop their workers' satisfaction and could point out how to raise their employee satisfaction level.

The research plan is to design and form key questions discussed in a personal interview with the targeted group of postal delivery workers. the questions should be pointing out all the key needs and challenges that face the delivery worker in their job tasks. Considering the interview selection, the different geographic locations, and the different means of distribution of posts across Finland, this wider view would give a better understanding of the different/mutual needs and challenges that the delivery worker faces in their daily tasks. Gathering all the results and data organizing, then analyzing them would form some results which would describe the current satisfaction level of the delivery workers within the Posti organization. We should be able to present some suggestions or recommendations to improve the employee experience within Posti.

The research aims to evaluate the current situation of the Posti delivery workers and point out the challenges and difficulties the delivery teams face, in consideration of the workers' daily experiences, needs, and emotions in the research process. As satisfaction is just a feeling and could not be measured unless, through a clear understanding of workers' emotions and feelings towards the workplace, altogether those needs, and emotions are the base of the satisfaction feelings that the research aim to evaluate within the target group in this research.

1.4 Structure of the thesis

The research is starting by identifying the importance of the research and the reasons, motivations for doing the research and the aims of the research, and the main questions to answer within the journey of the research. Through the theoretical framework, the research will demonstrate the theories that are used in this study, chapter 2 will explain the theoretical factors that guide this research and will be the

basis for the interview questions, it will mainly point what the ways to reach or measure worker satisfaction in a workplace and what a successful company culture should be. Chapter 3 will explain the process and the method of analysis that was used within and after the interview took place, chapter 3 also discusses the interview processes and the challenges combined with the interview procedure. Chapter 4 examines the results found as a result of the interview's outcome and the reasons why those results are relevant, it also explains more about how the workers felt about their working culture and how they explain that during the interview process. Chapter 5 is exploring the reasons and the issues we could elicit from the interview data. It also relates how what could happen differently affects the employee positively, in addition to the relation between the theories used in chapter 2 and the findings of the research, besides the research limitations. Finally, chapter 6 is just the summary and the overall view of the whole research.

2 THEORETICAL FRAMEWORKS

This chapter is discussing the theories used to create the research framework. It presents some aspects that affect employees' satisfaction in any workplace. It also presents some factors that might reflect on the employees' loyalty toward their organization or company.

2.1 Performance

Employees are the major pillar of any company, as the better performance the employees could provide, the better results the company will get. Additionally, as loyal, the employees are as devoted and dedicated to the company's success and development as they will be. Loyalty will encourage the employee to do their best efforts and to do their work to a higher standard, the loyalty will be the main reason that the employee will work more efficiently or as productive as possible. If the loyalty level in an organization is at a good level, that's a definite success for the whole company and would reflect directly on enhancing the company's operational quality or the company's profit in total. Overall, that is developing the company's performance and result numbers. (Murali, Poddar & Seema 2017.)

It is an important target for many associations or organizations to have a staff that is working at a high-performance level, most organizations are doing efforts and hiring experts to help them improve their worker's performance level. Many organizations fail to match that target as they fail to pay attention to the other surrounding factors such as fair payment, assigning a suitable task for each worker, or providing the right tools that assist the worker in fulfilling his task, those factors have a direct effect that could lead to improvement of the employee's performance doing his duties. The investment in human capital is an investment in the capital of the company, and the investment in the staff is an increase in the company's resources and treasure. Investing in human capital has also a direct effect on the whole economy as it will improve the company's performance and the competency of the labor force in the society which reflects in a larger stronger economy for the society. (Kucharčíková, Mičiak & Hitka 2018.)

Any organization needs to have a clear plan and a vivid vision of how to improve their staff performance and functions, the employee needs to touch on this strategy and to get the feeling that the company is considering improving the worker's skills and the work surrounding environment in order to

have a supportive environment and a suitable circumstance to do the job as the best as he can. (Harris 2018.)

The employee's loyalty is a direct reflection of how committed the employee is to the company's vision, and how well the employee is tied up to the company's policies and obligations. The employee's loyalty also is an indicator of how well the employee is biased toward the company's benefits and success. (Zanabazar & Jigjiddorj 2018, 52.)

Despite this, a low level of employee loyalty is referring to low motivation and unkeen feelings about the company's success and target achievements. Essentially it is not necessarily that an employee who is working for the same place for a long period could be considered a satisfied employee, working for a long time in the same place wouldn't mean the loyalty level in the workplace is suitable for satisfied employees. The employee might be still taking a position within the organization for other constraints, such as needing the salary or still waiting for other job opportunities or other materialistic benefits which is provided by the company. Ultimately if one of the mentioned reasons vanished the employee can no longer show his loyalty to the organization. On the opposite, if the company invests in providing a better work environment that creates a genuine employee loyalty environment, his emotional interest in the company can exceed all the benefits provided by the organization. Emotionally connected employees to the company will be more involved in the company's operations and their performance would exceed more than expected from others in the same work circumstances. All in all, most of the factors affecting employee satisfaction and loyalty are reflected in the company's general performance. (Kot-Radojewska & Timenko 2018.)

2.2 Loyalty factors in employee satisfaction

Employee satisfaction is a key issue for any organization's stability, employee satisfaction is an indicator of how fair the company's policies are and how well it fulfils the employee's needs. It is also an indicator of how well the employee is fitting for the job and how well the employee is planning to continue within the same organization, all in all, the satisfaction of working staff in any organization could tell a lot about the organization's performance and success in most of the ways. Management is the main factor that could affect employee satisfaction. The employee will defiantly feel loyal to his workplace if he receives appreciation from his superiors. The loyal worker would most likely be adopting the management and the company's view, they would have a clear idea of what exactly is expected

from them in the company's operations, and the employees will feel directly that they are an important factor in the company's success plan, and they could do what it takes for the company to achieve the targeted goals. Organizational values adopted by the working team could create a more suitable work environment that supports the employees and could reflect on the employee's satisfaction level within the organization. (Martensen & Grønholdt 2006.)

Employee loyalty is a wide topic and would need many studies to cover it from different sides and to investigate what could be improved in the workplace or by the management to create a better loyal employee. Loyalty could be a result of respect feeling between coworkers or could be the result of the trust feeling the management could show to the workers and the company's staff, the trust is a key point for the loyalty of any worker in any organization. In addition to the feeling of security and belonging. The loyalty parameters could vary between a person and others, the company or the management should consider the different needs of everyone, those needs could be influenced by different ages or gender, or education as those parameters affect the human need in general. (Klopotan, Buntak & Drozdek 2016.)

