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JOB ANALYSIS AND JOB SATISFACTION

– Case: Hello Cafe and SSP Finland Ltd



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The objective of this research was to study the relationship between job analysis and job satisfaction by using a qualitative research method.

This study is based on a company case. The main problem with the Hello Cafe concept was that the employees were stressed and unsatisfied with the organisation of the work flow and this resulted in a lack of quality in customer service and inefficiency at work. These problems were related to the missing job analysis charts and job descriptions. Therefore, there was a real need to thoroughly analyse the work of everyone. The objectives were to clearly describe the main duties and clarify the responsibilities of each task.

The goals of this research are, first, to define the Job analysis charts for different tasks in Hello Cafe and, second, to analyze the impact of the job analysis charts on the productivity and on the employees' job satisfaction.

The findings of this research indicate that the job analysis helps to improve job satisfaction. We will show that the employees are more efficient and happier at work when the daily duties are established; in addition, job analysis helps to improve customer service.

However, these results can only be applied to this particular case and can't be generalized.

KEYWORDS:

Job analysis, Job Satisfaction, Job analysis Chart, Job Description, Productivity, Customer Service, Management

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LIST OF ABBREVIATIONS (OR) SYMBOLS

SSP	Select Service Partner
SSP Finland	Select Service Partner Finland Ltd
HR	Human resources

1 INTRODUCTION

1.1 Case company introduction

1.1.1 Select Service Partners Finland Ltd



Select Service Partners Ltd is a Food Travel Expert, delivering world class food and beverage experiences across the world. SSP is present in over 30 countries in different locations, mostly at the airports and the railway stations. (Food travel experts. n.d.)



Select Service Partner Finland Oy (SSP Finland) is part of the worldwide SSP Group and employs 250 people. SSP Finland operates cafés, restaurants and airport lounges at the Helsinki-Vantaa International Airport. Nowadays, it also operates in Rovaniemi and Turku airports with the franchising restaurant Hello Café. SSP Finland's portfolio includes more than 20 restaurants, bars, cafés and lounges within the check-in and gate areas of the airport. In addition, it provides conference services at the Helsinki Airport Congress and in Oulu, Rovaniemi and Turku. (Select service partner. n.d.)

1.1.2 The Hello concepts



Founded by Finavia in 2009, Hello is a customer-oriented sales point chain consisting of Hello Cafe, Hello Shop and Hello Snack.

The Hello concept:

- Hello Cafe concept consists of serving food, beverages and paper media to the customers in Finnish airports.
- Hello Shop is a duty free shop concept in the Finnish airports.
- Hello Snack is a vendor machine concept where snacks and drinks can be bought.

The main goal of the Hello concept is to provide a good and welcoming atmosphere in every airport in Finland. The concept is the same in every airport. But the franchising can adapt the services when it comes to the franchisee. For example in Turku, Hello Café offers a lunch to their customers. In Helsinki, Hello Cafe is selling only sandwiches. The airport's services may consist of one or more concepts.

The keys to Hello's success can be categorized as follows:

- Central location at airports
- Easy to find
- Focused product selection based on customer demand
- Excellent customer service
- Flexible business hours

(Hello Café. n.d.)

The Hello chain administrative and development unit is located in Turku. The goal of the chain is to expand operations to all major Finnish airports. The first Hello Cafe was concept module opened in Turku in the spring of 2009. Hello Cafe and Hello Shop Kuusamo were opened in November 2009.

Now the Hello Café concept module has been implemented in many different airports in Finland. SSP Finland is the franchisee of Hello Café in Turku, Rovaniemi, Oulu and Helsinki. Finavia is the franchiser.

1.2 Background information

I am actually working for SSP Finland Ltd as an Operations Manager. After many discussions with directors from SSP Finland Ltd and the employees of Hello Cafe, we discovered that one of the main problems of the concept of Hello Cafe was that the job descriptions were missing detailing every task that needs to be performed by each of the employees.

Although the employees knew they worked, for example, as a cook, a waitress/waiter, an operations manager, a shift manager or a chef de cuisine, the actual tasks to be performed were not clear enough. It was noted that, with the job analysis not yet established, task related conflicts and tensions were often present between the managers and the employees. SSP Finland had their own job specifications but, as they were not applicable to the Hello Cafe concept, we decided to make separate job analysis for this concept.

