

Service Quality and Customer Satisfaction Survey in Temporary Staffing Industry

Case: Amiko Lahti Oy

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ABSTRACT

The purpose of this research was to conduct a customer satisfaction survey for two customer groups of a temporary staffing agency – the employees and the client companies. The goal was to evaluate the current level of customer satisfaction within these groups and to provide measures to track and increase satisfaction.

This thesis consists of two parts, theoretical and empirical. In the theoretical part, the concept of temporary staffing is explained in detail, concept of customer satisfaction is presented and the term service quality is clarified, while presenting different methods to measure it. In the empirical part, a qualitative survey was designed and conducted for the active employees and client companies of Amiko Lahti Oy.

The findings of this research pointed out, that while both customer groups were rather satisfied with the operations of Amiko Lahti Oy, there are always things that need improvement. It was also revealed, that in this sampling the client companies are more satisfied towards the operations of the case company than the employees.

The results will be utilized in the case company's operations, and the survey will be repeated after a certain period of a time to successfully keep track of the level of customer satisfaction.

Key words: temporary staffing, human resources, customer satisfaction survey, service quality

Lahden ammattikorkeakoulu
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SAASTAMOINEN, EMMA: Palvelun laatu ja
 asiakastyytyväisyyskysely
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TIIVISTELMÄ

Tämän tutkimuksen tavoitteena oli toteuttaa asiakastyytyväisyyskysely henkilöstövuokrauspalvelun kahdelle asiakasryhmälle – työntekijöille sekä asiakasyrityksille. Tavoitteena oli arvioida asiakastyytyväisyyden nykyistä tasoa näiden ryhmien keskuudessa, ja tarjota tapoja seurata ja kasvattaa tyytyväisyyttä.

Tämä opinnäytetyö koostuu kahdesta alueesta, teoreettisesta ja empiirisestä osuudesta. Teoreettisessa osuudessa henkilövuokraus konseptina on selitetty yksityiskohtaisemmin, asiakastyytyväisyyden määritelmää on avattu ja palvelun laadun termi on selvennetty sekä tarjottu erilaisia menetelmiä mitata laatua. Empiirisessä osuudessa toteutettiin kvalitatiivinen kysely Amiko Lahti Oy:n aktiivisille työntekijöille ja asiakasyrityksille.

Tämän tutkimuksen tulokset osoittivat, että aina on parantamisen varaa, vaikka molemmat kohderyhmät olivatkin verrattain tyytyväisiä Amiko Lahden toimintaan. Tutkimus osoitti myös, että tässä otannassa asiakasyritykset olivat tyytyväisempiä kohdeyrityksen toimintaan, kuin työntekijät.

Opinnäytetyön tuloksia hyödynnetään asiakasyrityksen toiminnassa, ja asiakastyytyväisyyskysely toistetaan uudestaan tietyn ajanjakson jälkeen, jotta voidaan onnistuneesti pitää kirjaa asiakastyytyväisyyden tasosta.

Asiasanat: henkilöstövuokraus, henkilöstöhallinto,
asiakastyytyväisyyskysely, palvelun laatu

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1 INTRODUCTION

The purpose of this chapter is to introduce the reader to the background of the thesis. It aims to familiarize the reader with the research questions posed and to explain the data collection methods that are used.

1.1 Research Background

The need for temporary work has increased throughout the years, and more and more companies choose to hire workforce through temporary work agencies due to the labor flexibility it provides. (Burgess & Connell 2006, 130.)

Hiring an employee to deal with increased need for workforce means they become a permanent expense for the company. Temporary employment can address this issue in a cost-effective manner, since temporary employees are only paid for the hours worked. (Locsin 2017.)

Due to the significantly increased demand for temporary work, there are many companies operating in the field. Therefore, it is extremely important for the temporary staffing agencies to stand out of the crowd and aim to operate in a customer-orientated manner, whilst competing for potential clients. Customer satisfaction has turned out to be an important component of a business strategy, and it is an important indicator of how well the business is doing (International Finance Corporation, 2017).

The case company is a young, quickly growing operator in the field of temporary staffing where the author carried out her internship as a human resources assistant. Customer satisfaction is something that the case company values, and it has not been studied before this thesis. It is important for the company to find out the level of customer satisfaction within both client groups, business to business and business to consumer to figure out the overall level of customer satisfaction. This topic was chosen mostly for its usefulness for the case company considering future

operations, and the aim was to conduct it so, that it can be easily repeated in the future if necessary.

1.2 Thesis Objectives, Research Questions and Limitations

The aim of this thesis is to eventually find out the level of satisfaction of the customers of Amiko Lahti Oy. The main objectives include figuring out the customer satisfaction level of both, employees and business clients, which is imperative for a relatively new business.

Formulating a research question is very important step in the research process. The main purpose of research questions is to provide a deeper understanding about the subject. When formulating research questions, it is important to make sure that they are clear, researchable and open-ended, so they allow emergence of questions or even new hypothesis (Bufkin 2017, 2). The main research question that this thesis aims to eventually answer is:

- How satisfied are both customer groups of Amiko Lahti Oy with the services provided, and what measures can be taken to improve the level of satisfaction?

Generally, the main research question cannot be answered at once, and that is why sub-questions are important in a research. Usually sub-questions are less complex than the main research question, and their main purpose is to help answer the main research question in a step-by-step manner (Swaen 2016). In this thesis, the sub-questions that help to answer the main research question are:

- Why is customer satisfaction important, and why should it be measured by conducting a survey?
- How service quality is formed, and how it can be measured?
- Which customer group is more satisfied with Amiko's services?

When conducting a research, there is always certain limitations that need to be considered. This thesis is firstly limited to only apply to the Finnish staff leasing industry, and may not provide valid information when staff leasing in other countries is concerned.

It is also important to keep in mind that employees that are more engaged are more likely to answer surveys and participate. This is a crucial factor to consider, when going through the findings of this research. Validity is always dependable of the excerpt of the research, and the actual number of survey participants. The results are also directed towards the office of Amiko Lahti Oy, and might not be relevant considering the office in Helsinki, or Kouvola for example.

Lastly, even though this research provides valid information for the case company, it might not apply for all companies in the same field. The current situation in other staff leasing agency might be different, and this thesis merely observes the situation in the case company and aims to answer their needs first and foremost. The customer satisfaction survey is also conducted in a more traditional manner, ruling out customer experience aspect, since this was what the case company requested. In the future, this could raise possibilities for further research.

1.3 Theoretical Framework

As this thesis aims to offer solutions for the case company to evaluate their ability to meet their customers' needs and expectations accordingly, it is important to understand the basic concepts of temporary work in Finland and abroad, customer satisfaction and the ways to measure it, service quality and it introduces the case company.

To support the theoretical framework of this thesis, a few separate ways to measure service quality and customer satisfaction are presented, such as the Grönroos service quality model and the SERVQUAL model. These are just a few of the key terms and models that the theory part of this thesis is based on.

1.4 Research Methodology and Data Collection

Conducting a research generally starts with the decision on what research approach to use, how to collect the data and what research method to follow.

There are two different research approaches, deductive and inductive approach – which are both equally effective. The main difference between these approaches to a research is that while deductive approach aims to collect detailed information and to test theory, the inductive approach focuses in the generation of new theory that emerges from the data (Gabriel 2013). This research will use the deductive research approach, and begins by collecting information about the subject.

After the research approach is selected, it is important to determinate what is the research method used. There are two most common research methods that are introduced in this thesis, the qualitative and quantitative research methods. Other methodologies exist too, but they are not relevant concerning this research.

The quantitative research method is a more objective method, that relies on surveys, structured interviews and observations and numeric information. This specific method follows primary the deductive process to test pre-specified concepts and hypotheses. (Oak Ridge Institute for Science and Education, 2017.)

The qualitative research method is a more subjective method, that uses mainly focus groups, in-depth interviews, and describes a problem or a condition from the viewpoint of those that have experienced it. Qualitative method uses primarily the inductive process to formulate theory or hypotheses.

Quantitative research method is mainly used in this thesis, due to its ability to provide quantifiable results, although some qualitative methods are utilized as well.

After the research methods are selected, data collection will follow. In this thesis both primary and secondary data were used. Considering this research, primary data was collected through online surveys directed towards current employees and business clients of Amiko Oy. The purpose of these methods was to find out what are their current opinions considering the different operations of the temporary staffing agency, and providing opinions about ways to improve them.

The secondary data was also an important source of information concerning this research. The secondary data was mainly collected from literal sources, different articles and online sources to form the theoretical part of this research. The data collection methods of this research are listed below in the following figure.

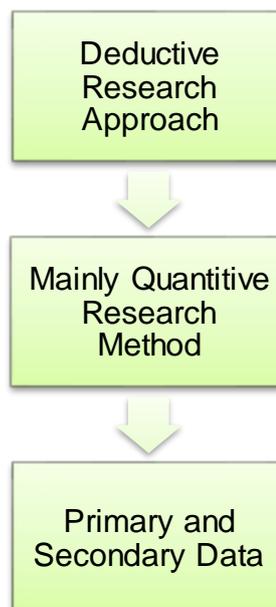


FIGURE 1. Research Methods

1.5 Thesis Structure

This research is divided into two parts, the theoretical part and the empirical part. Firstly, the main theories and concepts are explained thoroughly. After this, the empirical part presents the results of conducted surveys of the temporary employees and business clients and introduces the development plan for the case company.

Lastly, the conclusion and summary conclude this research and present answers for research questions. The basic structure of the thesis is presented in the figure below.

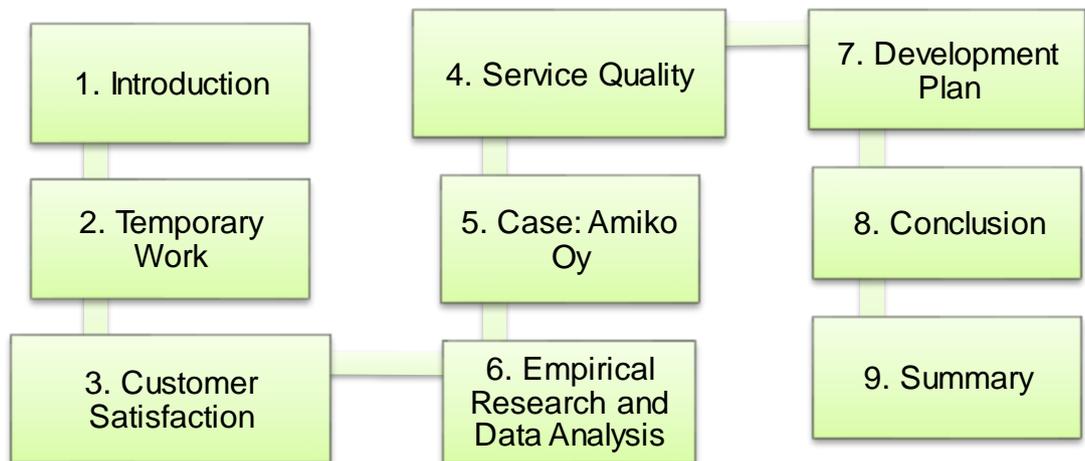


FIGURE 2. Thesis Structure

This thesis begins with an introduction, which gives an overall outlook of the structure and presents background information about the topic. The introduction chapter also introduces the data collection methods, research questions, limitations and objectives of the research.

The second chapter explains the reader the concept of temporary work generally, in Finland and abroad. Third chapter introduces the reader into terminology of customer satisfaction, and the ways to measure it. Fourth chapter presents the concept of service quality, and things affecting it.

In the fifth chapter, the case company is presented in more detail to understand the current situation in the company. After this begins the empirical part of this research where the objective is to gain a deeper understanding about the level of customer satisfaction amongst the two focus groups.

Finally, the research concludes by presenting a development plan for the company and answering the research questions. The development plan is based on empirically gained data and theoretical research. The last part of this research will be the summary chapter, that brings together all topics that were covered during this thesis.

2 TEMPORARY WORK

Temporary employment, or staff leasing is one of the most common non-traditional forms of employment. It is regarded as a three-way labor relationship between the employee, a temporary work agency and the employer. (Daciulyte 2012, 31.)

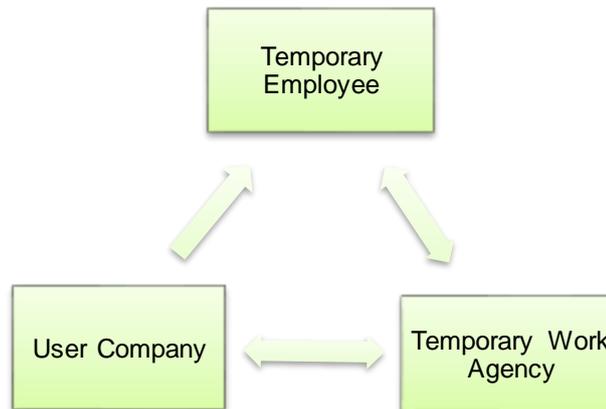


FIGURE 3. Customer contract, or an agreement to hire out an employee

2.1 What is Temporary Work?

Temporary employees are generally employed during peak periods or to act as fill-ins when some employees are off work for an extended time. They are hired to assist employees to meet their business demands, and whilst avoiding the costs of hiring a regular employee. (DeCenzo & Robbins 2010, 15.)

The benefit of temporary work agencies is that they can quickly find relatively qualified workers to perform a certain job for a fixed term period in the client company (Daciulyte 2012, 31). Temporary workers are also more cost-effective, since the companies do not need to worry about paying for their healthcare or social security or other costly benefits. Hiring at short notice may also prove to be a challenging task for a company, and outsourcing this task for temporary work agency eases their work load. Temporary workers can also be utilized to take on various projects for a

certain period of a time, if the company cannot spare their own employees for the task at hand. (Management Study Guide 2017.)

Nevertheless, the downside of temporary work agencies is that they do not usually provide the workers required training, set goals, supervise them, assess the work performance, or provide instruments needed. All the before mentioned are often supposed to be handled by the client company. (Daciulyte 2012, 31.) There can also be situations when the temporary workers do not perform as well as expected. This can cause disputes within the company or even with the outsourcers. Some companies might feel that issues of overall control and accountability need to be handled, since the temporary workers are officially part of another company, and therefore cannot be trusted with the most critical jobs and functions. (Management Study Guide 2017.)

2.2 History of Temporary Work

Temporary employment began after World War II in the Midwest of United States of America, when couple of small companies emerged in the field. At the time unions were at the peak of their power after achieving variety of benefits for the workers – compensations, health care and pensions for example. (Hatton 2013.)

Temporary work was advertised as “women’s work”, to avoid the opposition of the unions and to create a type of employment that would be exempt from the protections that unions fought for. Numerous young, white, middle class women were pictured doing variety of short-term office jobs and advertised in various newspapers. They were called “the Kelly Girls”, and the campaign was successful enough to establish them as cultural icons. This allowed Manpower and other temporary staffing agencies to gain a foothold and temporary employment turned out to be a legitimate part of the economy. Eventually the “Kelly Girl” image was dropped, and temporary staffing expanded from employing just secretaries to other fields too. (Hatton 2013.)

2.3 Temporary Work Internationally

Temporary staffing agencies are a growing part of industrial economies and temporary work is globally known form of employment.

The temporary work trend is accelerating in Europe, and while the region's economy is recovering, over half of all new jobs created in the European Union since 2010 have been through temporary contracts. More than 40% of young, recently graduated people are currently hired as temporary workers and landing on permanent employment is a challenge for those who are seeking it. (Alderman 2017.)

The smallest proportionate users of temporary agency work out of all European countries seem to be Italy, Denmark and Finland, where temporary agency work was only permitted in 1997. The biggest users of temporary agency work are the United Kingdom, the Netherlands, France and Belgium. (Arrowsmith 2006, 5.)

In the United States, the number of workers with temporary jobs is at an all-time high, and large enterprises from Wal-Mart to PepsiCo are increasingly turning towards temporary workers and freelancers for example (Rugaber 2013). During an average week, more than three million temporary and contract employees work for America's staffing agencies. Nearly 15 million temporary employees are hired through nations staffing agencies during a course of a year, thus the field makes a vital contribution to the U.S economy. (American Staffing Association 2017.)

In Asia, the development of temporary work has differed across countries, but it is still accounted for an important part of wage employment in many Asian countries such as Vietnam, Cambodia, Indonesia, the Philippines and Pakistan. However, there are still some problems with temporary employment in Asia, such as pay gaps due to different legislations in the Asian countries. (Nguyen, Nguyen-Huu & Thuy-Linh 2016, 1-2.)

2.4 Temporary Work in Finland

A weak economic circumstance in Finland has resulted in Finnish companies proceeding to use increasing number of temporary workers. However, still the amount of temporary work used in Finland is significantly lower compared to other European countries. (Koivisto 2014).

Majority of temporary workers in Finland are employed in the field of construction, ICT, or in the metal industry. Shorter employments are common within these fields, and the tasks do not require extensive training from the professional workers. (Koivisto 2014.)

In 2010 the average number of temporary employees in Finland was 329,000, which was 19,000 more than the year before, according to Statistics Finland's Labor Force survey. Approximately 16% of employees had temporary employment contracts. Temporary work in Finland also shows a clear seasonal variation, since the number of temporary employees goes up in the second and third quarter of the year. (OSF 2010.)

To the employee, temporary employment can be both desired and involuntary form of employment. Majority of temporary employment relationships in Finland was due to permanent work not being available, and in 2010 nearly 64% of temporary workers resulted in temporary employment due to the lack of permanent employments. (OSF 2010.)

Workforce has also changed during the years, and the current trend is the growing proportion of students and the semi-retired who are not looking for a permanent employment by choice, but rather seeking for a more flexible arrangement (Guest, Isaksson & De Witte 2010, 5). In 2015 the strongest companies operating in the field of staff leasing in Finland were for example Barona, Staffpoint, VMP Group and Opteam (HPL 2016).