2.2.1 Organizational culture

Considering that employees spend a long time in their work environment daily, hence any organization needs to consider the evaluation and the development of the current working conditions, it is necessary that the organizations consider the working places and how important for any employee to feel comfortable in the work environment. The work environment is an image of the company in front of all the workers and managers, a suitable working environment, improves the new employee's integration into the workplace as he wouldn't feel as strange or like an outsider as the new employee would normally feel. Even though the worker might not be familiar with all the workers, besides the great impression the employee will get from the workplace, a suitable work environment would improve a new employee's blending sense with his team or with other colleagues. (Ollukkaran & Gunaseelan 2012.)

People usually would like to feel they are part of something big and efficient this environment that the people would belong to should represent their feelings, values, and needs. This working culture will create a healthy environment in which the employee can develop and masterly do their job, the relationship between the employee and the workplace would be bigger than a normal work relationship between a worker and a company, and this will also reflect on the relationship between the company's

departments and teams. Simply better organizational culture is equivalent to better performance and less stress in the workplace. (Alharbi & Alyahya 2013.)

The organizational culture should be easily described and should be adopted by all the workers, especially the management, the management should set the right example for the employees in terms of cultural respect and adaptation. Besides the consideration of the worker's needs and wishes. Workplace culture should direct match the company's mission and vision and the customer's expectations and should indicate the company's future expectations and targets. It is all the combination of all what the company is, and what kind of values or ethics the company holds. (Robbins & Judge 2018.)

The culture of a workplace is like a headline that could attract talents and investors, as the culture should be a resilient environment for creativity, development, and learning (Schultz 1995, 10-20). Likewise, regarding the working environment or workplace conditions, organizations should consider providing a safe and well-protected work environment for their workers. Organizations also need to always check their safety and hygiene regulations, to provide neat and effective work conditions, in order to create a spirit of enthusiasm and efficacy which will reflect in the development of the loyalty level within the employees.

2.2.2 Empowerment

Another factor that could enhance employee loyalty towards his organization, is the empowerment of the employee within the organization. Empowerment develops the feeling of belongingness of the employee towards the organization, the employee feels that he is taking part in the decision-making process and his feedback is valuable to the management, all in all, the employee feels more valued in his workplace and within his working team. Empowerment is a direct reflection of the organization's culture, it could be a definite way of increasing an employee's motivation to fulfil his job task, as a result of providing the employee with more accountability and authority his belongings for the company will increase and the job value would be bigger for him. (Brossoit 2000.)

The employee in his daily tasks could follow a certain routine or sequence which might decrease the employee's passion during his daily working responsibilities, giving the employee the flexibility to reform his working routine or his daily tasks will enhance his productivity and will reflect directly on his belonging feeling toward his working place. Same as flexibility is a consideration, it is important for

the employee to feel considered when the management is taking some decisions or changing any working system, each employee has his experience and ideas to develop or to manage his daily tasks. Accordingly considering the employee's opinion or feedback in any decision or even providing a level of flexibility to listen to his opinions and discuss it, would develop a sense of belongingness for him which is the main factor of his loyalty feeling towards the organization. A means of smooth and easy communication between the employee and his seniors would help for this kind of effective communication in both ways. It is also valuable for the organization to give the space but same time to monitor and evaluate the employee's actions and plans independently, the employees' developing process will increase rapidly if they are setting their goals and designing their working plan or assisting in decision-making plan, the employees accordingly are more committed to the work goals and company's targets. (Dewettinck, Singh & Buyens 2003.)

Employees always look to be treated fairly and respectively, and the employee also needs to feel recognized or praised for all his efforts, accomplishments, or achievements. If any of those feelings are interrupted the whole belonging or empowerment feelings will vanish with time, which directly reflects on the employee's loyalty to the organization. In order to increase the belonging feeling and develop the loyalty of the employee in the company the management should show confidence in the employee's skills and decisions, it is necessary for the employee to feel receiving respect and trust in his ability to do the job tasks or taking the right decisions, consequently, the communication between the management and the employees need to be clear and honest, it is an important side of the empowerment that the employee can freely give feedback or express all the opinions related to work frankly. (Nouri & Mousavi 2019.)

Additionally, the workload has to be balanced and should be distributed fairly for all the employees, heavy workload or a stressful work environment is critical for all the employees and has a negative direct impact on the employee's feeling of belongingness towards the organization. Also, a heavy workload will create a tense environment between the employees and the supervisors or managers. That will cause a raise in the stress level in the whole workplace which would reflect in the whole work environment; accordingly, a toxic work environment will be formed and a reduction of employee empowerment within the organization would take place within the organization, which is a threat to the employee loyalty feeling towards the organization. (Karriker & Williams 2009.)

2.2.3 Rewarding system

A major key incentive for any person is a reward as it could be a way of appreciation for anyone, accordingly the main aspect that affects the worker's loyalty is the reward system within the organization, a fair reward regulation has a direct impact on employee satisfaction. All organizations are aiming for good performance from their employees and workers, rewards are a major reason to improve employee performance. Any management could use rewards to motivate their staff to enhance the staff performance and to improve their satisfaction level, a good rewarding system in the company a better retention feeling of the employees will have, besides that a good rewarding system would also entice new employees towards the company. (Fareed, Abidan, Shahzad, Amed & Lodhi 2013.)

The employee needs the feeling that he is fairly appreciated financially at his workplace. Accordingly, all organizations need to have an impartial assessment system based on the worker's duties and work efforts, With the consideration of a possible raise for the worker's wage if needed, to fulfil the worker's satisfaction feeling. Additionally, bonus rewards such as extra payment or additional vacation, also need to be planned if the employees exceed their work expectations or fulfils their targets earlier. (Murphy 2015.)

Some employees will be mainly motivated to work by the rewards provided by the organization, they are eager to keep their working positions longer if they are satisfied with the compensation system given by the organization. It is also important that the rewards are based on the employee's efforts and skills, that is the reason the motivation level will be increasing and most likely he will develop his performance of his work duty. (Iqbal, Guohao & Akhtar 2017.)