The work in Hello Cafe restaurant represents a double challenge with conflict of interests. On one side, we have SSP Finland (the Franchisee) which is pursuing profits and also customer satisfaction. On the other side, there is Finavia (the Franchisor of the Hello Café concept) which is pursuing customers' satisfaction in a way that can sometimes result in non profitable projects for SSP Finland. For example, Finavia would like to see the Hello Cafe opening hours to follow the airport opening hours. However, this is not convenient in Turku airport as the biggest flow of passengers or customers comes mainly during the early

morning or the lunch time. The main competence of SSP Finland is catering business while the core competence of Finavia is to run and manage airports.

The Hello concept is the same used in every airport but the targeted customers are different. For example, in Turku, the main source of revenue is the lunch. Most of the customers come from companies which are located near the airport. Travelers represent a smaller percentage of customers which can be explained by the fact that they are not in transit as it is a case, for example, in Helsinki. On the other hand, the main source of income at the Helsinki airport comes from those passengers in transit who are more likely to buy sandwiches and drinks. These differences have a very big impact on the tasks that need to be performed in different airports. Therefore, this study will focus on the Job analyses in Turku, Oulu and Rovaniemi.

Establishing the Job Analysis for Hello Cafe will help every employee to learn what actual tasks they are supposed to perform as a cook, waitress/waiter, operation manager, shift manager or chef de cuisine. Therefore, the main objective of this research is to identify and highlight the main duties and tasks that each of the employees should be responsible for. The other goal of this research is to help the HR department to improve recruiting and selection processes of new employees, to define the needs for training and compensation and to increase the performance of the management.

Performing job analysis will also help the company in the selection and recruiting process. SSP Finland is using many temporary extra workers from StaffPoint. StaffPoint is an agency which is specialized in providing companies with temporary workers for busy periods. Working with temporary extra workers represents a challenge as those employees need to be trained quickly. Clear job analysis charts will ensure that those extra employees are productive from the very beginning and that mentoring doesn't take too much time from the other employees.

While writing down the job analysis charts, we also wanted to see how employees' motivation could be maintained and improved. In order to improve mo-

tivation related to excellent customer service, SSP Finland had already implemented different short term motivation programs such as the Mysterious shopper. When the employee receives a positive feedback from the Mysterious shopper, he/she will be rewarded with a designated extra income. However, the job analysis charts function a bit differently as they're supposed to motivate the employees on a long term basis. By clearly defining the tasks that employees should be performing, we are hoping to improve the motivation and the overall job satisfaction on the long term.

1.3 Areas of challenge

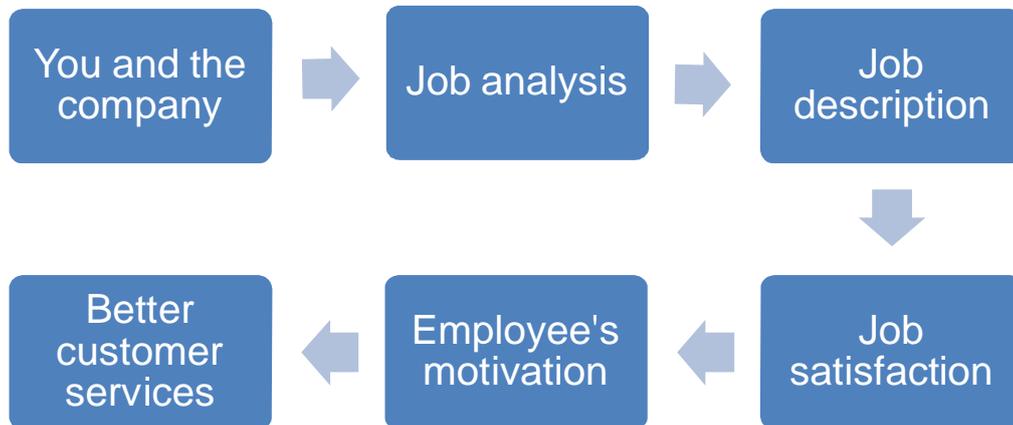
The Hello Cafe needs to organize employees' work in a more efficient way. In order to improve the employee's productivity, it has been agreed with the management that there's a need to analyze the tasks that every employee is supposed to perform in order to establish the job analysis charts that define all the job specific tasks and duties. In the catering business, one of the keys to customer satisfaction is clearly connected to the overall happiness of the catering personnel at work. If an employee is happy, he or she will serve the customer accordingly. On the other hand, an unhappy employee can have a negative impact on the overall customer satisfaction.