3 CUSTOMER SATISFACTION

Satisfaction as a term means the feeling an individual gets when his or hers wishes, expectations or needs are fulfilled, and the pleasant feeling that follows from it. As satisfaction is a feeling, it resides in the user's mind and differs from other observable behaviors, such as complaining, product choice and repurchasing. (Hom 2017.)

Customer satisfaction, on the other hand, is simply the customer's perception that his or hers needs and expectations are met.

3.1 Definition of Customer Satisfaction

The long-term success of a corporation is closely related to the company's ability to adapt to customer needs and changing preferences and its ability to create and maintain loyal customer relationships (Haaften 2017).

If the customer is satisfied, they do more business with you, purchase more and frequently. When customers make more purchases, it translates to more sales and through sales usually to profit. However, if the customer is not satisfied, they are more likely to take their business elsewhere and could engage in negative word-of-mouth. Customers are not afraid to share their experiences, both negative and positive, and in the age of social media sharing these opinions is easier than ever.

Identifying customer's current needs and wants and predicting what they could be in the future is important while studying customer satisfaction. Customer satisfaction is formed by the quality and varied factors of sold product and by the customer service experience. (Gerson 2004, 5.)

There are various methods for achieving a high customer satisfaction level. Offering customers outstanding products or services for free would be a way for any organization to achieve maximation of customer satisfaction, but that would without a doubt lead in bankrupt. The goal instead would be for an organization to strive for optimization of customer

satisfaction, instead of maximation. For each sum of money spent on customer satisfaction, a company should generate more money in revenue than invested. (Ajit & Subhash 2012, 17.)

Many aspects affect the level of customer satisfaction, and according to Hokanson (1995, 16) these aspects include friendly, courteous, knowledgeable and helpful employees, service quality and quick service, excellent value, billing clarity, timeliness and accuracy of billing and lastly competitive pricing.



FIGURE 4 Aspects Affecting Customer Satisfaction

As mentioned before, customer satisfaction and loyalty are crucial factors for a temporary staffing agency, since the level of competition in the field is high. Therefore, it is important to understand how customer satisfaction is formed, and how it can be measured and tracked.

3.2 Measuring Customer Satisfaction

Measuring customer satisfaction is essential since most customers prefer keeping silent when they are satisfied with the services provided. People are more likely to pass their complaints on to the company than to give feedback on good service. Unfortunately, some customers do not even bother with giving feedback – they simply stop using company's services after an unpleasant experience. (Hammond 2014.)

To successfully track customer satisfaction, there are some factors that need to be considered. Understanding customers and what they are looking for in a service is imperative, but it is also important to pinpoint down the specifics. What customer purchased, why they liked it or hated it, what they expected from it and how they think it could be improved are some useful specifics about the customer's purchase experience.

When failing to meet customers' requirements, understanding what went wrong is necessary to fix things for the next time. If the product or service is not meeting the promised standard, or employees are making promises that cannot be met there could be a flaw in the chain of communication.

Assessing the competition can also come in handy. Knowing why some customers would prefer a competitor above your brand, can help determinate what could be done differently and improved. (Hammond 2014.)

The most effective method for tracking customer satisfaction is by using feedback surveys. Surveys provide a proficient reading regarding the areas where the company needs to improve its operations.

3.3 Customer Satisfaction Surveys

Customer satisfaction survey is a standard approach for identifying satisfied customers and gathering data about points of improvement. Typically, a narrow and basic customer satisfaction survey has five to ten

questions that are related to customer experience, service delivery and the overall level of satisfaction.

Customer satisfaction survey may be conducted face to face, over the phone, on handwritten forms or via e-mail or internet. (Business Dictionary 2017) Conducting a survey via the internet is the most common method since it is cost-effective and it does not require extensive effort from customers to fill out. A well-designed survey is accessible from all devices such as laptops, tablets and smartphones and it is personalized for the company in question to increase response rates.

For a survey to be effective, it is common to use a rating scale. Asking customers to answer questions on a scale from one to ten enables the company to track satisfaction over time, and to repeat the same survey after a certain period. (Beard 2013.)

In a customer satisfaction survey, the company seeks respondent's views on a variety of issues that reflect the company's performance. It is important to ask both general high-level questions, and questions on a more specific level. Some useful questions to ask in a customer satisfaction survey could be related to the company itself, the pricing or the customer service for example. (Hague & Hague 2017.)

Higher level issues can be recognized by asking questions, such as:

- How satisfied are you with the company X in overall?
- How likely or unlikely will you buy from company X again?

More specific questions need to be formed keeping the company's current situation in mind. Some factors are considered obvious – such as safety issues – and every company is expected to perform in these fields acceptably. It is the different variables that companies offer that set them apart from the competition, and usually, these factors create the feeling of satisfaction or dissatisfaction in customers. (Hague & Hague 2017.)

Specific questions could be for example along these lines:

- How satisfied are you with the delivery times of company X?
- How satisfied are you with the complaint resolution of company X?

The Company	<ul style="list-style-type: none"> • Reputation of the company • Clear and timely invoices • Easy to do business with
The Product or Service	<ul style="list-style-type: none"> • Quality of the product or service • Product or service range • Consistent quality
Customer Service and Staff	<ul style="list-style-type: none"> • Availability of staff • Knowledgeability and friendliness of staff • Complaint resolution
Pricing	<ul style="list-style-type: none"> • Value for money • Market price
Delivery	<ul style="list-style-type: none"> • Timely delivery • Speed of delivery

FIGURE 5 Forming Questions for Customer Satisfaction Survey (Hague & Hague 2017).

After forming the questionnaire, it might be beneficial to leave room for comments and suggestions at the end of the survey, so customers can leave feedback. Customer satisfaction survey should also be repeated to keep track of the progress.

3.4 B2B and B2C

Business to business, or B2B, means that the products or services of a company are marketed to other businesses. Business-to-business sales processes take longer than in ordinary business-to-consumer relationships. (Jensen 2017.) In B2B, a dissatisfied customer can result in much more significant losses than in B2C, and this is one of the reasons why it is important to track customer satisfaction when marketing for other businesses.

In temporary agency work industry, the business-to-business relationships play a significant role. Client companies are the ones providing the work for the employees of a temporary staffing agency, and they are also the source of profit. The B2B relationship is beneficial for both, the temporary staffing agency and the client company and it should be maintained frequently.

Business to consumer, or B2C on the other hand, is the traditional and most widely-known form of a customer relationship. Consumers are the end-users of company's products or services. (Jensen 2017.)

In the field of temporary staffing, the temporary employees could be considered as the consumer group. The staffing agency is marketing their vacant jobs and trying to get the best candidates for their vacancies to sign up. These applicants are then marketed forward to the client companies.

An industry can include both, B2B and B2C companies. However, the marketing techniques differ depending on the customer group. If the final customer is business, it is not reasonable to market the products on television or radio shows, since businesses hardly follow these medias. It would be more beneficial to focus advertisements to industry publications or business magazines. Same applies for both end-user groups. (Jensen 2017.)

In this research, the survey of in the empirical part was conducted for both customer groups, the employees and the client companies to get a more precise view of the level of satisfaction in the case company.

4 SERVICE QUALITY

The word service on its own can mean many things, but in this research, the word is used to describe a type of economic, intangible activity that does not result in ownership and cannot be stored. Services are along with goods the two key components that form economics. Service can be for example the use of expertise, such as person visiting a doctor, or the transfer of goods. (InvestorWords 2017)

4.1 Definition of Service Quality

Service quality, on the other hand, is an assessment of how well a delivered service comes up to customers' expectations. In short, it's the value of a service to customers. Service quality was defined in 1994 by Bitner and Hubbert as: *"the customer impression of the relative superiority or inferiority of a service provider and its services"* (Bitner & Hubbert 1994, 77).

Delivery of high service quality helps to differentiate companies from the competition, and it is a strategic weapon for gaining a competitive advantage. High service quality also results in various desirable outcomes, such as enhanced financial performance, reduction in customer complaints, improved willingness to recommend services to someone else, and improved customer satisfaction. (Karatepe 2011.)

Excellent service quality is subjective, and it varies depending on the perceptions, expectations, and needs of the customer. Few determinants affecting the perceived service quality are the interactions between service sectors and customers, and the technical and functional dimensions. (Gopal 2014, 17) The different dimensions of service quality include for example reliability – delivered service is on time and it is what is promised and consistency meaning that provided service remains rather same each time (Spacey 2016).

In the figure below, the perceived quality determinants are explained between the customer expectations about the service, and the actual received service.

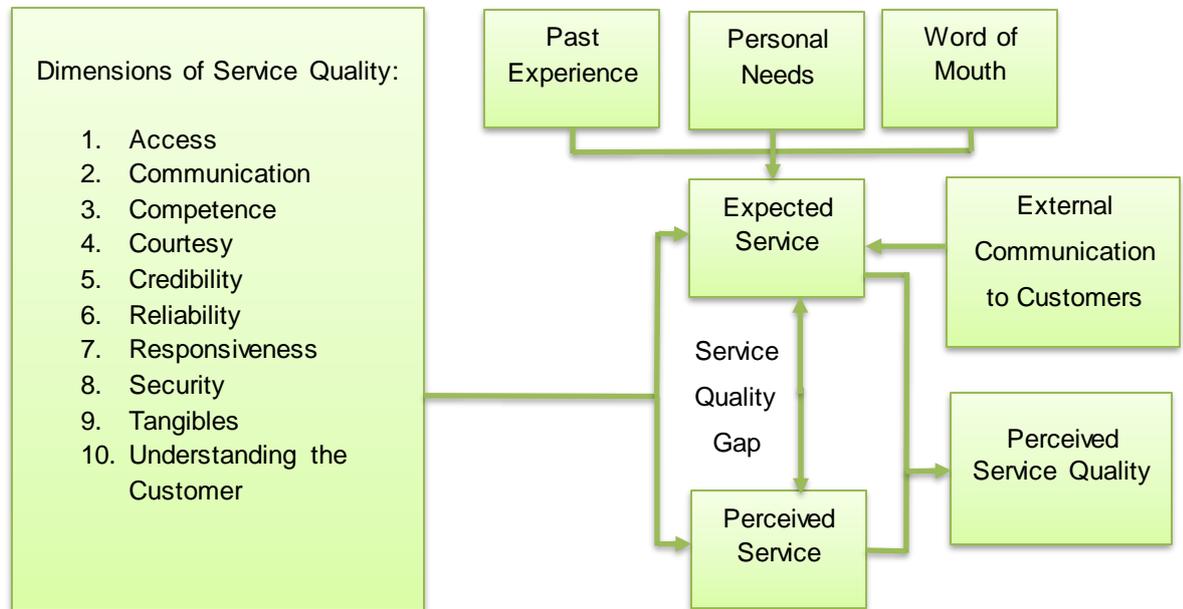


FIGURE 6 Determinants of Perceived Service Quality (Parasuraman, Zeithaml & Berry 1985, 41-50).

4.2 Service Quality Models

Nowadays multiple different service quality measuring methods exist. As service quality is perceived as one of the key strategic ways to create value in service and manufacturing sectors, it is vital to track it. Service quality and customer satisfaction are closely related and highly inter-correlated, which is also the reason why service quality was included in the theory part of this thesis. (Gopal 2014, 16-18.)

Different methods to measure service quality are for example the Grönroos' service quality model, the SERVQUAL model and the Gap model, which will be presented more thoroughly in this chapter.

4.2.1 Grönroos' Service Quality Model

The Grönroos' service quality model is perceived as "the Nordic model of service quality", as it was developed by Finnish Christian Grönroos. In this model, the customer compares specific expectations of quality with the experienced quality which results in total perceived quality. The process of service delivery and outcome of the service are both a part of forming the experienced service. (Prevos 2012.) Both technical and functional qualities include elements such as public relations, word of mouth, pricing and tradition (Gopal 2014, 22).

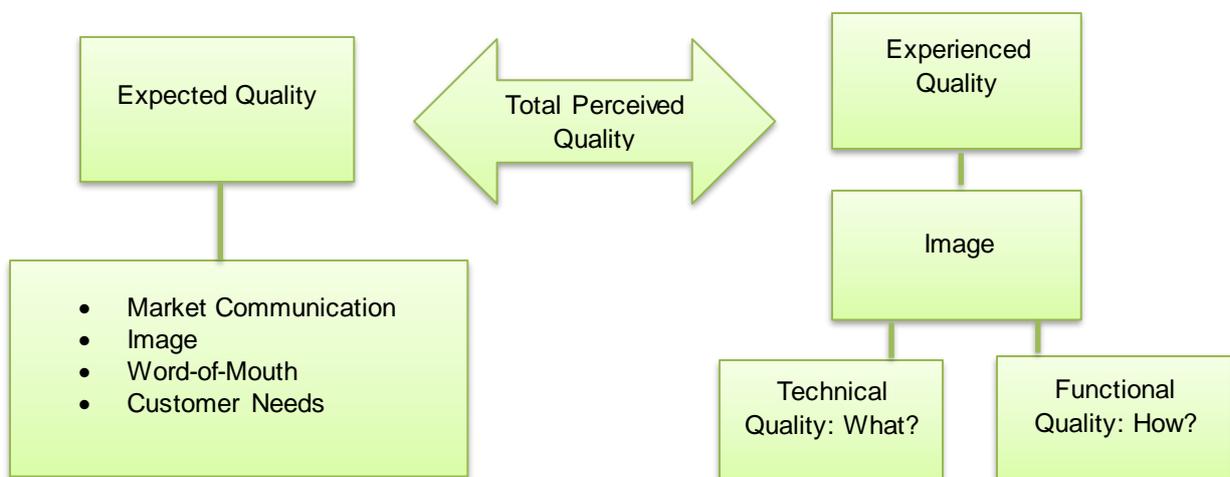


FIGURE 7 Grönroos' Service Quality Model

(Prevos, 2012).

Technical quality means the technical outcome of the process, or what the consumer receives, whereas the functional quality is the performance of the service or the means how the consumer receives the technical outcome. (Gopal 2014, 23)

4.2.2 The SERVQUAL Model

The SERVQUAL model was developed by Zeithaml, Parasuraman and Berry in 1985 to measure or optimize the quality of service delivered to the customers. Originally the gap between customer expectations and experience was measured using ten different dimensions of service quality, but later the quality dimensions were condensed down to five dimensions including responsiveness, assurance, reliability, tangibles and empathy. (TTI Global 2017.)

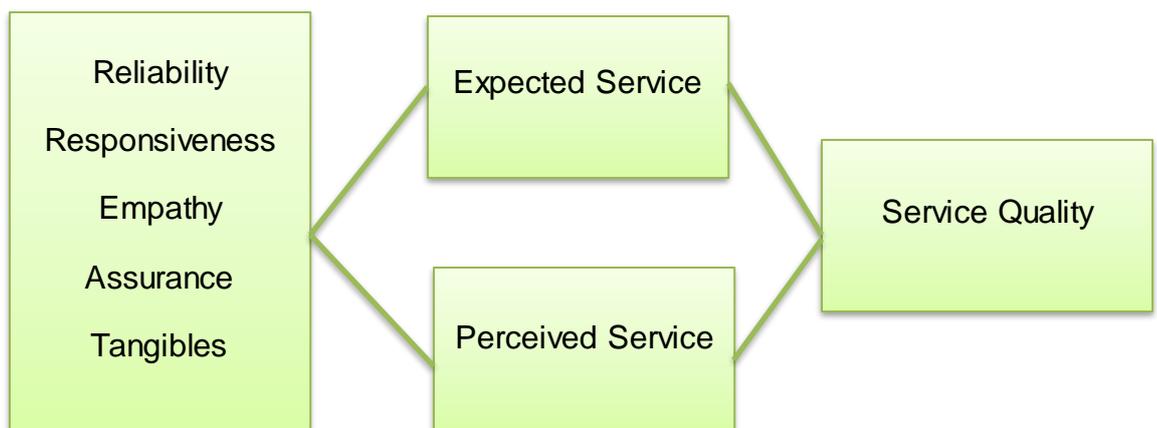


FIGURE 8 The SERVQUAL Model

Dimensions can be explained as follows: responsiveness means providing prompt service and the willingness to help customers. Assurance is the level of employee knowledge, and their ability to stimulate trust and confidence. Reliability is the ability to perform the promised service accurately. Tangibles are the physical facilities, an appearance of personnel and equipment. Lastly, empathy means the individualized attention that the company provides for its customers. (TTI Global 2017.)

4.2.3 The Gap Model

Customers compare experienced service with their expectations, and when the expectations and reality do not meet, a gap is created. The gap model was created by Parasuraman, Zeitham and Berry to identify the gaps that organizations face while seeking to meet customer expectations. The model consists of five different gaps that organizations should manage and minimize.

Gap 1	<ul style="list-style-type: none"> • Gap between consumer expectation and management perception • Is created when service provider does not correctly perceive customer needs or wants
Gap 2	<ul style="list-style-type: none"> • Gap between management perception and service quality • Service provider might perceive customer needs correctly, but may not set a performance standard
Gap 3	<ul style="list-style-type: none"> • Gap between service delivery and service quality specification • This could arise due to poor training, incapability or unwillingness to meet the set service standard
Gap 4	<ul style="list-style-type: none"> • Gap between external communication and service delivery • Could be created when consumer has certain expectations caused by advertising, and these expectations are not met when service is delivered
Gap 5	<ul style="list-style-type: none"> • Gap between expected and experienced service • Arises when consumer misinterprets the service quality

FIGURE 9 The Gap Model (Boundless 2017).