The rewards provided by the management could be based on the employee's performance or the whole department's achievements or even on the whole company's fulfilment. These rewards could be a one-time cash bonus incentive, commission bases, salary bases, or as simple as some coupon discounts and some free tickets at least. it also can be provided as a stock share or retiring upgrades or even better medical insurance for the employee and his family, besides an attractive profit share system for motivated employees. It should be just an act of appreciation, it should be a gesture from the management to show the employee that the management is considering his efforts at work, it should also be equivalent to how much effort the employee exerts within his work duties, therefore big efforts with great achievements should combine with better rewards and appreciation. (Khan, Daniyal & Ashraf 2020.)

Rewarding could be considered one of the most effective ways to motivate an individual or a whole team staff to improve their working performance (Deeprose 2006). Rewards are a direct reflection of any employee's actions and the way the employee views the company, it also could give the feeling of respect and consideration from the company to the individual employee. It also gives the company the chance to guide the employees through challenges or difficulties or even through change management or systems. (Wilson 2003, 128.)

2.2.4 Career development

All humans are looking for development and progress, this is vivid in all of our societies and all of our actions. With time people are willing to learn more, get more responsibilities, and are more willing to increase their incomes. This is simply the story of human life. Considering that, development, in general, is vital for us in all fields and careers. With time humans will get more experiences and they most likely will use this experience to develop and advance their professional and personal life, which will be inverted on the development of our societies and nations in a general view. One of the direct impacts on employee loyalty is the opportunity to develop, and the possibility to get more advanced positions with time. Employees would be more satisfied with their workplace if they could identify a development path for them inside the organization. With more time they spend it's more likely they will be looking for a chance to gain more responsibilities, therefore, they could get better benefits and higher compensations for their work positions (Barnett & Bradely 2007.)

The better the experiences that employees gain, the more likely the employees will be more willing to get to a higher level in the company hierarchy, this experience will allow any employee to develop his skills and abilities to face higher challenges at work and to learn more different issues in other different work positions. That would renew his passion for work and get to develop other sides of his skills or experiences, additionally, the organization will get to benefit from the employee's growing experience and skills. The development should be by giving more responsibilities, so the employee can relate and feel his improvement within the organization, and definitely in return employee should receive a better benefits package. (Sandhya & Kumar 2011.)

Companies should create and prepare a career development plan for the employees, the companies should encourage employees to gain more experience, knowledge, and skills. All that would be reflected in the individual performance in all ways, and that is a direct impact on the enhancement of the

quality service provided by the company itself. When the managers revise the annual assessments for the workers, the development path should be recognized and planned. Accordingly, any organization could have a potential leader that is imbibed of all the company's ethics, and culture besides of course the company's mission and vision. This will for sure reflect on decreasing the employee turnover which is directly over cost on the company. (Gould 2017.)

A career development program will support the loyalty feeling of each employee, it is important that the employee sense that the company is willing to invest in his skills, the company is monitoring him and supporting him to develop and outgrow his skills and education. The development program should be suitable for each employee considering each employee's personality, skills, and work responsibilities. The company should target to develop the employee's strengths and improve his inability to perform some of the job tasks or work needs. (Das & Baruah 2013.)

The employees will feel that the company is interested in them and willing to retain them as long as possible. In fact, the employees would relate their future to the company's future and most likely the employees would be keener to get a higher position within the company. The employees would feel there is a clear chance of developing within the workplace. (Hassan, Razi, Qamar, Jaffir & Suhail 2013.)

A clear career development path in any company should enhance employee's incentives and productivity, the employee will feel that the efforts done in his workplace would remain and would be invested in his future in the company. Setting up a premium career development plan in any company would attract top staff in the job market, a career development plan is a reflection of successful management, satisfied work staff, and a desirable work environment for any other employee looking to improve his career. Besides that, a career development plan would assist the current staff retention and loyalty feelings towards the company. A career development plan is necessary for any human resource department's long-term vision. (James & Mathew 2012.)

2.3 Motivation

For each person there are activities, targets, and actions that support their motivation in each phase or part of each human life, the motivation is the driving force to keep doing an action and to be dedicated

to it. This could apply to all parts of life whether it's a personal or a professional issue. In professional life, it is a challenge for any employer how to create a work environment where employees could be excited or motivated to do their job tasks. (Nohira, Groysberg & Lee 2008.) Motivation is a significant factor behind any company's success or growth, it is simply fulfilling the worker's needs what they are expecting from the company and what the company will receive from the worker's side. Usually, motivated workers are more likely to achieve targets or to increase their productivity in their work duties, this goes in balance the more the company can fulfil the worker's expectations and needs, the company will gain better outcomes and efforts from those workers. Motivation could be enhanced by developing the work culture and environment to delight their workers when doing their work tasks or getting other rewards such as promotions or bonuses. (Kaufmann, Schulz & Veit 2011.)

Motivation is a big concern when discussing the worker's loyalty toward the workplace. Employee motivation is relevant to the level of energy/effort, dedication, and creativity the employee has toward his work responsibilities or towards his workplace. It is also the urge from the employee to achieve his personal and organizational targets of the company. According to Grant (2008), motivation is an enhancement in the behavior towards a certain action, motivated employees are most likely improving their work performance which is reflected accordingly in achieving the company's targets in return compared to less motivated employees. employee motivation is a serious apprehension for any management, as it is directly affecting the employee's loyalty levels. (Inc. 2020.)

The motivation aspects could be very different from one individual to another or from an organization to another, considering the employee's character and education or the employee's relationship with the co-workers' or colleagues besides the personal attitude or culture, those are some sides of the motivation difference between an individual and other. The motivation aspects within the organization could be the possibility to develop within the organization or the organization's abilities to grow and achieve targets besides the management efficacy and communication between management and employee in the organization. Other factors that could affect the organization could be external factors such as the political or economic situation of the society. (Abou Elnaga 2013.)