After many discussions with employees, we identified multiple areas and tasks that were not clearly defined for Hello Cafe employees in our restaurant. The main objectives for this bachelor thesis will be to answer the following questions:

- What are the expectations for every job and task that needs to be performed in Hello Cafe?
- How the job analysis can be used to increase the overall employee satisfaction?

- What are the outcomes of the job analysis for managers, i.e. how can every employee help the company to achieve the common business goals by following the job analysis chart?

Figure 1 The areas of challenge



1.4 Objective and research questions

What I am supposed to do? Why I am here? Why my boss is in the office all the time? What are my responsibilities in the company? The answers to these questions are often not clear to the personnel, particularly to new employees who have just joined the company. One of the main challenges and duties for managers is to educate the employees to adopt the company's inner culture and values so that they can be then reflected to the customers.

After many years spent as a chef de cuisine, I figured out that directors and managers do not give clear enough orders and requests to employees. It is necessary that employees and managers understand each other in order to optimize the quality of their daily work. By writing this Bachelor thesis, I am hoping to clarify and emphasize the different tasks that need to be performed as routine assignments on daily basis. I am also hoping to improve the relationship be-

tween the employees and the overall working environment in order for employees to feel more comfortable at work. The main objective of this research is to improve the work of employees by clarifying the tasks. We hope that the job analysis will increase the quality of the work for the employees and managers and increase their overall job satisfaction.

Another objective of that research is also to try to create a positive environment where the job analysis could be used to stimulate the sales. Managers receive directives from the mother company which aim to increase the overall sales and, sometimes, this seems to happen at the expense of the employees.

2 LITTERATURE REVIEW

2.1 Job analysis

2.1.1 Definition of job analysis

Bratton & Gold define job analysis as the process of collecting information about the content of a specific task. The purpose of a job analysis is to identify the differences and similarities between different jobs and achieve knowledge and requirements on jobs in the organization. Job analysis is needed in order to prepare a job description and job evaluation. It should include information such as the nature of the job, the purpose of the job, the tasks included, the expectations and the position in the hierarchy of the company. The characteristics of the employee should also be analyzed in the job analysis. The job analysis consists of collecting data and applying it by preparing descriptions, specification and standards for the job. Interviewing current employees and a job analysis questionnaire will be used as tools to gather information on the duties, responsibilities, abilities and performance standards on a specific job. (Bratton & Gold 2007, 381-382)

According to Edwin Flippo, job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. (Flippo, 1983, 110) Therefore, the job analysis can be described as the process to determine and describe the content of jobs. The description needs to be clear and understandable so that any jobs can be communicated to anyone who might require the information for management purposes.

Figure 2 Importance of Job analysis



Job analysis seems to be one of the most important parts in Human Resource planning. It will help the organization inside the company to establish good Job specifications. Richard Hackman and Greg Oldham's job analysis studies identified that there are five essentials characteristics that increase the organization in the company and increase employees' satisfaction:

- Skill variety

Job requires a person with some specifics skills and managers have to detect the right person to involve the rights talents.

- Task identity

The capacity to establish to each work, job, task a clear list of how doing a job.

- Task significance

Employees have to feel important at work. Daily tasks have to be coherent and give a positive impact on the lives of the workers.

- Autonomy

Analyze the job and give the opportunity to everyone to decide on the timetable, determine procedures and projects.