It is beneficial for the company to ensure that customer desires are considered to reduce the gap between expectations and experience. The ways to do this include conducting comprehensive studies, customer panels and interviews, surveying customer satisfaction after individual purchases, and going through customer complaints. (Boundless 2017).

5 CASE: AMIKO OY

Amiko Oy is a Finnish temporary staffing chain, that operates nationwide and focuses on providing customers fast and cost-effective processes for finding suitable personnel through recruitments or temporary staffing (Amiko Oy 2017).

Amiko Oy was founded in October of 2014 by chairman of the board, Jari Parkkinen. He had previous experience in the field of temporary staffing and was inspired to establish his own company in the field. The first offices were situated in Helsinki, Lahti and Pori along with parent company. Today, Amiko Oy has six offices operating all around Finland run daily by 16 employees.

Amiko Oy's values include being a trustworthy and persistent partner, who can fulfill customer's demands. As an employer, the company aims to be present in the success of their employees and to be a part of their constant development. The company follows laws and labor agreements in their operations and aims to treat employees and client companies as well as possible. Amiko Oy also wants to make sure, that their own officials feel appreciated and are committed to their positions. (Amiko Oy 2017.)

The main fields that Amiko Oy currently operates in are construction and manufacturing, but they can deliver skilled employees for client companies operating in any field. In the future, Amiko Oy's vision is to expand their business overseas, and become an international operator in the field.

When this thesis was executed, Amiko Oy had 350 active employees nationwide, and 91 client companies in different fields.

5.1 Amiko Lahti Oy

This thesis focuses on executing a customer satisfaction survey for Amiko Lahti Oy, which operates under the parent company Amiko Oy. The survey was defined to only apply to Amiko Lahti Oy, since this is the first time that

customer satisfaction survey was done within any office of Amiko Oy, and since the focus of this thesis would be too broad if all employees and client companies would be included.

Currently, Amiko Lahti Oy has 124 active employees and 41 client companies as this thesis was written.

6 EMPIRICAL RESEARCH AND DATA ANALYSIS

In this study, the empirical research part was conducted by executing two different customer satisfaction surveys, one for the employees of Amiko Lahti Oy, and the second one for the client companies. This was done because the author wanted to discover the whole level of satisfaction towards the operations of the organization, and figure out, which customer group is more satisfied in overall.

6.1 Objectives

When designing this customer satisfaction survey, the primary goal was to obtain meaningful data, that can be used to enhance the operations of Amiko Lahti Oy. To successfully understand and meet the requirements of different customer groups it is important at first to determinate how well these needs are met currently. In addition, customer satisfaction surveys focus on subjective things, that are hard to gather without asking customers directly - which is why this method was chosen to gather the data. Objectives also included pinpointing the areas where the company is performing excellently and recognizing the areas that need improvement.

Validity and reliability are also important goals to keep in mind when conducting a customer satisfaction survey. For a survey to provide valid results, the questions need to measure exactly the aspects where answers are needed at, and more specific questions provide more specific data. The sampling and an actual number of respondents affect to the extent that results can be generalized in, and the smaller the sampling, the less generalizable results. Reliability, on the other hand, is related to the consistency of measurement and internal consistency, meaning that the questions used in a survey provide the same type of information each time used under similar conditions. (Mora 2011.)

Both surveys were designed together with the employees of Amiko Lahti Oy, and questions were tailored to their needs. Questions in the employee satisfaction survey were categorized under four sub-headings –

background information, job applying process, employment relationship and working in the client company. This was done to get a bigger picture about the employment lifecycle in Amiko Lahti Oy. The questions for client companies were not categorized the same way because they do not go through a similar process. Instead, they were asked mainly about their satisfaction towards different sectors of Amiko's services.

6.2 Data Collection

The data collection process for the empirical part of this thesis began in August 2017 when the author had her first meeting about the desired outcomes of the customer satisfaction survey with the staff of Amiko Lahti Oy. The need for both – employee and client company surveys emerged and their importance was agreed upon.

All in all, two meetings were held. In the first meeting, the guidelines for the questions were set, and the first draft of the questions was drawn up. In the second meeting, some of these questions were altered by changing the word order, or coming up with more specific questions. Some questions were left out, due to their unreliable and unspecific nature. Lastly, the final questionnaire was inspected and approved by author's thesis supervisor.

As the questionnaire was approved by all parties, the questions were entered into the software. The software used for sending out this survey was SurveyMonkey, due to its variety of features and ways to analyze data. Also via SurveyMonkey, it was also possible to change the appearance of the survey, which is an important part of creating a brand image.

In the end of August, the surveys were sent out. Employee questionnaire was received by 193 employees, of which 124 were active employees and the rest were employees who had stopped working through Amiko recently. The client company survey was sent to 50 representatives of all active client companies. In bigger organizations, there were multiple

people this survey was sent out to, mainly because they have their own opinions about Amiko Lahti Oy's operations and they might not agree on everything with their colleagues. This was also a method of receiving more answers from the busy representatives of large organizations.

6.3 Data Analysis

In this next chapter, the data received from the surveys are analyzed. Firstly, the data from employee satisfaction survey, then moving on to the results of the client company survey. The employee satisfaction survey received 51 answers out of a 193 and the client company survey received 11 answers out of 50.

6.3.1 Employee Satisfaction Survey

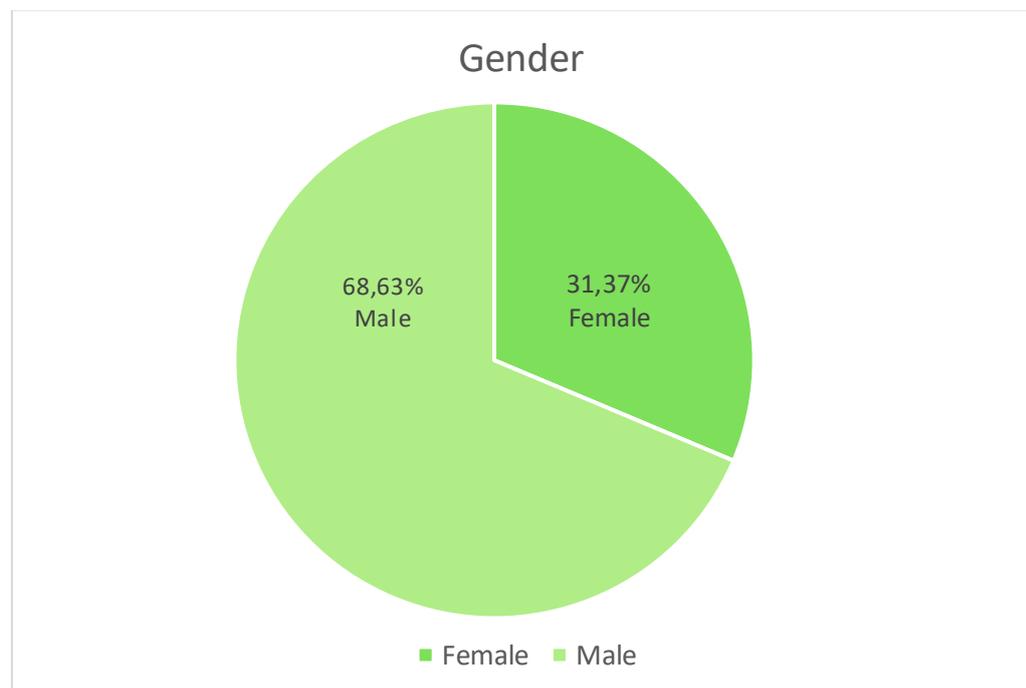


FIGURE 10 The Gender of Respondents

The first question was to determinate the gender division between employees of Amiko Lahti Oy. Out of 51 respondents, 68,63% were male,

and only 31,37% were female. This means that this questionnaire was answered by 35 male employees and 16 female employees.

The large gender division might be due to the predominantly male lines of work that the client companies of Amiko Lahti Oy are providing. The largest employment fields are construction or demolition and manufacturing, which might be perceived as male-dominated. Even though more and more females are getting employed in these fields, they are still mostly occupied by men.

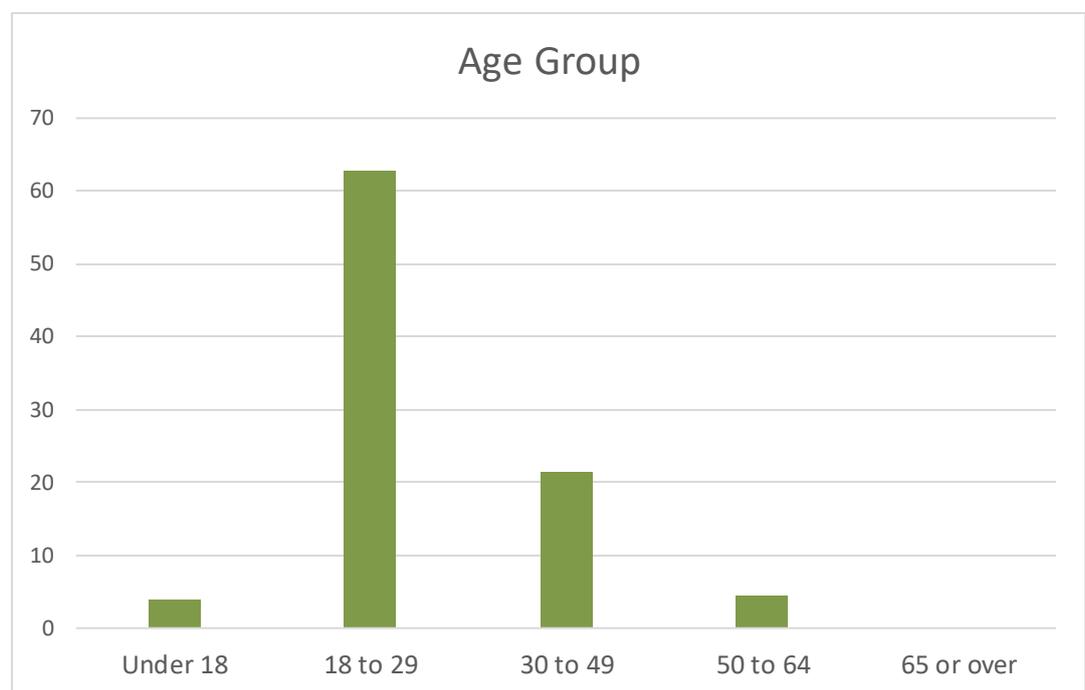


FIGURE 11 The Age Groups

The next question was about the age distribution. As can be seen from the figure situated above, most of the respondents of this survey were aged between 18 to 29 years old. The second largest group consisted of employees aged 30 to 49 years old while the smallest groups were people under 18 years old and 50 to 64 years old. No employees over 65 years old answered this survey.

The small amount of under 18-year-old employees can be explained by Finnish labor laws, which limits working while underage. Therefore, there are also a limited amount of jobs available for underage workers. Why no

one over 65 answered could be explained by the lack of retired temporary workers, or maybe even by the fact that answering online surveys might not be something that this age group is used to do.

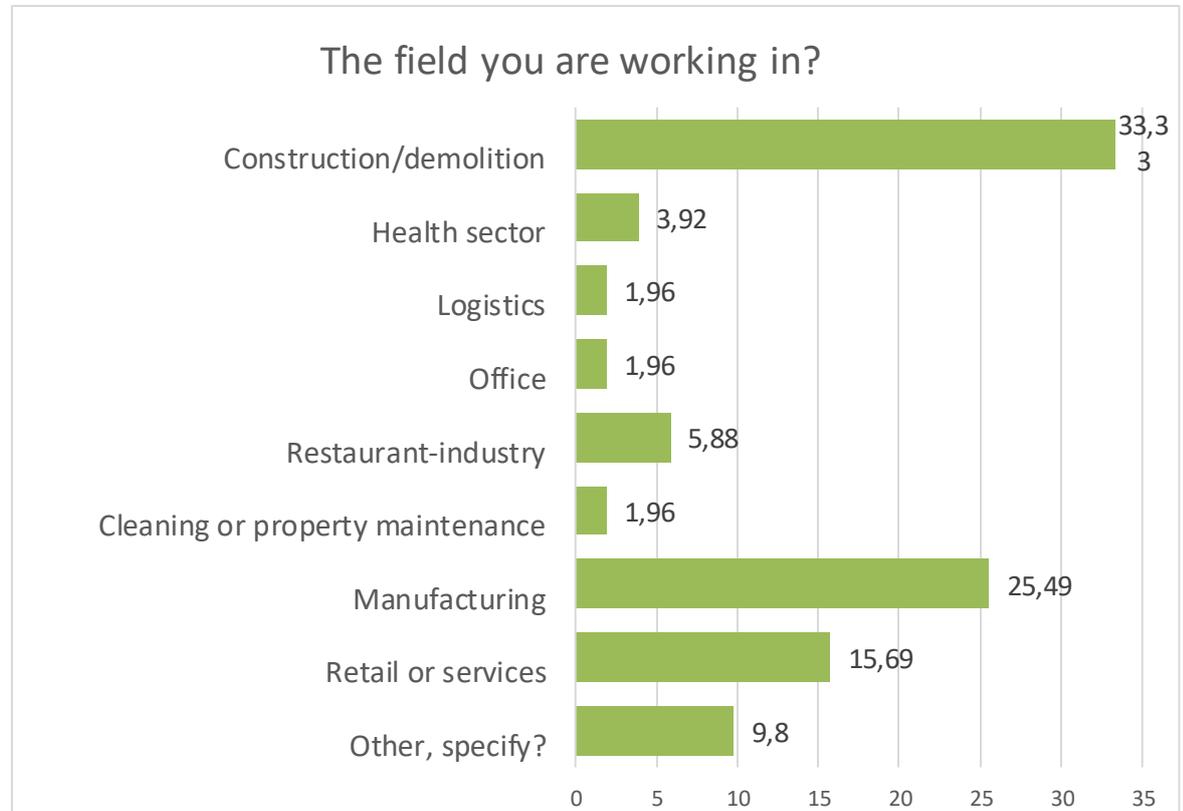


FIGURE 12 The Field of Work

The third question was used to determinate which sectors employ most people. As suspected by the author, most of the employees that answered this survey worked in construction or demolition field, by percentage of 33,33%. The next to follow was manufacturing by 25,49% and retail or services with 15,69%. Surprisingly, the fourth largest section was “other” by 9,8%, where employees that felt like none of the above fit them, could insert in their own comment.

The comments found under this option included jobs such as “electrician, excavation, technology, babysitting and production”, from which most of could have fallen under pre-written categories. This could have been fixed for example by giving examples of jobs next to categories, so it would

have been easier for employees to know to which category their job falls under. Rest of the options had a rather even amount of responses.



FIGURE 13 Duration of Employment Relationship

Next, the respondents were asked, how long their employment relationship with Amiko has lasted. 1 to 3 months got most of the answers, and 31,37% of all respondents chose this option. Other options got a rather steady and even amount of responses, but second most answers got 1 week to 1 month, with 17,65% out of all answers.

This shows that as a temporary staffing agency, most of the employees work for Amiko Lahti Oy for a shorter period, and employee turnover is great. It can also be seen, that since 15,69% of employees have worked for Amiko Lahti Oy longer than 12 months, they are more likely to be loyal and committed to the company, hence increasing the number of long-time employees answering this survey. Answers written in the “other” category could have once again been included in the other categories.

After this, the employees were asked whether they had worked for other temporary staffing agencies during the current year. 92,16% answered that they haven't, while 7,84% agreed that they had. Those who had worked through other companies were asked to specify which companies they had worked for. 7,84% consisted of 4 respondents, which provided the companies they had worked for during this year:

- Henkilöstöpalvelu Heimo
- Staffpoint
- Varamiespalvelu
- Lisäpalvelu

This measures essentially the commitment towards Amiko Lahti Oy, which appears to be rather high among this specific sampling. Only 4 respondents used other temporary staffing agencies to find employment. When employment relationship of an employee ends, Amiko Lahti Oy tries to find new vacancies for good workers, which is helpful in increasing loyalty.

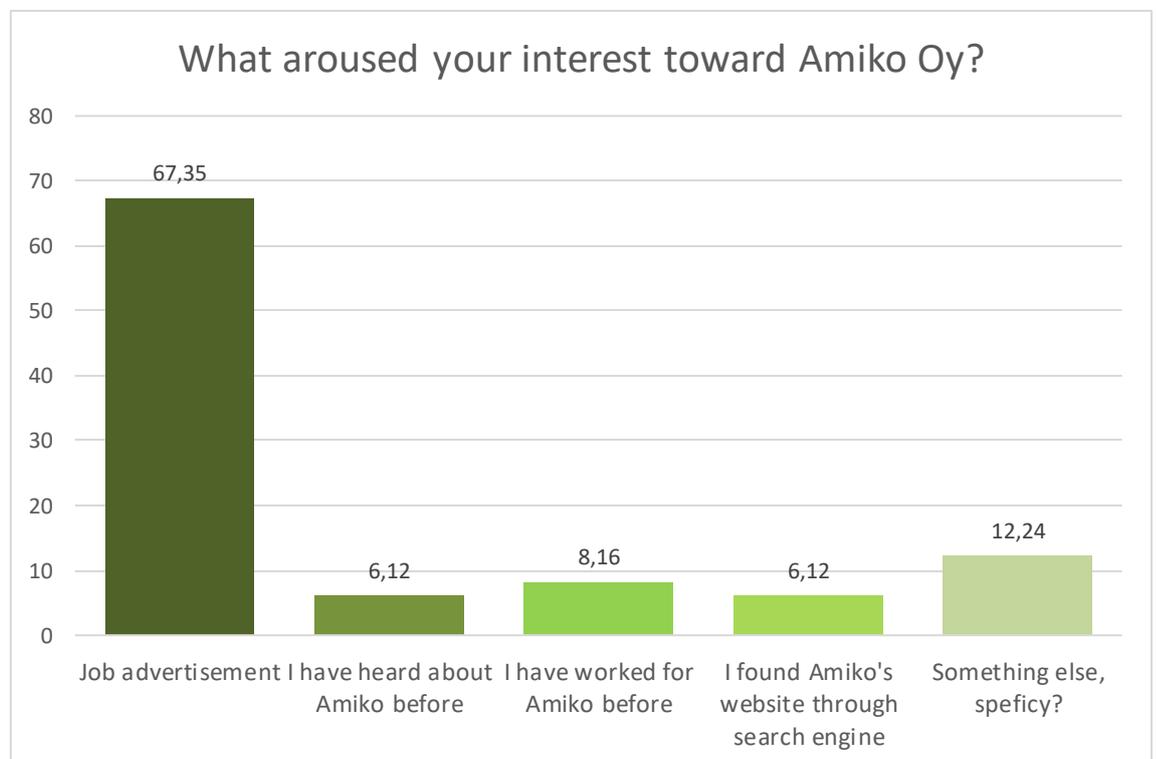


FIGURE 14 What Aroused Interest in Amiko Oy?