To understand more about motivation and how to develop it, we could refer to Abraham Maslow's motivation theory, according to Maslow workers are motivated by their needs. Malow's theory expresses that the worker is seeking to satisfy his needs in a specific order. The worker's main need would be the physiological need then the worker is willing to satisfy his safety and security needs, then

comes the social belonging feeling and self-esteem, and in the end, comes the self-actualization feeling need. As per the below hierarchy pyramid of needs. (Robbins 2018, 131)
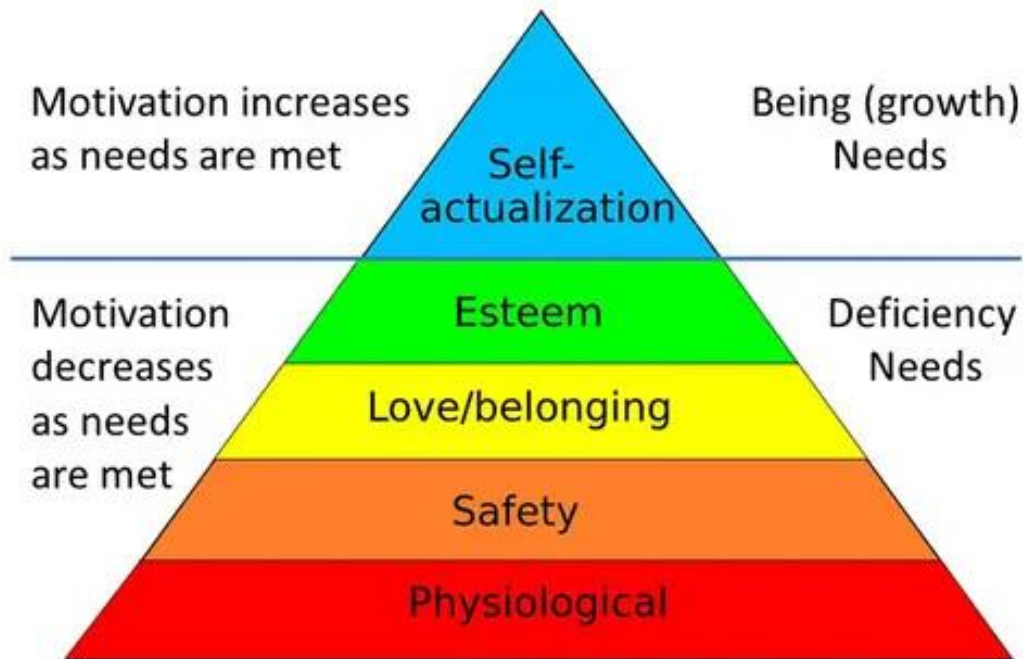

FIGURE 1. Maslow's hierarchy of needs (McLeod 2007).

As shown above, in the figure, the needs are arranged as per the priority and how important it is. The first and base of the needs are physiological needs and safety which is a common vital human need, by all means, this could be filled by sufficient compensation and a fair payment plan. After fulfilling those needs, new needs are created such as belonging and self-esteem. The employee needs to feel belongs to the organization and needs to feel a good level of self-esteem within the working place. By fulfilling all those needs the employee would reach the level of self-actualization, which is the top of the needs, in this status the motivation level would be the highest which is an indicator of how motivated the working team is inside the work environment. Maslow's theory explains that in order to motivate people their needs should be fulfilled first, not fulfilled randomly but the needs of any individual should be fulfilled in hierarchical order as per the figure above, as the theory shows that people try to satisfy their needs by order, the most needed then the least needed. Maslow explained that no motivation plan could work unless considering the needs mentioned in the theory. (McLeod 2007.)

Overall, any organization aiming to have motivated workers needs to sustain their physiological needs at the bottom followed by their needs for safety then their needs for belongingness and emotional stability, then comes the worker's needs for self-esteem, and at the top of all comes the actualization needs. At the end of each period, all the needs provided by the organization need to be evaluated and should be developed, especially the vital needs of the workers. Above all, the employee's motivation would be developed which accordingly enhances the employee's loyalty toward the organization. (Jerome 2013.)

2.4 Sustainable human resource management

Sustainability is an important feature of human development and could be also considered important for human survival over a longer time. Sustainability is to maintain our social, economic, and environmental needs and save our resources while increasing our operations in all those aspects (Purvis, Mao & Robinson 2018). As concluded that all resources are limited the need for sustainability is increasing day after day, it is simply a way of using resources but not consuming them and saving the resource for a longer period of time to be reused many other times. The idea of sustainability is widened to include all sides of our life needs, it is not anymore related to saving natural resources or just focusing on the environment, but recently the sustainability idea expanded to all other resources including human resources in any teamwork or any other organization. (Benson & Craig 2014.)

Sustainability within the business fields could be the concept of maintaining our resources to maximize the company's profit out of the recourse within the operation cycle, likewise the company's staff. Any organization is aiming to retain and develop the organization's employees and workers, nevertheless, the organization always should aim to increase the worker's productivity and improve the quality of the worker's performance. In other words, with the same number of employees, the organization would aim to increase productivity therefore revenue without the need to hire or recruit more employees. Sustainable human resource management can be explained as the continuous readjustment of all the human resource management tactics and strategies that would reflect on developing the social, financial, and ecological sides, which should give a direct impact to benefit the stakeholder's interests. (Piwowar-Sulej 2020.)

Sustainable human resource management is aiming to assist organizations in establishing an attractive work environment that can fulfil different expectations and needs of the current or future working

force in the organization. Sustainable human resource management focuses on enhancing and evaluating equality, flexibility, fairness, worker development, employee participation, and social dialogues, and all the ethics or actions develop the employee belongings to the organization and how to comfort the worker in the organization's working environment. (Chams & Blandon 2019.) As sustainability is a need in our societies recently, the communities discovered it is harder to keep surviving without a sustainable lifestyle or a sustainable ecological system. Organizations start to consider sustainability as a better way to survive and develop, sustainable human resource management is providing the same solutions in the organizing's society regardless of how big or small the working society is. Sustainable human resource management would decrease employee turnover same time would improve the employee's outcome and productivity. (Macke & Genari 2019.)