- Feedback

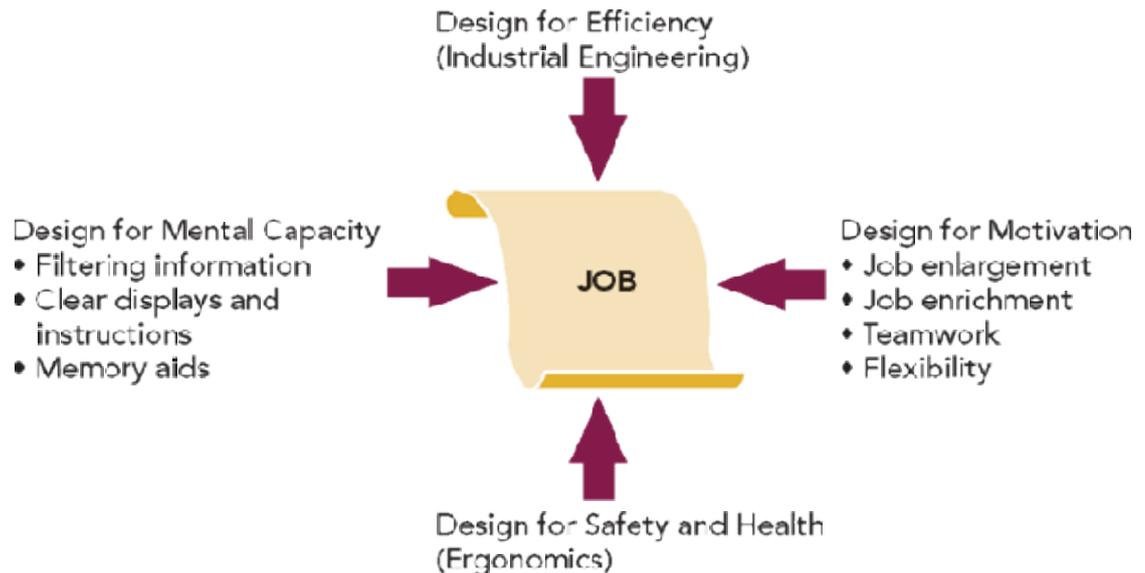
By giving clearly and direct information on the job outcomes and effectiveness, the performances of each employee will increase. (Richard Hackman and Greg Oldham's, 1980, 143)

In the process of the job analysis, it is the jobs which are analyzed and not the people. The person carrying out the job analysis should not be concerned with how appropriate each part of the job is. Managers should be clear in describing the various components of the role of the employee as it also depends on the structure of the company.

For example, the job analysis will be different in Helsinki than in Turku. SSP Finland has a much more important role in Helsinki as they are operating many different type of food concepts whereas Turku, due to its size, is much more limited. In Helsinki, the existing job analyses made by SSP Finland are used for all employees of the airport.

Schwind, Das and Wagar prefer to concentrate their approaches to job analysis by four different points. (cf. Figure 3) The ideas are the same, Job analysis will give the opportunity to the company and their managers to choose and adapt the right person according to the right job.

Figure 3 Approaches to Job Design 2009 Hermann Schwind, Hari Das, Terry Wagar



According to Sophia Serret, there are four key points about job analysis:

- A job analysis does not refer to a single methodology but rather to a range of techniques.
- A job analysis is a formal, structured process carried out under a set of guidelines established in advance.
- A job analysis breaks down a job into its constituent parts, rather than looking at the job as a whole.

- A job analysis focuses on the job itself, not the incumbent in the job. (Sophia Serret, 2009,1)

The objective for a company is to get the right person for the right job. The cost and time to hire, educate and integrate a new person to a group are extremely high.