The next question was asked, to determinate which channel is most useful in drawing future employees attention towards the company. Most of the respondents applied for a job in Amiko, after their interest was aroused by the job advertisement. This option was chosen by 67,35% of all respondents, which points out the importance of well-written job advertisements.

The second most answered option was “something else, specify” which got 12,24% out of all responses. Comments under this option included Amiko contacting the job seeker after an open application or finding their information on employment agency’s web portal and client company starting to use Amiko instead of some other temporary staffing agency.

8,16% of respondents had worked for Amiko before and when 6,12% of people had heard about Amiko from somewhere. Also, the remaining 6,12% had found Amiko’s webpage through a search engine.

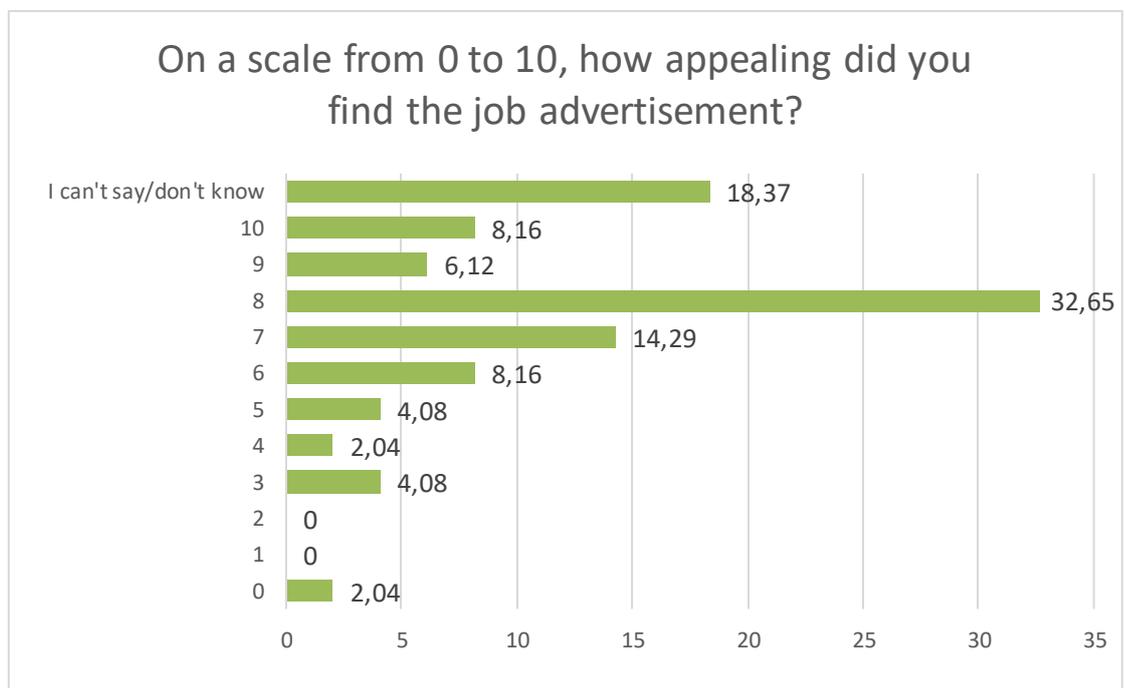


FIGURE 15 Appealingness of Job Advertisement

Next, the employees were asked about appealingness of the job advertisement on a scale from 0 to 10, while 0 being very unappealing and 10 being very appealing. There was also a possibility to choose answer

“I can’t say/don’t know” because not all the job seekers applied for a position through Amiko’s job posting.

The most popular option in this question was number 8, which gained 32,65% support. Most of the employees answering this survey found the job advertisement they had applied for rather appealing, and only 2,04% of the employees felt like the posting was not appealing at all. There were also quite many respondents who had no experience with the matter at hand, and 18,37% of people chose this option.

After this question, it was asked whether employees found it easy to apply for a position on Amiko’s website. Most of the respondents (89,8%) felt like applying was easy, whereas 10,2% answered that it was not. They were given an opportunity to explain, why they felt like it was hard to apply for a position on Amiko’s webpage. Most of the answers were from employees who had not applied for a position at all and were instead contacted through some other channel.

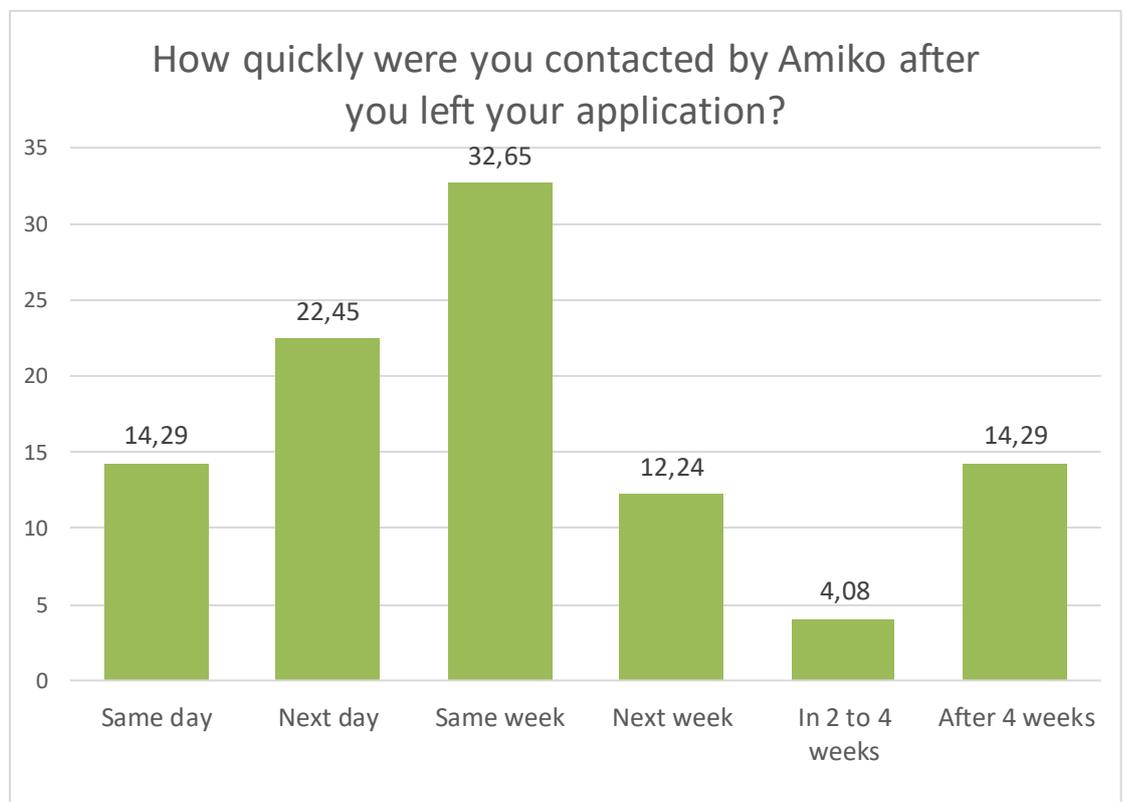


FIGURE 16 How Quickly Contacted by Amiko?

After this, respondents were asked how quickly they were contacted by Amiko after leaving their job application. Mostly applicants were contacted rather quickly, either the same week (32,65% of respondents) or even the same day (14,29%) or the next day (22,45%). The number of applicants contacted after 4 weeks had passed was around 14,29% of employees answering this survey.

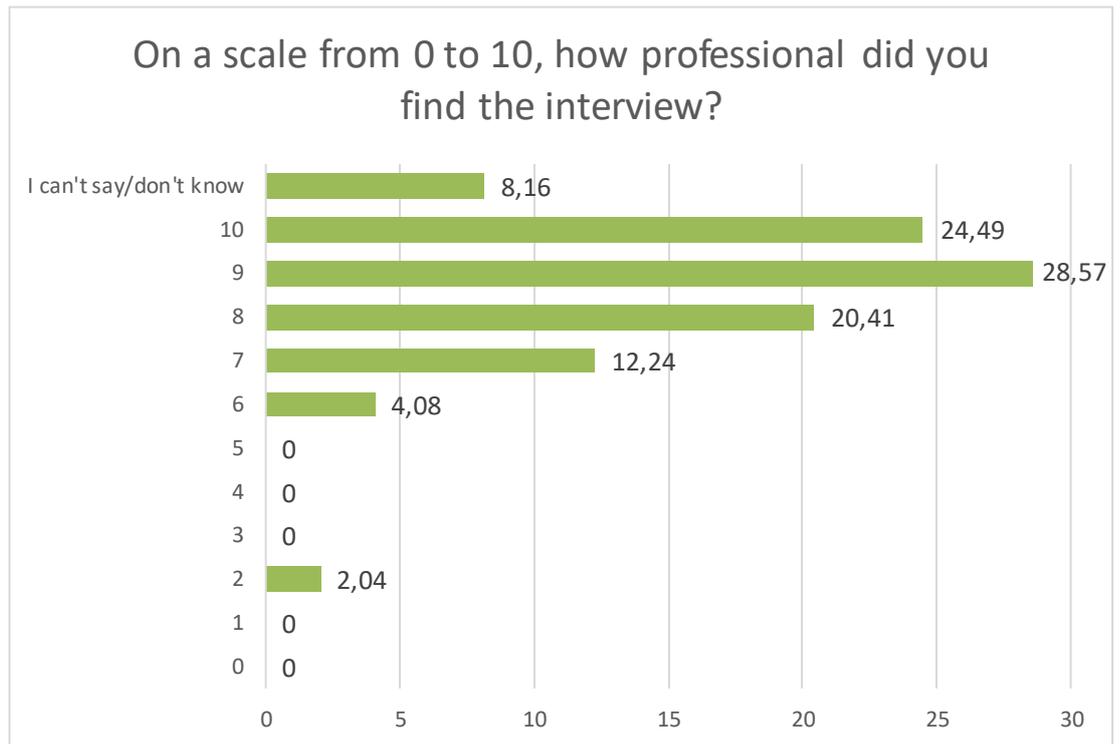


FIGURE 17 Professionalism of the Interview

The next question asked how professional employees felt like their interview situation was on a scale from 0 to 10. Once again 10 being very professional and 0 being not professional at all. This question got a lot of positive responses, with 10 (24,49%), 9 (28,57%) and 8 (20,41%) being the most chosen options.

Only 2,04% chose to answer 2, which in this sampling meant that only one person was dissatisfied with their interview. 4,08% chose the answer 6, which is a rather neutral option on this scale, as well as 8,16% who chose to answer: "I don't know".

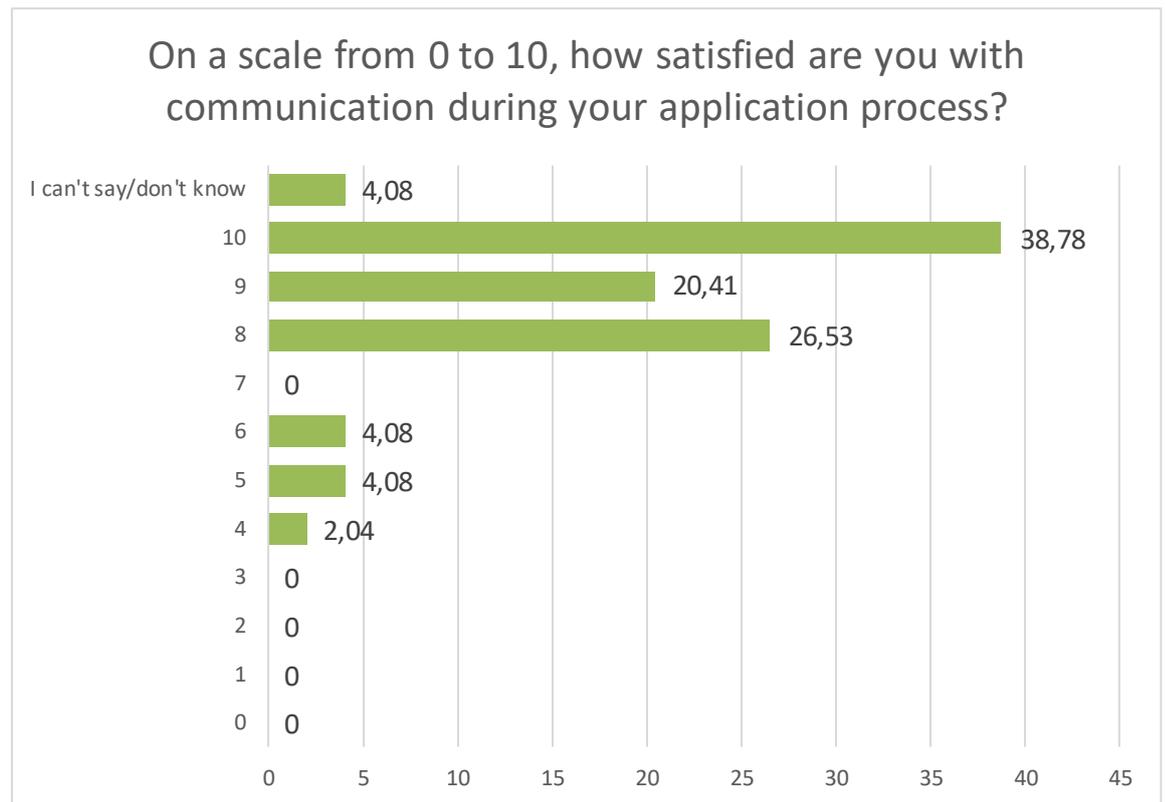


FIGURE 18 Satisfaction During Application Process

This question was designed to measure the level of satisfaction while applying for a job from Amiko Oy. The most answered option was 10, with a remarkable 38.78% of all responses. For this question, there were no directly unhappy answers and respondents were either really satisfied with the level of communication (answers 10, 9 and 8) or felt rather neutral about it (6, 5 and 4).

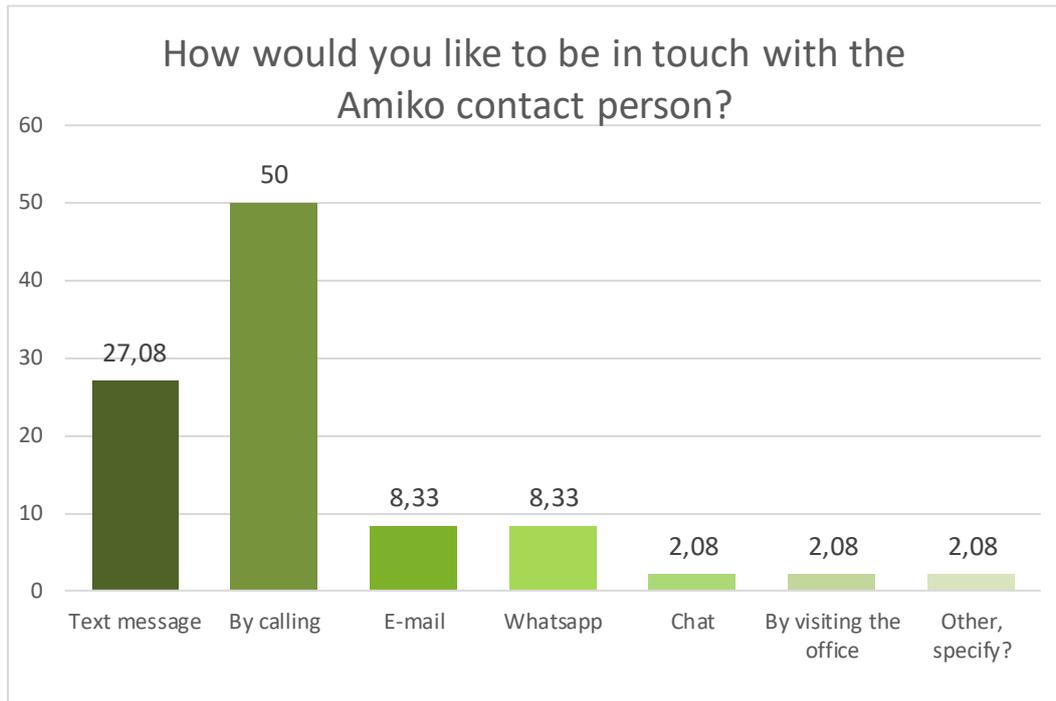


FIGURE 19 Contacting Method

Respondents were asked next, how they would like to be in touch with their Amiko contact person. Options included by text message, calling, e-mailing, through Whatsapp, in a chat, by visiting the office, or something else. By far the most popular option was calling, which gained 50% of all respondent votes. After this came text message with 27,08%, followed by e-mail and Whatsapp from which each gained 8,33%.