Sustainable human resource management has a direct impact on the employee's loyalty to the organization. It is aiming to keep the employee working actively with high motivation in the organization for as long as possible. This could happen by fulfilling the employee requirements to create the most suitable working environment for the employee based on his needs and character, which in return increases the satisfaction level within the workplace for the employees. (Järlström, Saru & Vanhala 2016.)
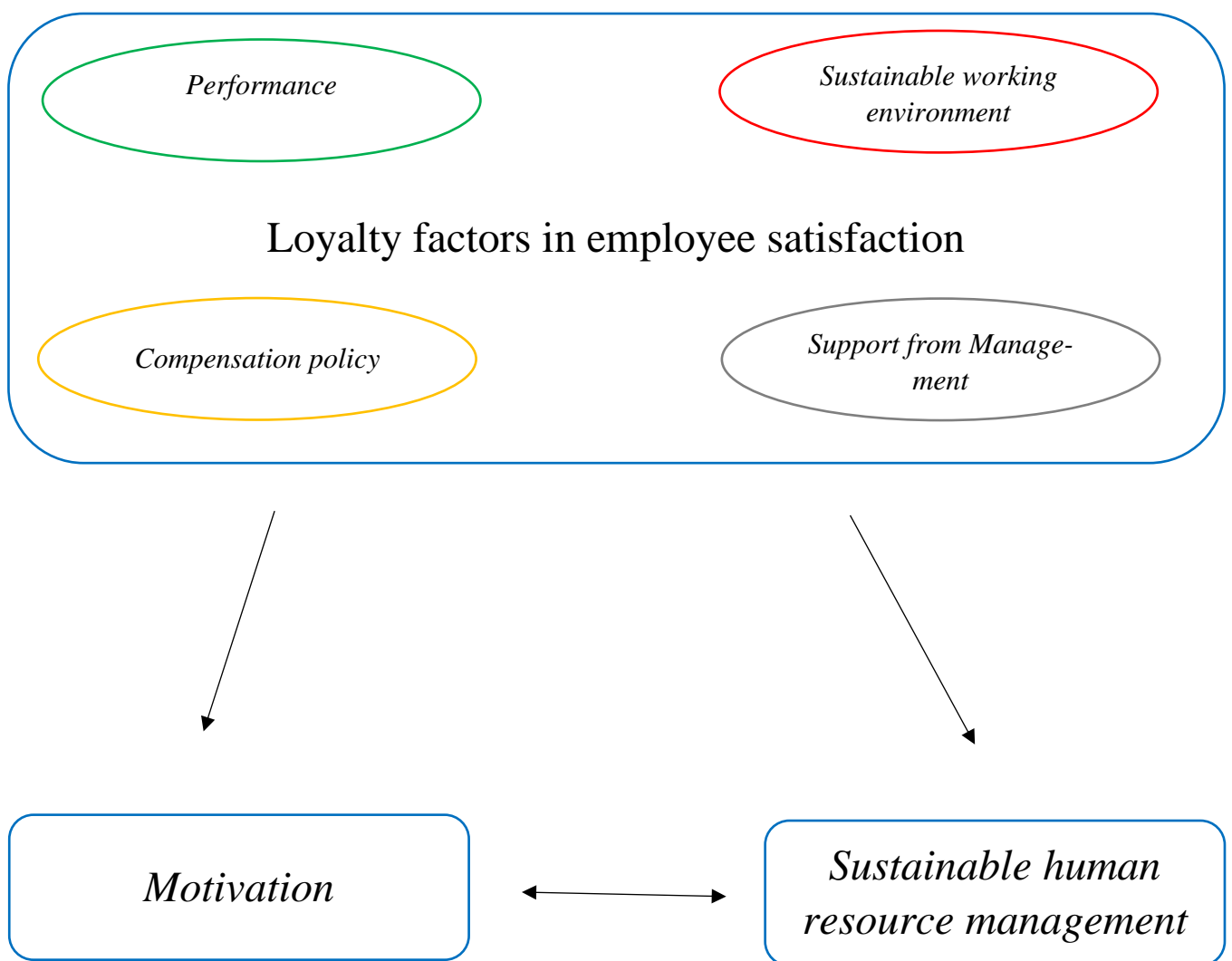
FIGURE 2. Loyalty factors in employee satisfaction

3   METHODOLOGIES OF THE RESEARCH

This chapter explains the methods used to implement the research. Also, the chapter explains the reasons those methods could give the best outcome to the research goals. The chapter aims to describe the target group of the research sample, the collection of the research data, and the analysis of the collected data.

3.1 Qualitative research

Qualitative research is mainly trying to explain or to get to know a certain meaning or trying to describe an action for human behavior or need, it could help develop complicated situations and human reflections on those situations. This method is trying to question what a group of people think about a certain topic, besides why they are thinking in this certain way, and all the experiences or emotions they have related to the research topic. (Aspers & Corte 2019.) Qualitative research is aiming to collect nonnumerical data by researching a case or a problem by researching the meanings, definitions, properties, descriptions, or symbols that could explain the situation around the issue or the cases under examination. It is also aiming to study more the quality of the situations and how unique the situation is for a person or a group of people, that is the reason that qualitative research seeks to understand more the personal experience in each situation or environment. (Pathak, Jena & Kalra 2013.)

Qualitative research starts with an assumption about a situation or a human problem, to study this problem according to qualitative research methods. The research should start with the data collection in a fair and neutral setting of the people or place under the research, then analyze the data in deductive or inductive ways. (Poth & Creswell 2017, 8.)

This research is using qualitative research methods and techniques, as the research is targeting a group of people (Posti delivery workers) and discussing their experiences within their work environment (delivery departments in Posti) through the qualitative research method a wide range of emotions and experiences are explained by the participants. The research is aiming to understand and observe the participants' ideas and thoughts toward their workplace and work environment. This research method would give the space for the participants to express their expectations and hopes through the interview and the discussion.

3.2 Sampling

As the delivery department is one of the biggest in Posti, choosing a suitable sample for the interview selection would be complicated, and that is the reason the research focuses on the capital region area. The capital region is the busiest region for all Posti's operations, and it has the biggest number of Posti customers and workers, which could be a reasonable indicator of the conditions of the delivery workers. With the wide range of locations in the capital region, it would be sensible to create an idea of the challenges and benefits the delivery workers face in their daily tasks, accordingly an indicator of the satisfaction view within the delivery teams will be vivid during the interview process.

To choose the right delivery locations for the interview, Posti's management suggested certain service points to be researched. Their selection was based on a survey that took place previously targeting all the Posti delivery workers. This survey gave an indicator of the most and least satisfied delivery locations in the capital region. Posti's management chooses locations from the most satisfied and the least satisfied, to evaluate the satisfaction factors or the dissatisfaction reasons in each location which would -be a pointer to the whole range of the satisfaction process in the Posti delivery department.