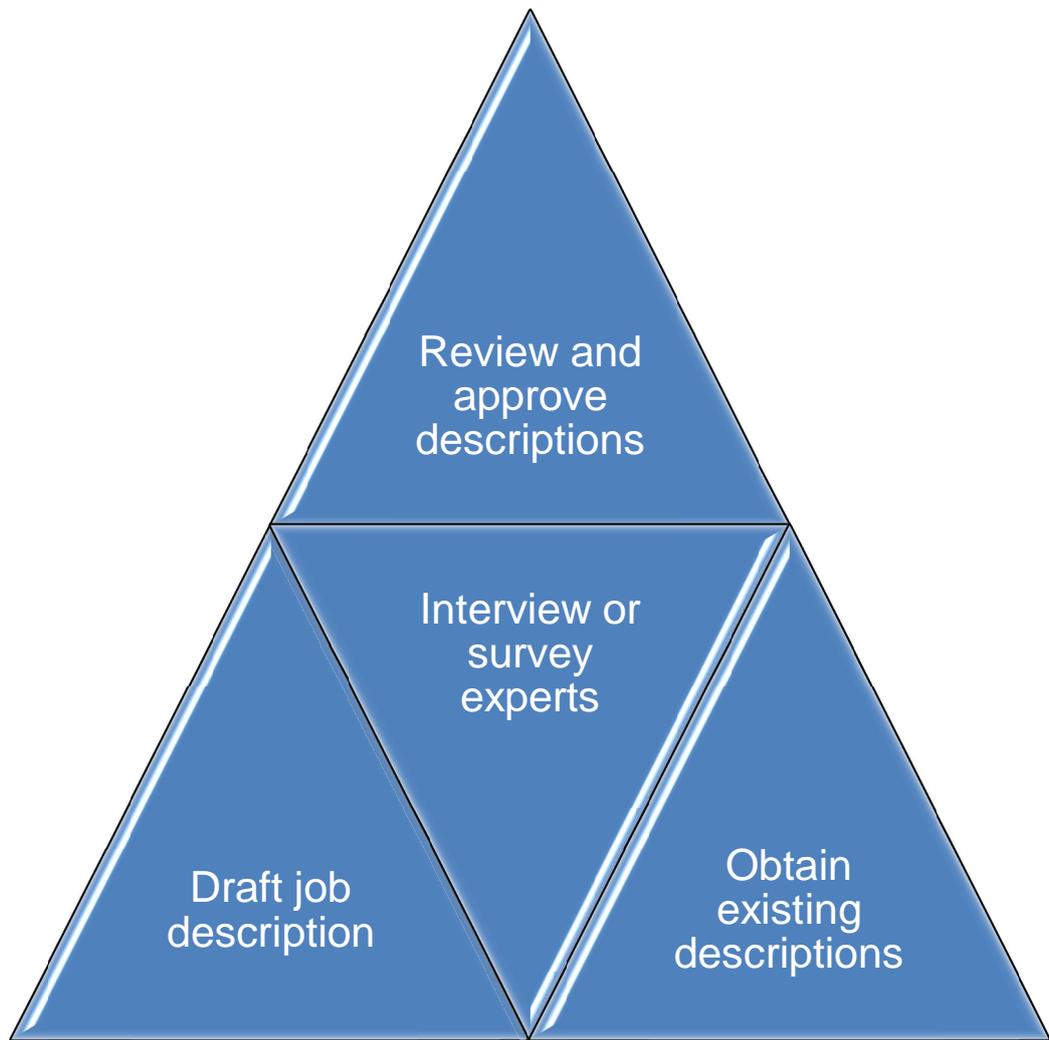
The results of a good job analysis will increase the quality of the job interview for the employment process.

2.1.2 Job descriptions

Job analysis consists of collecting data and applying it by preparing job descriptions, job specification and job standards. (Bratton and Gold, 2007, 382) Therefore, a job description is a result of a job analysis. Where the job analysis describes the general requirements of a certain job, the job description will explain in detail the different tasks to accomplish during the day. "The process to make a job description is to have a strong reflection on the available sources of expertise." (Richard A. Swanson, 2007, 104)

The principle of a job description is to identify the essential function of a work. One of the main objectives of a job description is to be used as a tool during the recruiting process. The job description should be enough descriptive but also very clear to understand. Job description will give the opportunity for the team to work together and faster. It will increase also the good feeling of the employees. The job descriptions can be multipurpose tools that can be used in every aspect of the employment process. (Arthur & Diane, 2005, 79)