Least popular options were chat, and visiting the office. Someone even provided their own suggestion in the other comment section and hinted that maybe Amiko could launch an electronic service page, where employees could contact Amiko through their own site after logging in.

The next two questions were about the instructions provided by Amiko personnel. Firstly, employees were asked whether the employment contract was explained and gone through with them so, that they understood its meaning and content. This question received answers so, that 93,75% thought that the instructions were explained clearly and they understood everything, whereas 6,25% percent disagreed on this. If the respondent chose “no”, they were asked to explain why they felt this way.

The reasons provided included following comments:

- “Employment contracts were sent through mail, but it is alright since I can go through them myself”
- I was about to enter a full-time job, but my contract stated that weekly working hours were from 0 to 40h/week. This was never mentioned.”
- My first contract was explained sufficiently, but when I was signing my second contract I was surprised to see that the number of hours had dropped, even though we had discussed over the phone that hours would remain the same.”

Secondly, respondents were asked whether the other instructions provided (including payment schedule, sick leave policy and hour logging instructions) were explained so, that employees understood its meaning and content. The answers for this question divided in an equivalent way than for the question before, with 93,75% of respondents agreeing to this, while 6,25% disagreeing. Once again, the respondents who felt like they were not explained clearly were asked to specify why. Below are listed the comments they provided:

- “I only got some instructions over e-mail, and had to call in to ask for more instructions over the phone.”
- “I was told that you can find them (hour logging system) online, and to fill them out.”
- “Pretty roughly.”

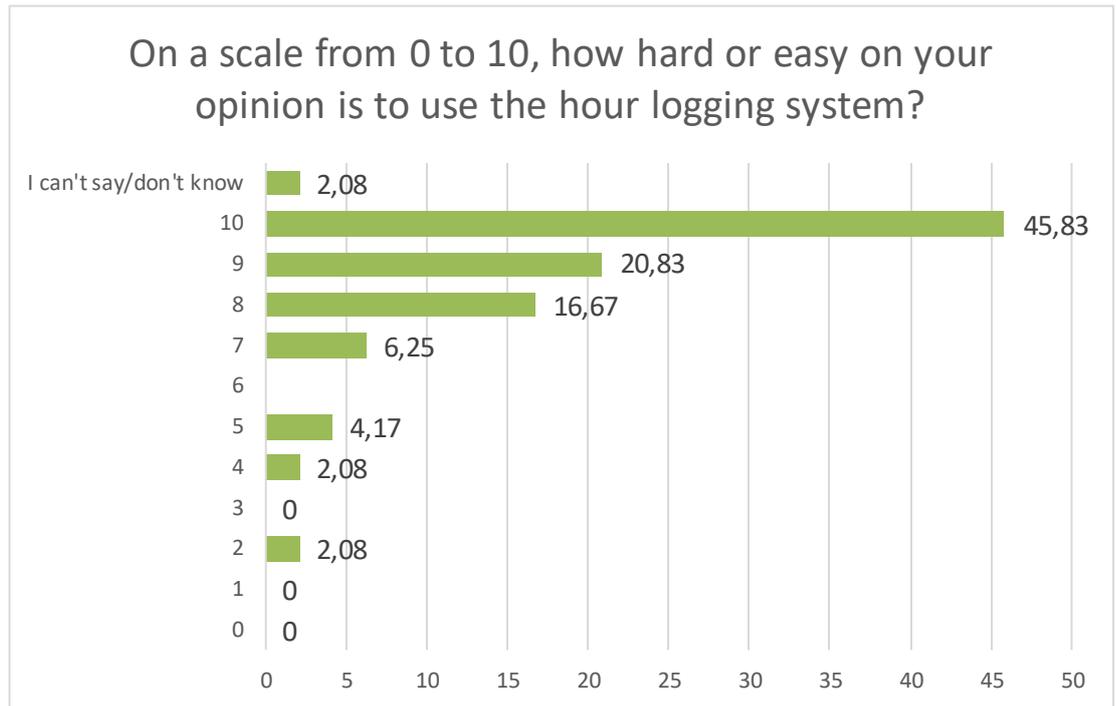


FIGURE 20 Using the Hour Logging System

The 15th question was used to discover, how hard or easy the employees felt like the use of hour logging system is, with 10 being easy, and 0 being hard. Almost half of the respondents felt like using the system is very easy, with 45,83% choosing the number 10. Only 2,08% felt like using the hour logging system is rather hard, and chose the option 2. There were also few respondents who chose number 5 (4,17%) and felt like using the system was neither hard or easy.

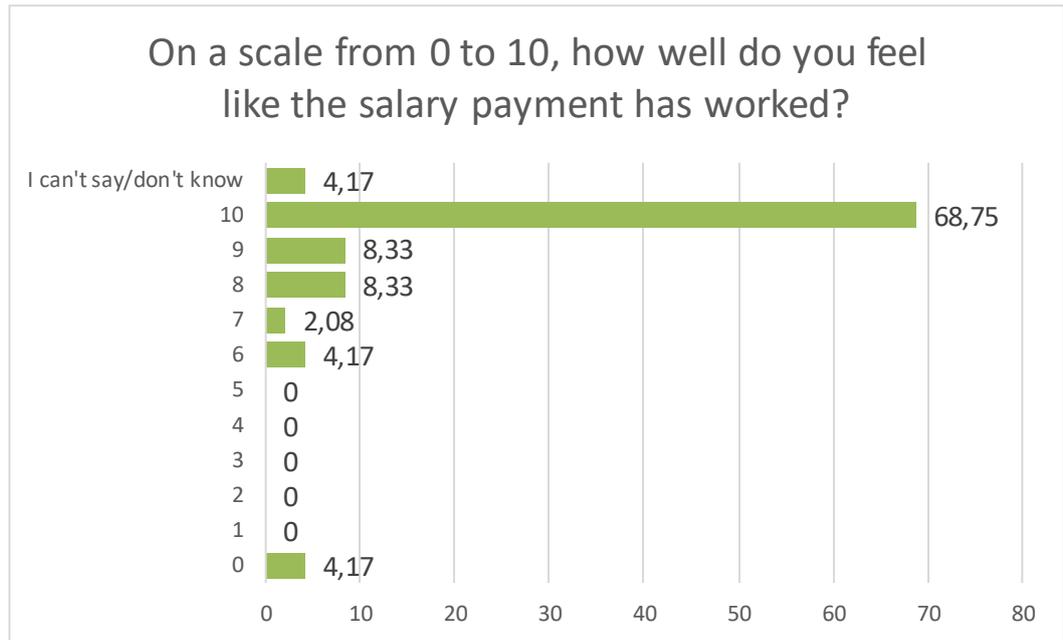


FIGURE 21 Salary Payment

Next, employees were asked how well did they feel like the salary payment of Amiko Lahti Oy has worked. With this question, the author wanted to find out, how functional did the employees of Amiko Lahti Oy perceive the salary payment. Mostly the answers received were positive, as 68,75% of respondents chose that salary payment has worked excellently. However, this was the first question to receive 4,17% of negative responses, when few of the employees chose to answer 0.

To consider this matter more deeply, another question was asked about the salary payment. Respondents were asked their opinion about whether Amiko Lahti Oy's salaries are being paid on time. Majority of respondents (93,75%) answered that they consider salaries being paid out on time, whereas 6,35% disagreed on this matter. They were once again asked to specify, why they felt this way and below are listed the responses:

- "I did not receive my payment, even though I should have."
- "All the salaries have been paid out on time, but I have had to notify Amiko about overtime compensations and other additional payments. There is not always knowledge about the customs of the client company."

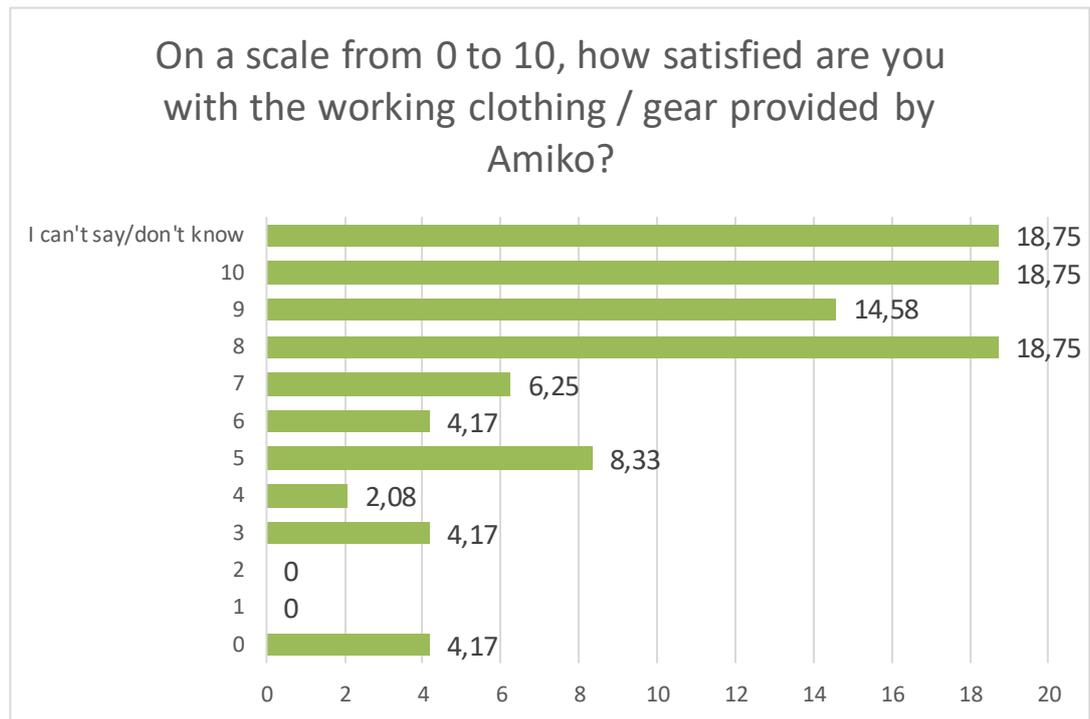


FIGURE 22 Satisfaction Towards the Working Clothing / Gear Provided

In this question, respondents were asked to consider their satisfaction towards the working clothing and gear provided by Amiko. This question ruled out part of the employees' since working gear is mostly used in construction and demolition, manufacturing and logistics. Amiko loans its employees working pants, shirts and coats, safety shoes and helmets, different gloves and different tools such as a hammer or measuring tape for example if needed.

18,75% of respondents had no experience about the working clothing and gear, and therefore they opted for the "I don't know" option. Most of the respondents were really satisfied with the things loaned, with 18,75% choosing 10 as well as 18,75% choosing option 8.

This question however divided options a lot more than other questions before, and 4,17% of respondents chose 0 and were really dissatisfied with the gear and clothing. Also, option number 3 was chosen by 4,17% of

respondents. This was also the section that received most feedback at the open comment section in the end of the survey.

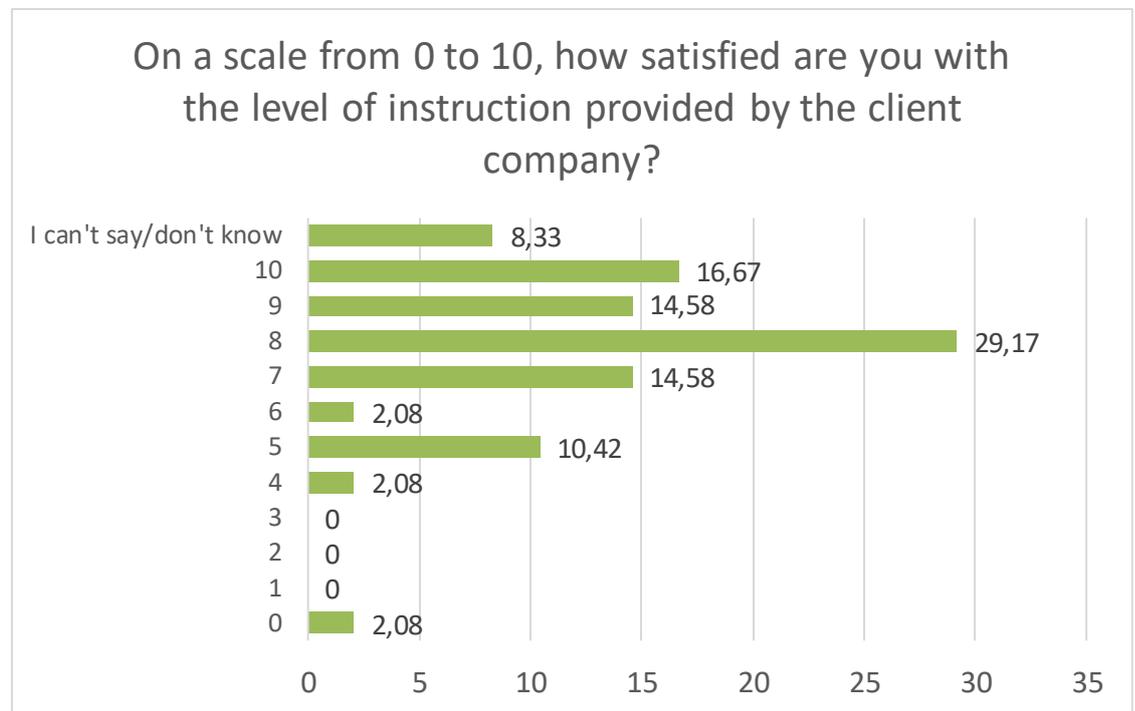


FIGURE 23 Level of Instruction at the Client Company

The last four questions were designed to find out about the employee working conditions in the client companies. This first question asked employees to evaluate how satisfied are they with the level of instruction provided by the client company.

As can be seen from the table situated above, most of the respondents (29,17%) chose the answer 8, instead of choosing the best option available, 10. However, this was the second most chosen option by 16,67%. 2,08% chose the number 4, as well as number 0, which shows that clearly a smaller percentage was really dissatisfied with the instruction provided compared to satisfied employees.

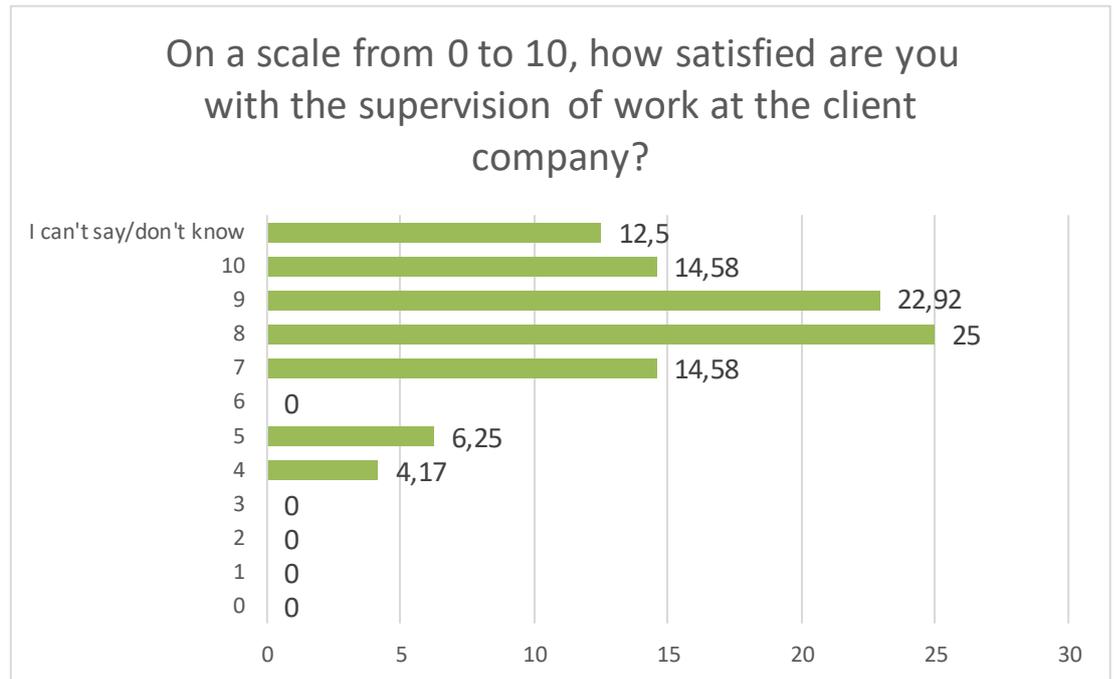


FIGURE 24 Supervision of Work at the Client Company

The second question about working in the client company asked the employees to evaluate how satisfied they are with the supervision of work at the client company. Apparently, 12,5% had no experience with the supervision at their workplace, or could not provide an opinion on the matter. Then again, 25% rated their satisfaction towards the supervision as 8, and 22,92% as 9.

There was no one who would have been entirely dissatisfied with the supervision at the workplace, and the lowest score receiver on this question was 4, with 4,17%.