To select suitable participants for the interviews, it is necessary to select a worker who has sufficient work period in Posti, in order to provide valid answers and ideas for the interview questions. The participants should have spent a minimum period of 6 months preferably one year at work, this period will guarantee that the interviewee has faced most of the different challenges at work and spent all the weather seasons at Posti. The targeted candidate who has this work experience would be using his tools smoothly and will know the routes or areas well enough. Besides having a clear picture of the daily work and enough time to build a view and a relationship with his colleagues, supervisors, and even with customers. Selecting the participants also considered a different geographic location, so a variety of working tools, weather conditions or customers would be considered in the interview which gave a wider view of different work experiences. Besides the selection of a different mix of workers based on different factors such as gender, race, age, etc. This diversity provided a clear sample and will consider all the sides of work experience within Posti. Also, the interviewee should have a sufficient English level to be able to express his feeling and experiences clearly with no misunderstanding. (Bloom & Crabtree 2006.)

Considering this wide range of information, an indicator of the common challenges and benefits the workers find through their daily work tasks and their duties. This general view would also show how Posti as a work environment or management could be improved in the worker's view to facilitate the delivery process to the Posti customers.

3.3 Data collection

Interviews are considered to be one of the most popular ways of qualitative research. It examines the research through the focused group's opinion and point of view. The most common ways of implementing the interviews are structured, unstructured, and semi-structured. (Stuckey 2013.) The selection of the method is based on the research benefit and the researcher's aim of the study. accordingly, the researcher should select the most effective interview way for his research.

This research is using semi-structured interview method as the research aims to collect a certain type of data but same time it is important to understand the delivery worker's personal experiences. A semi-structured interview will allow sufficient preparation for the interview questions and directions, besides giving the space for the interviewee to express their feeling freely about the point of discussion. The interview is well based on a clear direction to achieve the research targets, but also the idea of the research is to discuss all the surroundings and circumstances that the workers face in their daily work, and how all of those reflect on their work satisfaction. A semi-structured interview was suitable to get deeper detail and discover more about the delivery worker's emotions and experiences regarding their daily tasks. It was also possible to create new questions which were developed based on the interviewee's personal view of work, and how (from the interviewee's view) the satisfaction level could improve at work. (Adams 2015, 492-504.)

Using the semi-structured interview method gave the opportunity for the interviewer to direct the interviewees toward the research aims, besides giving the interviewees the space to express their feelings and thoughts in the same direction. The interview process was smooth and clear and from a view it was identical. Despite that, the interviewees were chosen from different nationalities and different age ranges besides they all have different educational backgrounds, considering all those aspects they could evaluate the work environment almost in the same aspect, most of the interviewees gave similar opinions, and thoughts on many topics during the interview. This similarity gave a clear result, as it was easy to gather the relevant findings together.

The interview questions were mainly close-ended, giving the chance for a clarification of why the interviewee chooses that answer and what is his experience around that point. The question would guide the interviewee to the point of discussion and a clear evaluation should be given with a quick explanation that could clarify the whole image of that aspect.

The interviewer will not mention any specific details about the interviewee himself. The answers would be given anonymously as the interview focuses more on the results regardless of the specification of the person himself. A brief orientation was given to the interviewee himself about the reason, target, and expectations from this interview as well as how the results would be used. The anonymity of the interviewees while presenting the results of this study was emphasized before starting the interviews. This gave the interviewees the space, to be frank, and speak freely.

3.4 Data Analysis

The interview answers and comments were analyzed by content-based data analysis, as explained earlier qualitative research is aiming to describe and explain the research case, the content-based data analysis would clearly describe all the cases related to the research aims. Content-based data analysis would allow the researcher to analyze the relevant codes and separate the useful data from other data, it would also create categories that would be related to the research theories. (Denzin & Lincoln 2012, 34.)

After the interview process was done, a convenient number of answers and data are gathered. The researcher had to read the interview transcripts several times to be able to understand and combine each induvial interviewee's thoughts and opinions. After repeated reading and evaluation of the interview answers, the researcher could point out common words or common answers used by different interviewees. As per Saldana, Leavy, and Beretvas (2011, 95), a clear understanding of the data is established by rereading till the establishment of a familiar pattern based on the data contents.

Based on the theories used in the previous chapters the researcher was able to identify the themes of each interview. Pointing out the themes that were based on the theories used earlier in this research, or those themes were also pointed out by the interviewees themselves during the interview. With the semi-structured interview, the interviewees were able to express and point out what they thought was important or inspiring for this research. Collecting all the repeated words and common thoughts from

the transcripts would create a certain code which is the key to the research, those codes will be what are the biggest things worrying the Posti delivery workers and what are their aspirations towards their future, also how they hope the work environment and the work tasks to be developed. The codes are the repeated words that are linked to a theme of the research, each code would be related to one or more of the research themes.

4 RESULTS

The interview was mainly aimed to answer the research questions and getting closer to understanding the workplace cultures within the selected Posti delivery depots. The interview was challenging the interviewee's feelings toward Posti as an organization and their feelings towards their co-workers and supervisors. In addition, it aimed to understand the challenges and the benefits related to the tasks that Posti's delivery worker faces daily. The interview pointed out how the worker views Posti as an organization and how they are relating their future to Posti, and also what kind of things and feelings Posti offer to the workers to facilitate their working tasks. The interview was only targeting the capital area region so further research for other areas in Finland is necessary to Posti, in order to get a clearer view of the different challenges the delivery worker faces in different geographical areas within Finland.

FIGURE 3: Codes highlighted from the transcript.

After pointing out the main codes from the interviews, it was clear that the codes are relevant to the research themes and research questions. The codes are showing some of the needs of the delivery workers within Post. Those needs could be the base of the developing plan and for better integration of the Posti delivery workers with the Posti organizational culture and the future. The codes are pointing the worker's concerns and the necessity of their view of their workplace. It was mainly expressing their views of what could be done to create a more suitable work environment in their depots.