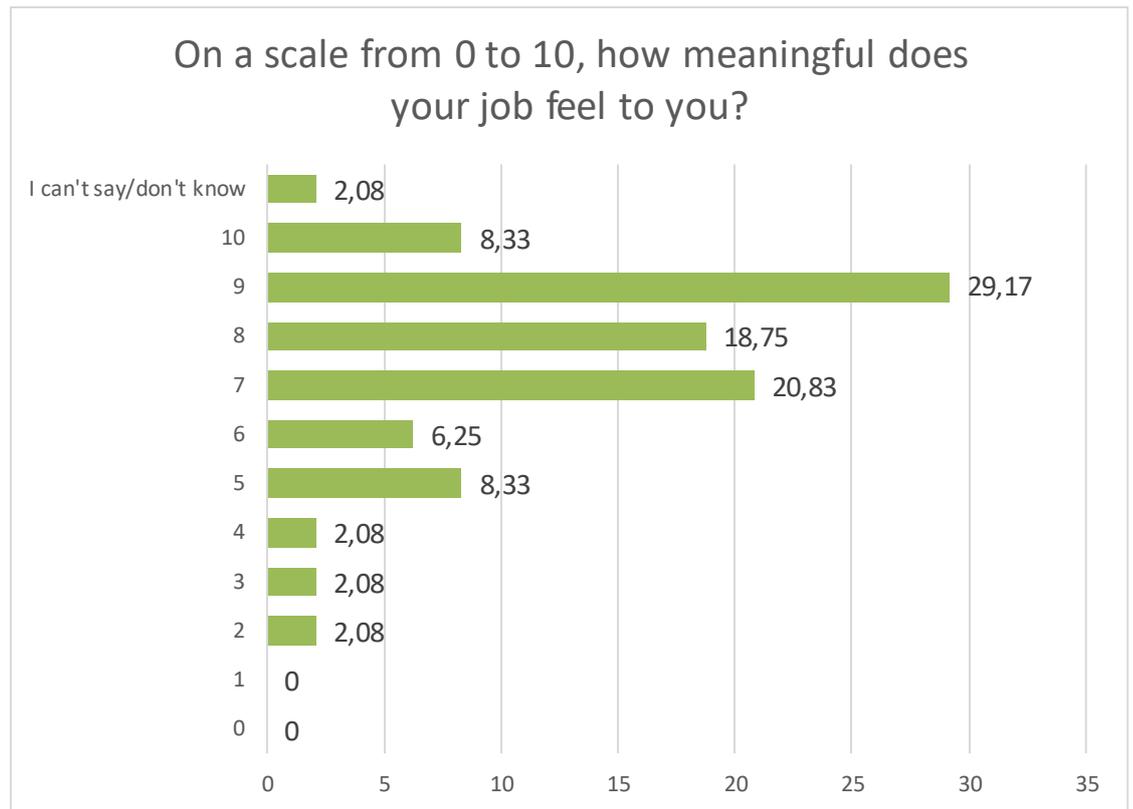


FIGURE 25 Meaningfulness of Job

This next question asked respondents to evaluate on a scale from 0 to 10, how meaningful does their job feel to them. Answers to this question varied also a lot, depending on where individuals worked at the time of this survey. Employees working with simpler tasks that did not need any specific training or skills seemed to feel like their work was less meaningful than of those whose work required education or previous working experience in the field, and extensive training to the job.

Option number 9 got most answers by 29,17%, so generally, the employees of Amiko Lahti Oy seem to feel like they have meaningful jobs. The lower scores also gained few responses in this question, 2 got 2,08%, as well as 3 and 4, 5 was chosen by 8,33% and 6 by 6,25%.



FIGURE 26 Working Atmosphere at the Client Company

In this last question concerning working in the client company, the employees were asked to evaluate their satisfaction towards the working atmosphere. Half of the scores were divided among option 8 (25%) and option 9 (also 25%). 16,67% felt like the working atmosphere deserved a 10, while 4,17% did not have an opinion about the matter.

Rest of the scores were divided between 3 to 7, all receiving some amount of responses.

Not likely to recommend (0-6)	Passive (7-8)	Likely to recommend (9-10)
19 % (9 respondents)	29 % (14 respondents)	52 % (25 respondents)

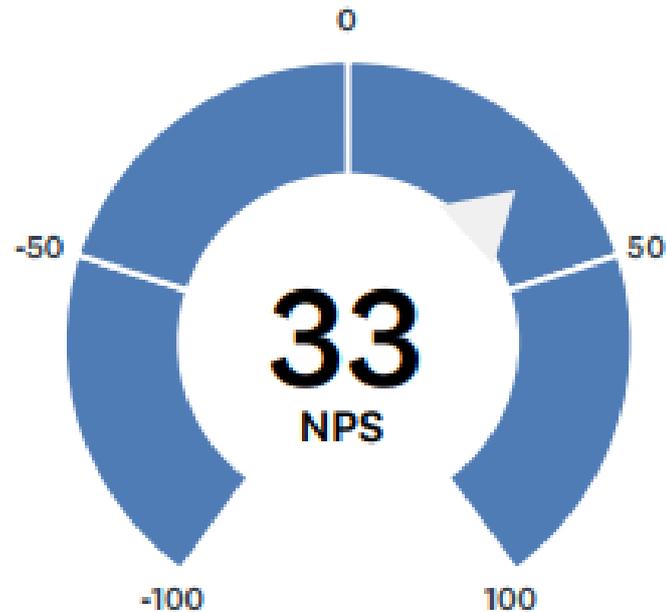


FIGURE 27 Employee Net Promoter Score and Analysis

Lastly, a net promoter score was executed among all respondents of the employee satisfaction survey. Net promoter score is an effective way to measure customer satisfaction and loyalty. The results are divided into three categories, not likely to recommend, passive, and likely to recommend.

Customers that choose to answer on a scale from 0 to 6 are dissatisfied customers, who could harm the business with negative word of mouth. Those who answer on a scale from 7 to 8, are passive customers who are satisfied with the services provided, but are not loyal towards the organization and could choose to use competitors' services instead. Lastly, those who are likely to recommend and answer on a scale from 9

to 10 are loyal customers recommending the company to others.
(SurveyMonkey 2017.)

The first net promoter score received should be treated as a baseline for improvement. It is important to focus on customer feedback and to improve the net promoter score slowly over time.

6.3.2 Client Company Satisfaction Survey

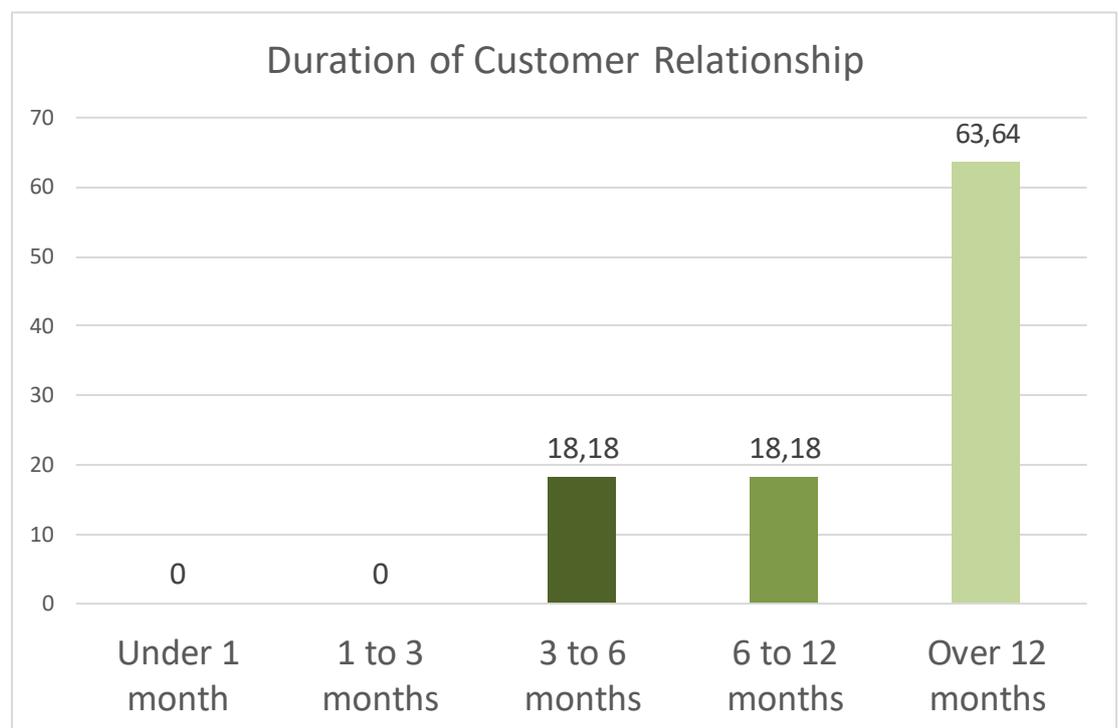


FIGURE 28 Duration of Customer Relationship

The first question in the client company satisfaction survey was about how long had the customer relationship lasted so far. The options were under 1 month, 1 to 3 months, 3 to 6 months, 6 to 12 months and lastly over 12 months.

The most answered option for this question was over 12 months, by 63,64%. The other two chosen options were 3 to 6 months and 6 to 12 months, which both gained 18,18% each. It can be seen from the results of this question, that mostly the clients with longer customer relationship

were motivated to answer this survey. No customers with shorter customer relationship than 3 months answered this questionnaire.

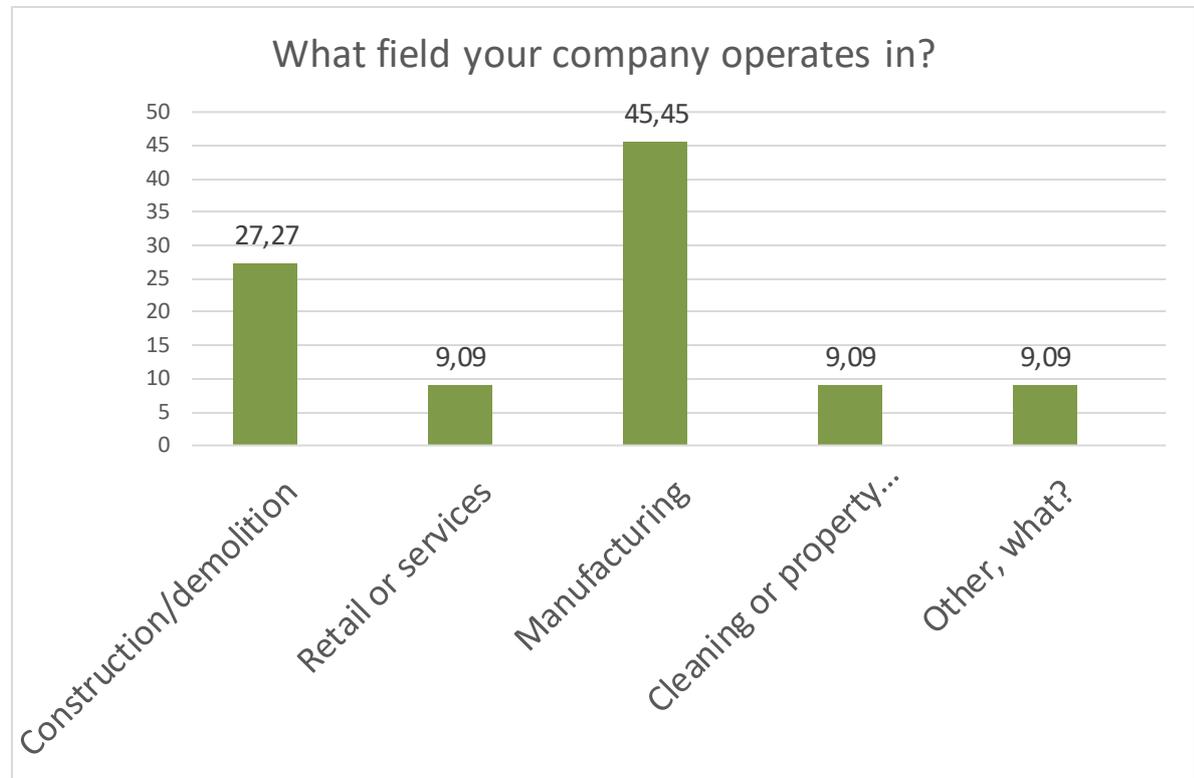


FIGURE 29 Client Company's Field of Work

Secondly, the respondents of the survey were asked about the field of work the company they are representing operates in. The options for this question included construction or demolition, retail or services, manufacturing, cleaning or property maintenance, restaurant industry, office, logistics, nursing or other. The answers that got most answers was manufacturing by 45,45% followed by construction and demolition with 27,27%. These were the two most chosen options in the employee satisfaction survey as well.

Retail or services, cleaning or property maintenance and "other" all received the same number of votes, 9,09%. The "other" option included specified answer about the respondent representing a metal recycling company.



FIGURE 30 The Reasons for Using the Services of a Temporary Staffing Agency

Next, the respondents were asked what are the reasons for their company using the services of a temporary staffing agency. The answers provided included following options: “we have outsourced the recruitment”, “we have a need for temporary workforce”, “employees are hard to find” and “we do not have time for recruiting”. There was also an opportunity to provide other options, but the respondents did not choose to do so.

The most selected option was “we have a need for temporary workforce”. This is understandable, as it is the core purpose of temporary work agencies. The second most popular option was “we do not have time for recruiting” by 36,36%, followed by the last two options. These points display the reasons why temporary staffing agencies are needed in today’s working world.

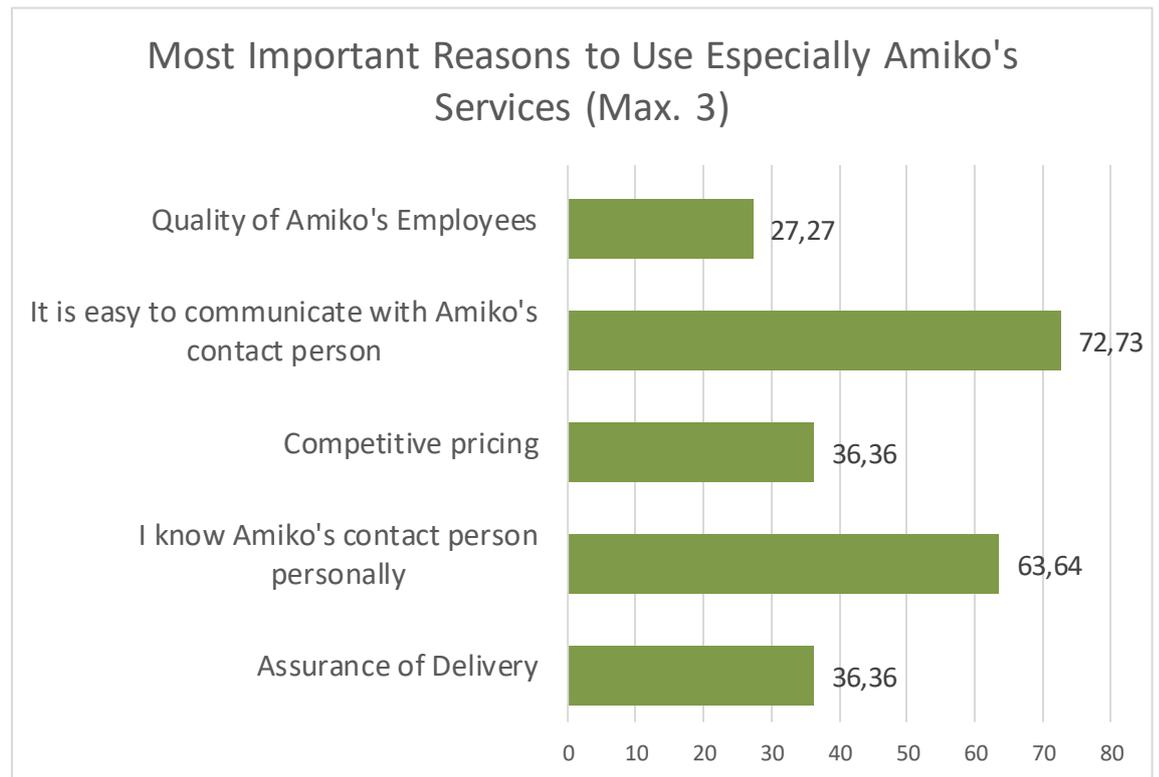


FIGURE 31 The Reasons for Using Amiko's Services

After the reasons for using the services of temporary staffing, the respondents were asked why their company uses especially Amiko's services. The options provided were "quality of Amiko's employees", "it is easy to communicate with Amiko's contact person", "competitive pricing", "I know Amiko's contact person personally", "assurance of delivery". In addition to these reasons respondents could have chosen to answer, "timeliness of delivery", "professionalism of employees" or "other", but none of these answers were chosen.

The option with most answers was "It is easy to communicate with Amiko's contact person" with 72,73%, followed by "I know Amiko's contact person personally" with 63,64%. Based on this, we can only assume that a personal connection is a strong reason to use especially Amiko's services compared to other staffing agencies.

The other chosen options were "quality of Amiko's employees" by 27,27%, "competitive pricing", with 36,36%, as well as "assurance of delivery" also with 36,36%.

In the next question, client company representatives were asked, whether they used the services of other temporary staffing agencies and if they did, how many. The options were “No”, “Yes, one”, “Yes, two” and “Several different staffing agencies”. Most of the respondents (45,45%) answered that they did not use other temporary staffing agencies. However, the second largest section in this question were those, who used several different temporary staffing agencies, by 27,27%. Those who used the services of one other temporary staffing agency besides Amiko made up for 18,18%, and those who utilized two different temporary staffing agencies next to Amiko, 9,09%.