The themes created from those codes are:

Codes	Themes
Salary, Payment	Fair rewarding policy
Manager, Group leader	Empowerment / leadership
Future, learning	Career development

TABLE 1. Codes relation with the research themes

It was clear that the workers are facing some challenges within the Posti organization. They are feeling that their reward system needs to be enhanced and to be fairer than the current compensation system. The workers carried the feeling that the payment is not sufficient considering the work tasks or duties. They also lack the feeling of empowerment from their superiors, and they feel a kind of gap between the delivery teams and the managers. Besides that, they could not imagine any future development for their careers that could happen within Posti, they think that career upgrading within Posti is very limited and narrow. In the end, the researcher would compare the final themes with the data to make sure that they are presenting the worker's view and matching the collected data from the interviews.

One of the themes that was founded clearly based on the interview analysis is the fair rewarding policy. Interviewees were mainly having a general idea that the payment is not equivalent to the work tasks and it should be increased in a way. Through the interview, they claimed that the payment is unfair, especially in the wintertime. They also explained that the work challenge is much higher in the wintertime with so much snow, wind, and very low temperatures, while the delivery worker has to be outside most of the time. Interviewees explained that the rewarding system itself is not relevant to how

efficient workers are. They claimed that the rewarding system does not consider how difficult the delivery routes are or how far is it from the delivery center compared to others. A worker summarizes the rewarding system as below:

> *My route is longer than everybody else and has longer transitions within the route, so I have to be outside for longer periods besides so many buildings with stairs, which is harder in general, but I get compensated the same if I was doing an easier route.* (Interviewee 4)

The interviewees were mainly pointing out that the reward system needed to be revised especially with the additional bonuses Posti provides. Posti offers additional rewards such as the Epassi application and route master gaming application for workers, in order to provide some extra payment indirectly to the delivery workers, but even with both methods, workers were not satisfied, and they think that the rewarding system needs to be upgraded in many ways.

Another theme was related to leadership in the work environment. In each delivery area, there is a responsible manager, who is responsible for one or more delivery depots. Each delivery depot is having one or more supervisors. These supervisors are the one who gives the daily instructions to the workers, and they are responsible for the work shifts and all the needed support which might be required by each delivery team. The area manager should visit each depot from time to time. Accordingly, the manager is setting the general plan for the delivery teams and the supervisors are the ones making sure that the plan is going well, and that the workers do not have any problems during their working tasks. It was obvious that most of the workers thought the management is affecting their daily satisfaction at the workplace, according to the majority of the interviewees the management is taking a big part in how the worker creates his impression of Posti. According to interviewees they just see Posti through their direct management and supervisors. If the management is supportive, the workers will most likely feel more satisfied at the workplace. On the opposite, if the managers/ supervisors are not supportive, that would create a feeling of insecurity among the delivery workers. The interviewees were mainly having a negative impression of their managers but some of them were feeling the support from their supervisors which created some balance in the workplace. Some of the interviewees did not even know the name of their direct manager which show a gap between the manager and the workers. They are mainly getting instructions and information through their supervisors, but the manager is not giving any impact on the operational cycle according to some interviewees. A worker explained his relationship with the management as below:

> *I have met my manager only a few times, I am not sure what is his name or does he even recognize me or knows my name.* (Interviewee 2)

Another well-experienced interviewee explained the relationship between the workers and the management below:

> *I have been working in several delivery depots in Post, and I am telling you that the managers mainly consider the workers as numbers on their reports. They are not supporting us or trying to understand our challenges.* (Interviewee 5)

Most of the interviewees did not hold the value that they are belonging to Posti or feeling that they are valuable to the company itself. This is a direct indicator of the empowerment level feeling they have in Posti.

One of the major themes was career development inside the organization. Discussing the future of the delivery workers within Posti in the interviews, gave a clear view that most of the interviewees did not have any plan or chance for a development path in Posti. Most of the interviewees believed that they would not get a development chance within Posti, due to the lack of information provided by Posti about all the development opportunities within the organization. Or that the workers themselves are not willing to go forward with Posti in the future. The interviewees that were willing to work longer in Posti were not keen to do the supervisor job and they are sure that the supervisor position is the only option they would have to start a development path in Posti. Accordingly, if they would not want to be a delivery depot's supervisor then their development chances are very limited based on what they said.

Some interviewees were holding high-level education and they were sure that they are suitable to take different positions in Posti, but at the same time, they were doubting that this chance would happen as they did not have any faith that they are able to get fair opportunities from Posti.

> *I would like to get the chance to do different work within Posti, I have a university degree and I am able to do other positions in Posti out of the delivery department, but I know that in Posti my only chance to develop is to develop in the delivery department only which I don't want.* (Interviewee 5)

One interviewee was doubting that he would not have that chance as he is working in the delivery department. The reason for his view is that he would not be considered a suitable candidate for a higher position in Posti, even if he had the right educational background or the necessarily previous work experience.

5 DISCUSSION

The worker's loyalty to the workplace is having several sides that could be researched and evaluated. Many different factors are affecting the worker's satisfaction in any workplace. These factors could be influenced by others such as the worker's colleagues or management or could be affected by the lack of work tools or equipment. Generally, there is always a need for development and improvement in any work environment. The process of development would affect the workers positively and it is a sign of consideration from the management of the workplace. The workers had positive thoughts when they noticed that this research is taking place to point out their challenges and needs. They realized that some efforts are happening by Posti's management to improve their work conditions and try to fulfil their needs. After evaluating the research findings, a specific view is established for Posti to think through. A better understanding of the challenges that the delivery worker face and how could the work environment improve considering these challenges. The research is pointing out the delivery workers' experiences in their daily tasks and their vision for their work tasks and their workplace.

Based on this research, the results indicate that Posti workers would be more satisfied at their workplaces if some factors are considered. Based on the interview data most of the delivery workers claim that their loyalty level towards Posti as a company is at a medium-low level and they explained some of their reasons why they are not satisfied with some work elements that reflect on their work environment. The delivery workers mainly complained about the same obvious factors in their work society. The research is aiming to point out the challenges the Posti delivery workers faces, which the interviewees referred to several points such as the fair rewarding policy, career development, and the leadership affection for their working tasks.