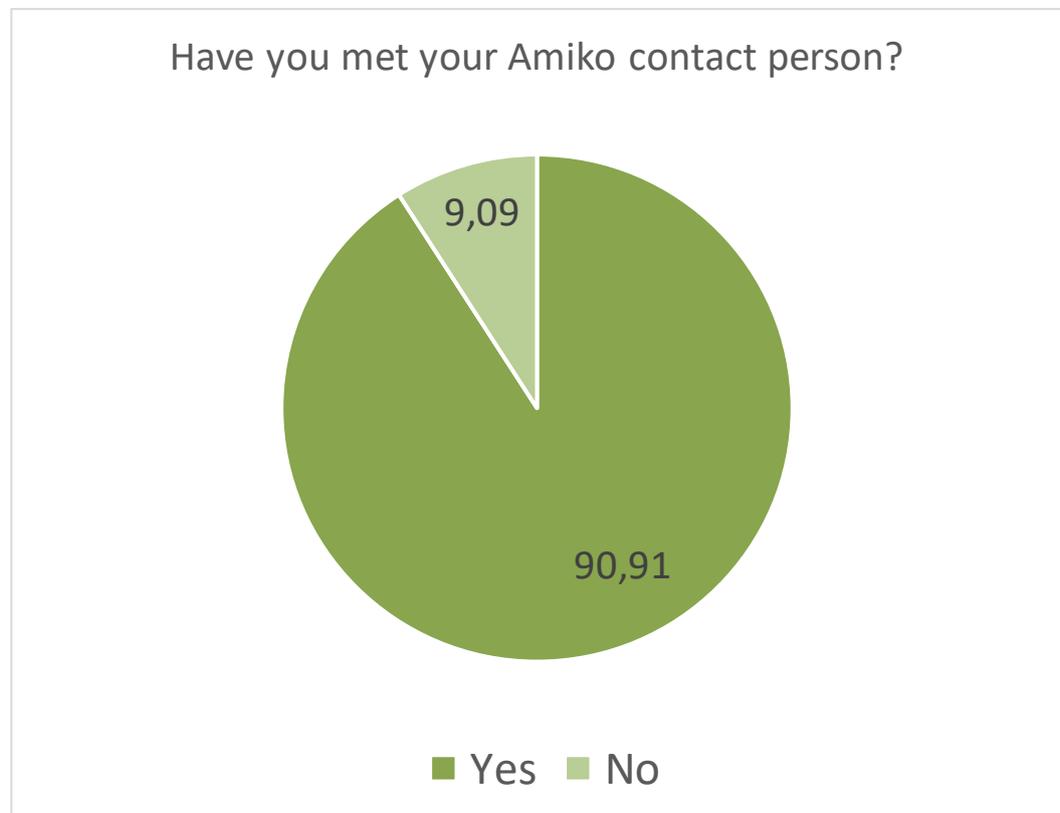


FIGURE 32 Meeting the Amiko Contact Person

After this, respondents were asked whether they had met their Amiko contact person. 90,91% answered that they had met their contact person, whereas 9,09% did not. If a respondent answered “No”, they were asked to specify whether they felt like meeting the contact person was important. In this case, the percentage who answered “No” did not feel like meeting their contact person face-to-face was important.

In the next section, Amiko's client company representatives were asked to evaluate their satisfaction towards various services provided. The first matter they were asked to provide their opinion about was the communication with Amiko's contact person.

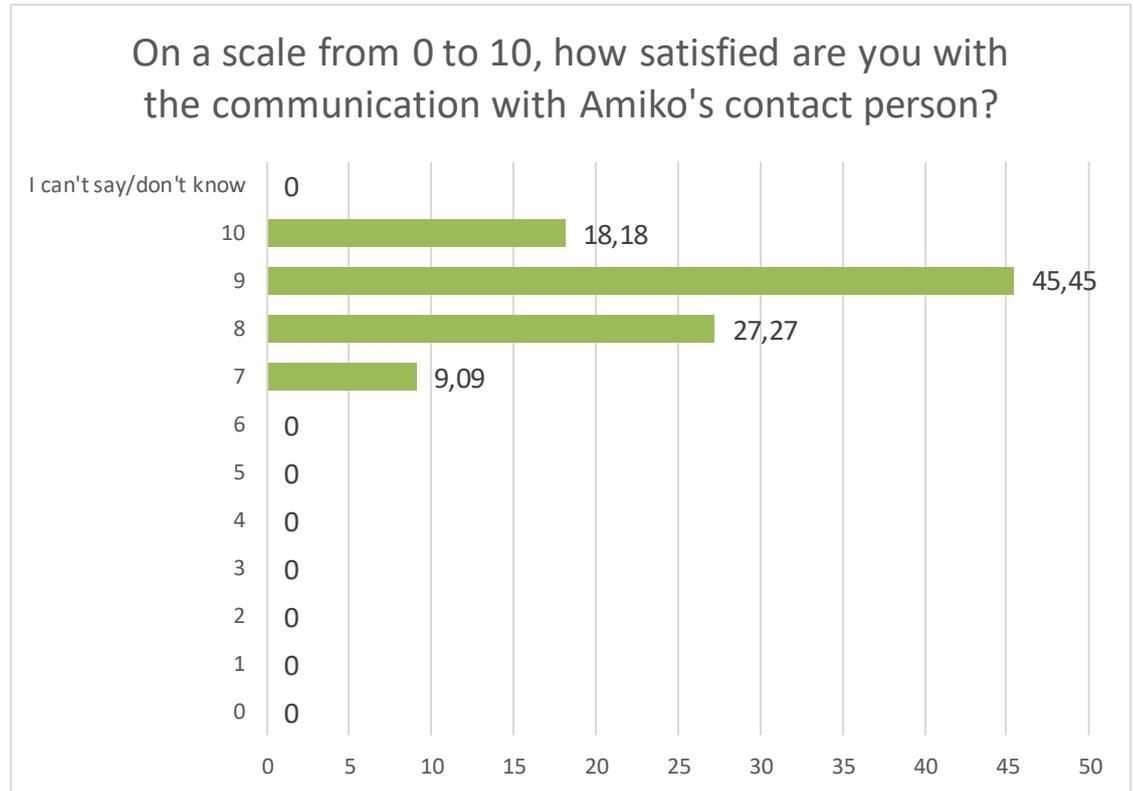


FIGURE 33 Communication with Amiko's Contact Person

As we can see from the figure situated above, the company representatives are mostly very satisfied with the level of communication with Amiko contact person. 45,45% of respondents chose the answer number 9, followed by 27,27% of respondents choosing number 8.

There were no negative responses to this question, and the lowest grade given was 7 by 9,09%. 18,18% of the respondents were so satisfied with communication with Amiko, that they rated this 10.

After this, the respondents were asked about their satisfaction on a scale from 0 to 10 towards the price-quality ratio of Amiko's services. The votes

divided between 7 to 10. 18,18% answered 7, 36,36% chose to answer 8, whereas 27,27% of respondents chose 9 and 18,18% number 10.

Next, the respondents were asked to evaluate how satisfied they are with the quality of delivered employees. This question also received mostly positive feedback, with the lowest score being 7 by 18,18% and the highest rated 8, by 45,45%. Both 9 and 10 also gained 18,18%.



FIGURE 34 Satisfaction with the Clothing and Gear Provided

The next question was about the satisfaction with clothing and gear provided by Amiko for its employees. This question divided options a bit since 27,27% had no experience with working clothing and gear. 8 and 9 were chosen by 27,27% each, and 9,09% rated this question 5 as well as 10. The question about working clothing and gear divided the opinions in the employee satisfaction survey as well and received mixed responses also from the client company representatives.

The next two questions were about the billing. In the first question, the company representatives were asked about the correctness of the billing on a scale from 0 to 10. The scores were divided between 7 to 10, with 7

getting 9,09%, 8, 9 and 10 gaining 27,27% each and “I don’t know” reaching 9,09% since there are company representatives that do not handle billing themselves.

The second billing related question had to do with the satisfaction of client companies concerning the clarity of billing. They were asked once again to rate their satisfaction on a scale from 0 to 10. Based on the results, the client company representatives are really satisfied with the billing clarity. 27,27% rated clarity of billing 8, 45,45% chose 9, 18,18% 10 and 9,09% had no experience with the billing and responded 9,09%.

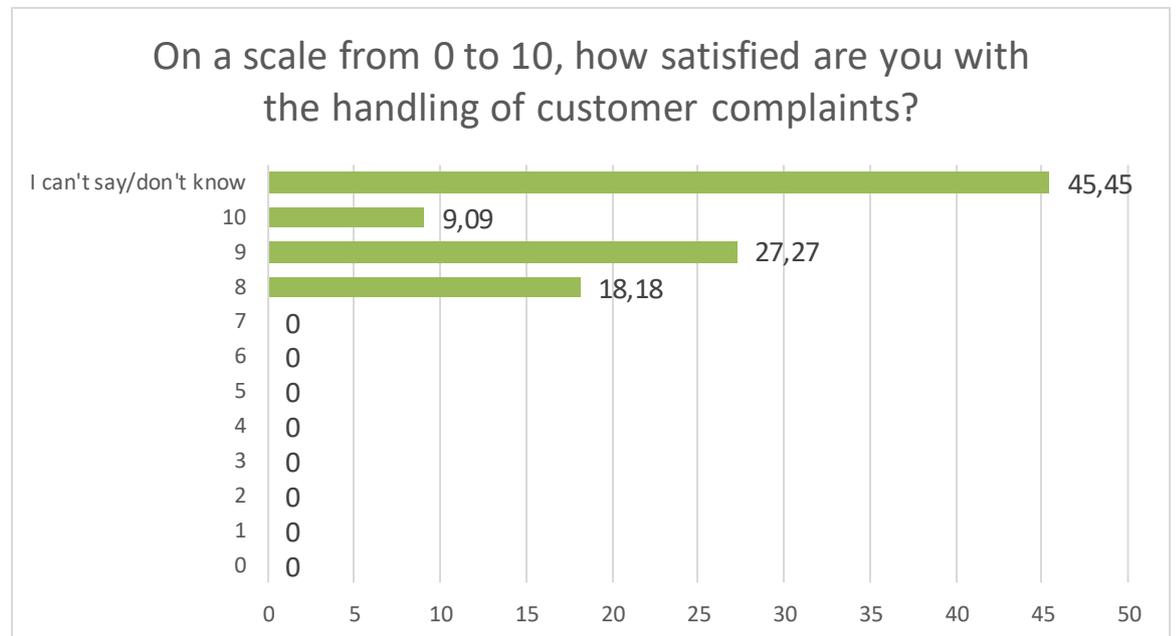


FIGURE 35 Handling of Customer Complaints

Next, the respondents were asked to rate their satisfaction towards the handling of the customer complaints. Most of the respondents had no experience about making a customer complaint to Amiko, therefore nearly half (45,45%) of the respondents chose to answer, “I don’t know”. Rest of the percentage was divided between 10 by 9,09%, 9 by 27,27% and 8 by 18,18%.

After this, the client company representatives were asked about their satisfaction towards the clarity of hour approval instructions and the hour approval system.

The clarity of hour approval system instructions was rated mostly 9 by the client company representatives (45,45%). 9,09% rated the instructions to 7 whereas 27,27% to 8 and 45,45% to 9. 9,09% rated their satisfaction to extremely high at 10 as well as 9,09% had no experience with hour approval or the instructions. The hour approval system was rated mostly at 9 by 45,45%. 27,27% rated the system at 7. No one answered 8 to this question. 18,18% were really satisfied with the hour approval system, by answering 10.

In the last three questions, client company representatives were firstly asked about their satisfaction towards the appearance of the employee introduction-CV and the content of the introduction-CV. After these questions, they were also asked about how satisfied they are with the level that Amiko has held on to agreed matters. Overall, the respondents were really satisfied with the employee introduction-CV's content and appearance, and the weighted average gained on both questions was 8,60/10. Also, Amiko keeping its promises about agreed matters gained a high weighted average of 9,09/10, which means that nearly everyone answered 9 or 10 to this question.

Not likely to recommend (0-6)	Passive (7-8)	Likely to recommend (9-10)
0 % (0 respondents)	18 % (2 respondents)	82 % (9 respondents)

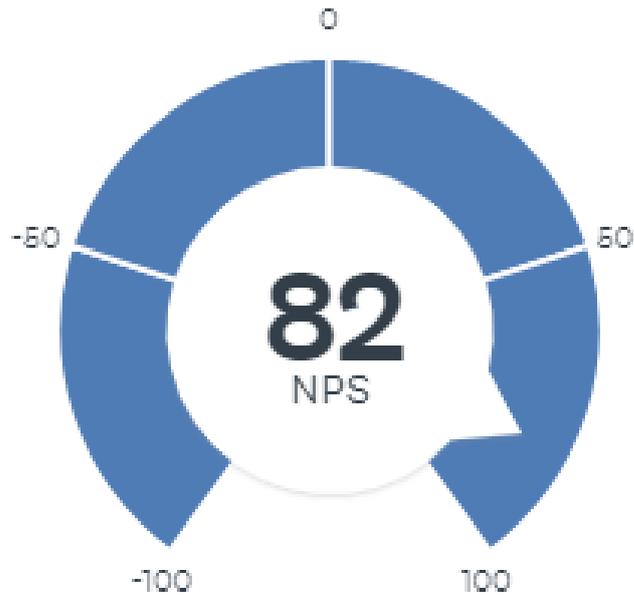


FIGURE 36 Client Company Net Promoter Score and Analysis

Finally, a net promoter score was executed also for the client company representatives, by asking how likely they would recommend Amiko's services for their friends or colleagues. As can be seen from figure situated above, the respondents are overall very satisfied with Amiko's services, by only 18% being passive customers, while 9 respondents being likely to recommend.

The gained net promoter score was extremely high of 82, which hints that the client company customers of Amiko are loyal to using company's services and are not likely to choose a competitor over Amiko.

This also might be affected by the fact that the overall sampling turned out to be rather small within the time frame given for answering, and it needs to be kept in mind that this might rule out those possibly dissatisfied customers who are not motivated to answer the survey.

6.4 Findings

Both surveys executed gained a sufficient amount of feedback about Amiko's services, and in overall formed an explicit image of the level of customer satisfaction. Some findings were already acknowledged by Amiko and its personnel, but surveys also brought up additional information that could be considered while aiming for a higher level of satisfaction. Firstly, the author goes through the findings of the employee satisfaction survey and then moves on to the client company satisfaction survey.

Employee satisfaction survey's background information revealed, that mostly the average employees of Amiko are young males aged 18 to 29, working in the field of construction and demolition or manufacturing. Males accounted for 35 people out of possible 51 who answered this survey. Amiko also does not employ a lot of people under 18, or over 65 – underage people might find it hard to find jobs without connections due to Finnish labor laws and people over 65 are either already retired and choose not to work on their retirement or do not take part in electronic surveys for example.

As a temporary staffing agency, it is common to have employees working for a shorter period of a time and the employee turnover is greater – this was mainly the case for Amiko as well. The most common employment relationship duration varies from one week to six months, though there were employees who had worked through Amiko over a year. Most respondents also worked only through Amiko and did not use other temporary staffing agencies to find employment, which implies that the employees are overall satisfied and loyal to the company.

The employees of Amiko felt like job advertisements are important in attracting new employees, and most of them chose to apply for a job because of it. The results show that it is important to have enough open vacancies that are detailed and well-written, to attract as many job seekers as possible. Contacting possible job seekers through other channels, such as the Finnish employment agency's online platform CV-netti is already one method that Amiko utilizes, and it is a terrific way to find suitable employees for open vacancies. Increasing the number of job seekers might be also done by increasing the company visibility in search engine hits and boosting up advertising.

Generally, the employees felt like applying for a job on Amiko's webpage was easy, and the system for it is standard. One point of improvement could possibly be the response times for going through job applications, since some of the current employees were only contacted after four weeks of leaving their application. Good workers might find other employment during this period.

Adding new contact methods could also be a way to increase satisfaction amongst employees, even though most like to use the traditional contact method and call in. Suggestions for this could, for example, be adding the possibility to reach Amiko personnel by Whatsapp or chat, and someone even suggested launching a service at Amiko's own pages, where employees could reach out concerning their employment' related matters after logging in.

Concerning employment contract and other instructions (hour logging, sick leave practices, payment schedule), few of the employees felt like they did not receive enough information or guidance. Some of these matters would be beneficial to go through in more detail face-to-face if the employee does not seem to grasp the concept.

Few of the employees also felt like they would have hoped for a more unified policy on when receiving overtime compensations and other additional payments since all the client companies have different methods

concerning this. It could be beneficial to set a date when these compensations are paid, and agree upon the matter with client companies, to unify salary payments and increase the satisfaction towards this area.

Most feedback was received about working clothing and gear provided by Amiko, since employees seemed to be a bit annoyed that some received more expensive safety shoes than others, and others wished that they had thicker gloves for example. More unified clothing and gear policy could help in this matter, and it would be useful to give similar shoes for employees working on the same construction site so there would be no confusion about why the products vary depending on an employee.

Overall the employees were rather satisfied with the supervision and the level of instruction at the client companies. The meaningfulness of the job varied a lot depending on tasks, and employees in simpler, monotonous jobs were more dissatisfied with their jobs, than those who had varying and more difficult tasks.

Moving on to the client company satisfaction survey. Most of the customer relationships had lasted over 12 months and it could be the reason why the company representatives were more motivated to answer this survey. No companies which had a customer relationship shorter than three months answered this survey. The most common fields of work represented by the companies were once again construction or demolition and manufacturing, and it is very common to use temporary workers in these fields.

The most important reasons why companies chose to use the services of a temporary staffing agency, was the need for temporary workforce and that they had no time to handle recruiting by themselves. Why the client companies chose to use especially Amiko's services were the personal connection to the company or feeling like communicating with Amiko personnel was easy. Helpful, knowledgeable and friendly employees can help the company to stand out from the crowd and personal connections

to different business representatives can offer a competitive advantage. As many as 45,45% of respondents used solely Amiko's services.

Almost every respondent answering the survey had met their Amiko contact person face-to-face. Meeting the person, you are dealing with adds a more personal and humane touch, even though not everyone feels like it is necessary to do business successfully. Overall the client company representatives were really satisfied with communicating with Amiko personnel.

Working clothing and gear was something that not all respondents were familiar with since they are mostly used in construction or demolition and manufacturing. Some of those who had experience with the clothing Amiko had provided were not entirely satisfied with them, and felt like there would be room for improvement.

Overall, almost all the client companies were really satisfied with the services provided. Even though some of the representatives had a shorter experience about collaborating with Amiko, all of them felt that everything has worked as it was agreed and that there were no immediate points of improvement.

7 CONCLUSION

In this chapter, all main topics are brought together and the research process is concluded. Firstly, the sub-questions of this thesis are answered, followed by the main research question. After this, the validity and reliability concerning this research are discussed, followed by the author providing suggestions for further research, should the topic be studied again.

7.1 Answers for Research Questions

The purpose of this research was to discover how satisfied the customers of Amiko Lahti Oy are with the services provided and to provide ways to enhance the satisfaction. The research questions are answered below, starting from the sub-questions.

Why is customer satisfaction important and why it should be measured by conducting a survey?

An elevated level of customer satisfaction provides a competitive edge and can separate a company from its competitors. Customer satisfaction can make or break the company since satisfied customers buy more often and larger quantities whereas unsatisfied customer can take their business elsewhere and spread negative word-of-mouth.

Measuring customer satisfaction through a survey is a standard and cost-effective way to measure satisfaction. It provides a proficient reading about points of improvement and helps to identify satisfied customers. A well-designed survey does not require extensive effort from customers to fill out. Using a rating scale in a customer satisfaction survey allows the company to track their level of satisfaction over time and to repeat the survey after a certain period of a time.

How service quality is formed and how it can be measured?

The expected service quality is formed by the past experiences, personal needs and word-of-mouth of the customer; therefore, service quality is subjective. The expected service is also affected by the company's external communication to customers and the dimensions of service quality, which include access, communication, competence, courtesy, credibility, reliability, responsiveness, security, tangibles and understanding the customer. On the other hand, the perceived service quality is affected by the interactions between service sectors and customers and the technical and functional dimensions. The expected service and the perceived service together form the perceived service quality.

Service quality can be measured using a selected service quality measuring method. In this research, three different service quality tracking methods were presented – The Grönroos service quality model, the SERVQUAL model and the Gap model, which each had their own pros and cons. Any of these methods would be an excellent tool, when aiming to measure the service quality, depending on the subject analyzed.

Which customer group is more satisfied with Amiko's services?

According to the results gathered from the survey, it can be said that the client company representatives in this sampling seemed more satisfied with Amiko's services than the employees. The client company net promoter score was extremely high at 82, whereas the employees rated only 33. There were no dissatisfied client companies, whereas 9 respondents on the employee satisfaction survey were not likely to recommend the company to others.

However, these results must be considered carefully and with criticism, since the sampling in the client company satisfaction survey was much smaller considering the employee satisfaction. It may be, that if there are any dissatisfied client companies, they did not answer this survey. The

results for the employee satisfaction survey may provide a more realistic view about the satisfaction level. Nevertheless, if these results are taken for granted, the client companies are more satisfied with the services.

The Main Research Question:

How satisfied are both customer groups of Amiko Lahti Oy with the services provided, and what measures can be taken to improve the level of satisfaction?

After careful analyzing of the received survey results, it seems that the both customer groups – employees and client companies – are quite satisfied to Amiko as an employer and collaborative partner. As mentioned before, the net promoter score was used to figure out how likely each respondent would recommend Amiko to their friends or colleagues, and based on this an overall net promoter score was drawn for both groups. This helped to set a standard level of satisfaction towards the operations of Amiko Lahti Oy, which was 33 for employee satisfaction survey and 82 for client company satisfaction survey. As the net promoter score scale is – 100 to + 100, it can be said that both groups rated Amiko rather well, even though there still could be room for improvement.

Analyzing the individual answers for the employee satisfaction survey, it appeared that the dissatisfied employees were the ones to lower the score on each question and they were generally a little less satisfied than other employees.

Certain features emerged as most reoccurring points of improvement in the employee satisfaction survey, from the payment of overtime compensations and added payments, to the quality of working clothing and gear. The client company survey did not reveal specific features that the customers would be really dissatisfied with, and generally they felt like Amiko was doing a decent job. They were for example praised about their employees' happiness and friendliness.

There were few things that the employees of Amiko Lahti Oy felt like could be still improved. As mentioned above, they were somewhat dissatisfied with the clothing and gear provided, and hoped that everyone would get similar safety shoes and requested for better working clothes for example. This could be unified and made sure that people working for same client companies would get equal gear. This was also the thing that gained lower scores from client companies as well, even though not in the same proportions.

There was also discussion about the compensations, and how employees did not know when they would be paid out. For this, the company could design a unified policy with the client companies, requesting them to send out information about additional payments on time, so everyone would receive these in the same time frame.

Some employees also hoped that Amiko would be more in touch with the client companies, for example when employment contracts are ending, and inform employees about all changes earlier.

These are the immediate things that could be done to raise the level of customer satisfaction. It is also important to repeat the customer satisfaction survey within an appropriate time frame, so the company can track and measure the advancements in the satisfaction level.

7.2 Validity and Reliability

Validity and reliability are important concepts, and together prove the level of accuracy considering the research. Validity measures the extent to which the findings of the research correspond to the goal of the thesis and answer the research questions, as reliability measures the extent to which the research could be executed again, and whether comparable results would be gained in doing so.

The data was collected both primary and secondary sources. Primary sources included the two surveys executed by the author to gain a deeper

level of understanding about the level of satisfaction towards case company's services. Secondary sources included online sources and various written publications such as books, newspaper and magazine articles.

The employee satisfaction survey conducted yielded noteworthy results, however the reliability should be considered when inspecting the client company satisfaction survey. Due to the small sampling, the results cannot be considered certain, and if repeated, should be done with a bigger sampling. Nevertheless, the employee satisfaction survey was successful in dividing the opinions, and gaining a real view about the level of satisfaction.

All the other things considered, the author considers this research valid, and is certain that it would yield equivalent results if repeated.

7.3 Suggestions on Further Research

Considering further research, the author believes that this topic has a lot of potential research options. Customer satisfaction surveys in general are a rather popular research choice, but when the author was writing this thesis, she discovered that there are not many customer satisfaction surveys that address the temporary staffing industry.

One possible research option could be to expand this subject to cover the entire temporary staffing industry in Finland, or maybe even abroad if looking for a broader subject. Other option would be to concentrate only on employee satisfaction survey or the client satisfaction survey, and maybe research this some other way such as interviewing or using focus groups. Furthermore, if this research should be applied again, it could be done focusing only for example on retired people who are working on temporary contracts, or students. There are so many different options, that it is impossible to provide them all.

8 SUMMARY

As the final part of this thesis, this chapter will summarize all chapters together. The main purpose of this thesis was to discover how satisfied the temporary employees and client companies of Amiko Lahti Oy are with the services provided. The objective was to analyze the level of satisfaction and provide solutions on how to track and achieve elevated level of customer satisfaction.

In the introduction chapter, the reader was provided with general view of the outlines of this research and the research questions were presented. The research methods were explained to follow the deductive and mostly quantitative approach, and data collection was set out to happen through primary and secondary sources.

Theory was explained in chapters two, three and four, each explaining a different topic. In the second chapter, the concept of temporary work was explained thoroughly, going through its history and global situation. Chapter three was about customer satisfaction and its concepts and about ways to measure it. In the last theory chapter, the concept of service quality was explained and a few service quality models were presented. In the fifth chapter the case company, Amiko Lahti Oy, was presented in more detail for the reader to understand the situation in the company better.

The sixth chapter covers the empirical part of this thesis, including the data collection process and analysis. A customer satisfaction survey was conducted for both customer groups to find out the level of satisfaction in the case company, and the results were analyzed to provide overview of the satisfaction level. Employee satisfaction survey provided interesting and comparable results, whereas the client satisfaction survey could have had a bigger sampling size, but due to unknown reasons did not gain a large audience. Finally, this last chapter provided answers for the research questions, debated the validity and reliability of this research and provided suggestions for further research possibilities.

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APPENDICES

APPENDIX 1. Employee Satisfaction Survey (In Finnish)

Hyvä työntekijämme,

Haluamme palautetta toiminnastamme palveluidemme kehittämiseksi. Vastaamalla asiakastytyväisyyskyselyymme autat meitä kehittämään palveluitamme vastaamaan entistä paremmin työntekijöidemme tarpeita. Kaikki vastaukset käsitellään anonyymisti ja luottamuksellisesti. Varaathan aikaa kyselyn täyttämiseen noin 5 - 10 minuuttia. Vastausaika on 6.9. asti.

Kysely toteutetaan tradenomiopiskeluihin liittyvänä opinnäytetyönä, ja jatkossa kysely on tarkoitus toteuttaa säännöllisin väliajoin.

Vastaamalla kyselyyn ja jättämällä nimesi kyselyn lopussa olevaan kenttään, voit noutaa toimistoltamme suklaalevyn kiitokseksi ajankäytöstäsi. Nimeäsi ei yhdistetä kyselyvastauksiin.

Kiitos, arvostamme työntekijöidemme mielipiteitä!

- 1) Sukupuoli
 - a) Nainen
 - b) Mies
 - c) Muu

- 2) Ikäryhmä
 - a) alle 18
 - b) 18 – 29
 - c) 30 – 49
 - d) 50 – 64
 - e) 65 tai yli

- 3) Ala, jolla työskentelet
 - a) Rakennus/purku
 - b) Kauppa tai palvelut
 - c) Teollisuus
 - d) Siivous ja kiinteistöhuolto
 - e) Ravintola
 - f) Toimisto
 - g) Logistiikka
 - h) Hoiva-ala
 - i) Muu, mikä?

- 4) Työsuhteesi Amikolla on kestänyt
 - a) 1 vko – 1 kk
 - b) 1 – 3 kk
 - c) 3 – 6 kk
 - d) 6 – 12 kk
 - e) yli 12 kk
 - f) Muu, kauanko?

- 5) Oletko työskennellyt kuluvan vuoden aikana muiden henkilöstövuokrausfirmojen kautta?
 - a) En
 - b) Kyllä (täsmennä minkä henkilöstöfirman kautta?)

- 6) Mikä herätti kiinnostuksesi Amikoa kohtaan?
 - a) Työilmoitus
 - b) Olen kuullut Amikosta
 - c) Olen työskennellyt Amikolla aikaisemmin
 - d) Löysin Amikon sivut hakukoneen kautta
 - e) Muu, mikä?

- 7) Asteikolla 1 – 10 (/en osaa sanoa), kuinka houkutteleva oli mielestäsi hakemasi työpaikkailmoitus?

- 8) Oliko työn hakeminen Amikon nettisivujen kautta helppoa?
- a) Kyllä
 - b) Ei, miksi ei?
- 9) Kuinka nopeasti sinuun oltiin yhteydessä Amikolta hakemuksen lähettämisen jälkeen?
- a) Samana päivänä
 - b) Seuraavana päivänä
 - c) Samalla viikolla
 - d) Seuraavalla viikolla
 - e) 2 – 4 viikon sisällä
 - f) Yli neljän viikon jälkeen
- 10) Asteikolla 0 – 10 (/en osaa sanoa), kuinka ammattitaitoiselta haastattelutilanne sinusta vaikutti?
- 11) Asteikolla 0 – 10 (/en osaa sanoa), kuinka tyytyväinen olet yhteydenpitoon hakuprosessin aikana?
- 12) Miten olisit mieluiten yhteydessä Amikon yhteyshenkilöön?
- a) Tekstiviestillä
 - b) Soittamalla
 - c) Sähköpostilla
 - d) Whatsappin kautta
 - e) Chatissa
 - f) Vieraillemalla toimistolla
 - g) Jokin muu, mikä?
- 13) Käytiinkö työsopimus kanssasi läpi niin, että ymmärsit sen sisällön?
- a) Kyllä
 - b) Ei, täsmennä?

- 14) Käytiinkö muu ohjeistus (tuntikirjausohjeet, sairauslomakäytäntö, palkanmaksuaikataulu) kanssasi läpi niin, että ymmärsit sen sisällön?
- a) Kyllä
 - b) Ei, täsmennä?
- 15) Asteikolla 0 – 10 (/en osaa sanoa), kuinka vaikeaa tai helppoa on mielestäsi tuntikirjausjärjestelmän käyttö?
- 16) Asteikolla 0 – 10 (/en osaa sanoa), kuinka hyvin palkanmaksu on mielestäsi toiminut?
- 17) Koetko, että Amikon palkat tulevat maksuun ajallaan?
- a) Kyllä
 - b) En, täsmennä?
- 18) Asteikolla 0 – 10 (/en osaa sanoa), kuinka tyytyväinen olet Amikon lainaamiin työvaatteisiin/varusteisiin?
- 19) Asteikolla 0 – 10 (/en osaa sanoa), kuinka tyytyväinen olet työtehtäviin perehdytykseen asiakasyrityksessä?
- 20) Asteikolla 0 – 10 (/en osaa sanoa), kuinka tyytyväinen olet asiakasyrityksen työnjohtoon?
- 21) Asteikolla 0 – 10 (/en osaa sanoa), kuinka mielekkääksi koet työsi?
- 22) Asteikolla 0 – 10 (/en osaa sanoa), kuinka tyytyväinen olet työilmapiiriin asiakasyrityksessä?
- 23) Tähän voit halutessasi kirjata asiakasyrityksen, jossa työskentelet parhaillaan, tai jossa työskentelit viimeksi:

24) Asteikolla 0 – 10, Kuinka todennäköisesti suosittelisit Amikoa ystävälle tai työtoverille?

25) Kommentteja kyselystä ja kehitysehdotuksia tai palautetta Amikolle:

Kiitos asiakastytyväisyyskyselyymme vastaamisesta! Arvostamme palautettasi.

APPENDIX 2. Client Company Satisfaction Survey (In Finnish)

Hyvä asiakkaamme,

Haluamme palautetta toiminnastamme palveluidemme kehittämiseksi. Vastaamalla asiakastytyväisyyskyselyymme autat meitä kehittämään palveluitamme vastaamaan entistä paremmin asiakkaidemme odotuksia. Kaikki vastaukset käsitellään anonyymisti ja luottamuksellisesti. Varaathan aikaa kyselyn täyttämiseen noin 5 - 10 minuuttia. Vastausaikaa on 10.9 asti.

Kysely toteutetaan tradenomiopiskeluihin liittyvänä opinnäytetyönä, ja jatkossa kysely on tarkoitus toteuttaa säännöllisin väliajoin.

Huomioithan että kysely koskee Amiko Lahden toimintaa.

Kiitos, arvostamme palautettasi!

- 1) Asiakassuhteen kesto
 - a) Alle 1 kk
 - b) 1 – 3 kk
 - c) 3 – 6 kk
 - d) 6 – 12 kk
 - e) yli 12 kk

- 2) Minkä alan yritystä edustat?
 - a) Rakennus/purku
 - b) Kauppa tai palvelut
 - c) Teollisuus
 - d) Siivous ja kiinteistöhuolto

- e) Ravintola
- f) Toimisto
- g) Logistiikka
- h) Hoiva-ala
- i) Muu, mikä?

3) Miksi yrityksenne käyttää henkilöstövuokrauspalveluja? Valitse yksi tai useampia

- a) Olemme ulkoistaneet rekrytoinnin
- b) Meillä on tarvetta tilapäiselle työvoimalle
- c) Työntekijöitä on hankala löytää
- d) Emme ehdi suorittamaan rekrytointeja
- e) Jokin muu, mikä?

4) Valitse enintään kolme tärkeintä syytä, miksi yrityksenne käyttää juuri Amikon palveluja

- a) Toimitusvarmuus
- b) Toimitus ajallaan
- c) Tunnen henkilökohtaisesti Amikon yhteyshenkilön
- d) Amikon hinnoittelu on kilpailukykyinen
- e) Asiointi Amikon yhteyshenkilön kanssa on sujuvaa
- f) Työntekijöiden laatu
- g) Työntekijöiden ammattitaito
- h) Jokin muu, mikä?

5) Käyttekö Amikon lisäksi muita henkilöstöpalveluja?

- a) Ei
- b) Kyllä, yhtä
- c) Kyllä, kahta
- d) Useita eri henkilöstöpalveluja
 - i) Mikäli haluat, voit täsmentää tässä mitä muita henkilöstöpalveluja yrityksenne käyttää

- 6) Oletko tavannut Amikon yhteyshenkilösi?
 - a) Kyllä
 - b) En, koetko että yhteyshenkilön tapaaminen kasvokkain on tärkeää?
- 7) Kehitysehdotuksia, kommentteja?

Seuraavissa kohdissa esitämme kysymyksiä palveluihimme liittyen. Vastaathan asteikolla 0 – 10, kuinka tyytyväinen olet esitettyihin asioihin?

- 8) Yhteydenpitoon Amikon yhteyshenkilön/yhteyshenkilöiden kanssa?
- 9) Amikon palveluiden hinta-laatusuhteeseen?
- 10) Toimitettujen työntekijöiden laatuun?
- 11) Amikon työntekijöilleen tarjoamiin työvaatteisiin/varusteisiin?
- 12) Laskutuksen oikeellisuuteen?
- 13) Laskujen selkeyteen?
- 14) Reklamaatioiden hoitoon?
- 15) Tuntihyväksyntäohjeiden selkeyteen?
- 16) Tuntihyväksyntäjärjestelmään?
- 17) Esittely-CV:n ulkoasuun?
- 18) Esittely-CV:n sisältöön?

19) Kuinka hyvin Amiko on mielestäsi onnistunut pitämään kiinni sovituista asioista?

20) Asteikolla 0 – 10, Kuinka todennäköisesti suosittelisit Amikoa ystävälle tai työtoverille?

21) Kommentteja kyselystä ja palautetta tai kehitysehdotuksia Amikolle?

Kiitos asiakastytyväisyyskyselyymme vastaamisesta! Arvostamme palautettasi.