As explained earlier in the theoretical framework (chapter 2), the rewarding system could play a key role in employees satisfaction (Fareed et al 2013). and according to Murphy (2015) the reward system should be related to the employee's efforts and duties, which could also develop based on his work performance evolution. The rewarding system was one of the main points that most of the interviewees referred to. As shown in this research results (chapter 4) the interviewees explained that the rewarding system is flat. The current rewarding system is treating the workers all the same without considering the worker's efforts related to their working task challenges. All the workers get rewarded, or their salary is calculated on how long they are working, regardless of the efforts done to achieve the work tasks within this period of time. As explained the delivery route challenges vary from each route but they all

get compensated the same way. In this area, Posti has developed a gamification application (route master) to cover those defects. The route master is made to reward the delivery workers based on the challenges and the efforts they do. The interviewees think they need more training on how to use the application and they would need more orientation to get to know more about the route master. That is the reason most of the interviewees are not using it as they are not sure how this system works.

In line with the findings, career development is directly affecting the worker's loyalty feelings. As discussed, the employee will be more satisfied in any workplace if there is a clear development path inside the organization (Barnett & Bradely 2007). Considering the findings of Hassan et al (2013) explained in chapter 2, the employee will be more likely to vision a future within the organization if there is an intelligible career development plan. But based on the research results, the common feelings of the interviewees were that their development within Posti is very limited unless to a certain position in the delivery department hierarchy. Mainly the delivery workers could only have a chance to be a supervisor in the delivery department, regardless of their education or skills. In chapter 4, some interviewees explained that they consider the supervisor position as an undesirable position. They claimed it is a very busy stressful underpaid position which makes many people not wish to do it. As a result, most of the interviewees are not considering it as an upgrade for their career. That is why, the future of each worker seems to be unknown, as there is not a visible career plan for each Posti delivery worker to develop his future within Posti as an organization.

Management is a significant aspect of the worker's loyalty in any organization. The management decisions are directly affecting the workers working tasks positively or negatively. The research illustrates the importance of smooth and easy communication between the employee and the management, as per Nouri & Mousavi (2019) it is important for the employee to feel trusted and respected by the management which shows that management is playing a key role in how the worker views the organization in general and how the worker views his work tasks especially. The findings show that the management is directly affecting the work experience as most of the interviewees explained many workers were feeling unsatisfied in their workplace in parallel to how uncooperative their managers are. There is a clear relationship between how efficient, supportive, and friendly the manager is and how loyal the worker would be to his workplace altogether, and how loyal the worker would be to the whole company. Ultimately the analysis identifies that the rewarding system, career development, and management are fundamental factors of employee satisfaction and worker loyalty.

Indeed, there were some limitations facing the research, considering the selection of the interviewees who has a sufficient English language level that allows the worker to understand the questions and in return could express his feelings clearly and smoothly. Also, as known Posti is delivering mail all over Finland which makes it very hard to interview delivery workers from all the different locations in Finland. That is the reason the interviews were held in the capital area region only. Definitely, different delivery environments will create different work challenges and different experiences for the delivery workers. Consequently, further research in other geographical areas would be needed in the future, to collect a wider range of data and could form a better view of how to develop the work environment for the delivery workers in Posti.

6 CONCLUSION

The conclusion chapter will be going through the study by pointing out the main key findings of the study considering the aim and research questions, besides explaining the ideas and general results of the research. The conclusion chapter will also suggest the main research areas to be conducted, if possible, in future research and studies.

This thesis aimed to study employee loyalty and employee satisfaction in workplaces. As a case study the research studied the delivery workers in Posti as a sample. As Posti is considered one of the biggest companies in Finland, which hire and operates thousands of people, it can be considered a suitable dynamic work environment to study. Choosing a qualitative research method specifically a semi-structured interview was a suitable choice to get to discover the delivery workers' opinions or thoughts reflecting the research questions.

Getting to consider all the theories explained in the research and apply them thoroughly, in order to create suitable interview questions, that could be relevant to the research aims. As a result of that, clear feedback and results were provided by the interviewees within the interview answers. Interviewing Posti delivery workers in person gave the opportunity for them to explain their emotions and ideas clearly which gave a variety and a wide amount of data and answers related to the research aims. They explained what challenges they deal with in their working daily tasks and what they would need for a better working environment.

Based on the study, the results were relevant to the theoretical background and the findings were supporting the discussed theories used in the theoretical framework. The study clearly explains how the loyalty feeling for any employee could be developed and what the main needs and requirements are for employees in order to improve their satisfaction level in any workplace and accordingly enhance their performance in their daily tasks. The study points out several needs that any company could provide to increase employees' productivity and development. The results were simple and vivid which makes it common and most likely happening in most workplaces. Accordingly, any management or even human resource department would need to consider those simple findings to develop their workplace. For sure it is an important and a wide topic to study, especially when all organizations and companies are aiming to increase their employees' loyalty feeling. Accordingly, more studies could be needed for more results and findings. More studies within the Posti delivery department could take place in other

locations, especially the northern colder areas, and how the weather could affect the delivery processes, considering that it is an outdoor work task. Other studies could conclude in other business areas.

Finally, the research shows that any company would need specific tools such as a suitable rewarding system or a chance to develop within the company, or a smooth and supportive relationship between the employee and the management. Those tools would directly develop employees' loyalty, and rise the employees' satisfaction level, therefore developing employee performance and in return the company's profitability.

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APPENDIX 1

Interview questions

Background information   **Date:**

Age:

Home country:

Task post worker:

Posti depot:

How long you have been working with Posti?

Education or previous working experiences briefly?

1- Personal experience:

Do you feel appreciated in Posti? From your view what is the value behind the work?

From your view what are the work challenges? Benefits?

Challenges:

Benefits:

2- Work environment:

What kind of factors that a good working environment includes?

How do you evaluate the work environment in your depot? Considering the relation with your colleagues and management?

What motivates you fulfilling your job tasks well?

How do you value the possibilities of career development within Posti?

How fair you think the compensation system is, considering the job tasks?

Are you using the work additional benefits? How it could be developed?

3- The meaning of management

Do you feel managers/ management affect your work satisfaction?

Is your feedback taken into consideration?

How would you like the management to develop? If you were a manager what you would do differently?

How well do you think the work is distributed fairly across the team?

4- **Impact of working tools**

Are you following /willing to follow Posti updates and news? internally or externally

How do you evaluate the tools provided by Posti? (Using the transportation mean or pomo phones) how well do you get trained for it? Route master

How would you wish that working tools should develop?

Would you recommend this job to a friend?

What are the values should be promoted to the new workers through the training period?

What are the basic morals/ethics the Posti worker should have?

Would you like to add something else?