Figure 4 Developing job descriptions

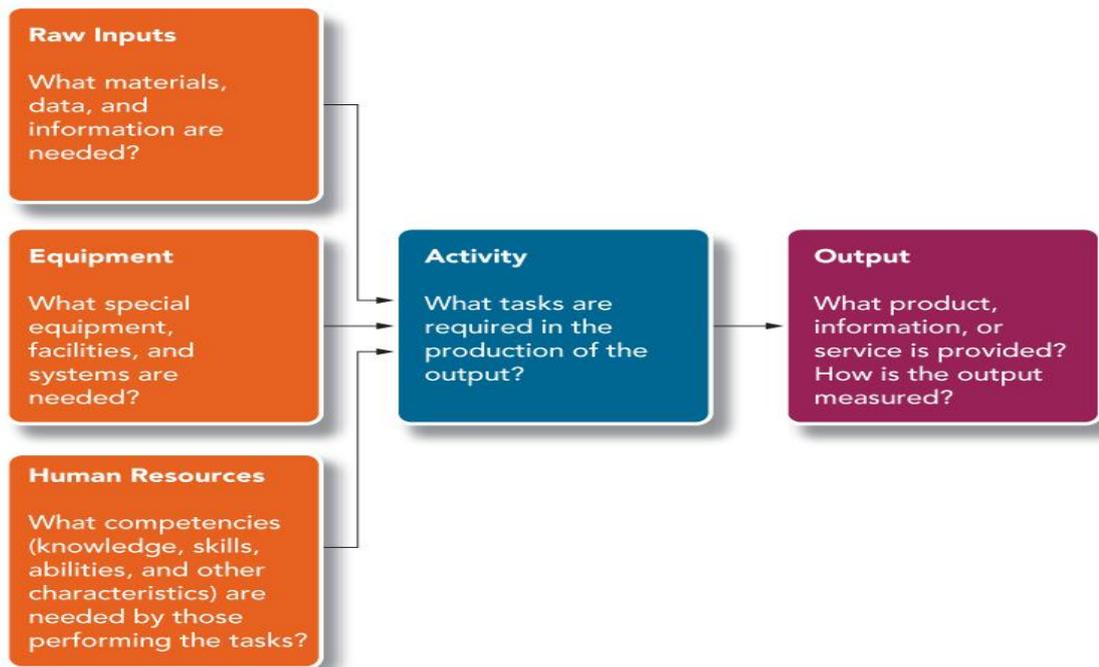


The first task of managers is to obtain existing job descriptions, if available. The second is to make many interviews with specialists, experts, employees... Once they have enough information about the different tasks and duties, managers have to draft the job description to solidify it. For the review, employee and manager have to meet and talk about it. They can discuss together and approve or modify the structure and the content.

For our particular case, the job descriptions are principally based on two things, work flow analysis and communication in between employees and managers. In order to make a work flow analysis, the company has to analyze the customer needs and analyze the services and the goods that the company has to offer;

analyze the input and output and establish a work flow to optimize the production.

Figure 5 Work flow analysis, *Human Resource Management: Gaining a competitive Advantage*, 6/e Noe, Raymond A. 2009

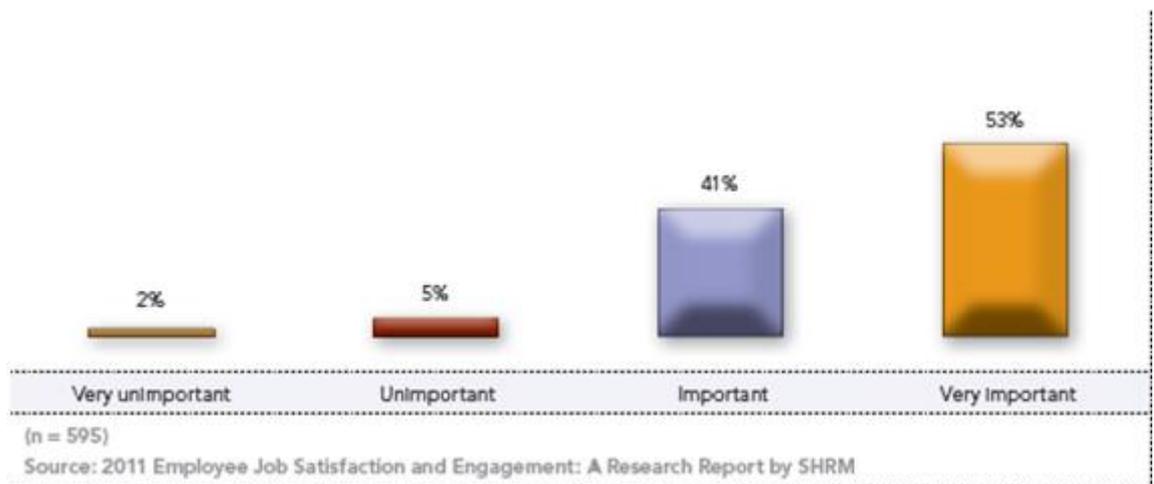


The communication between employees and managers plays a very important role in the company and can have a great impact on the job performances as well. (Coro Starndberg, 2009, 20) For some employees, it is difficult to analyze and define their tasks and to discuss about it with other employees and/or managers. Managers are under high pressure with their work and do not have much time to discuss. One of the major objective of the managers in the company is to manage the company in a profitable manner. A survey conducted by SHRUM, (figure 6) has shown that setting clear goals in the company will have a positive impact on the overall satisfaction of the employees. The financial cri-

sis has had a negative impact on many companies and their management, as the focus has switch on the economical situation of the company rather than the well being of the employees.

Improved communication in the company between managers and employees can provide the workforce with direction.

Figure 6 Importance of communication between employees and senior management 2011



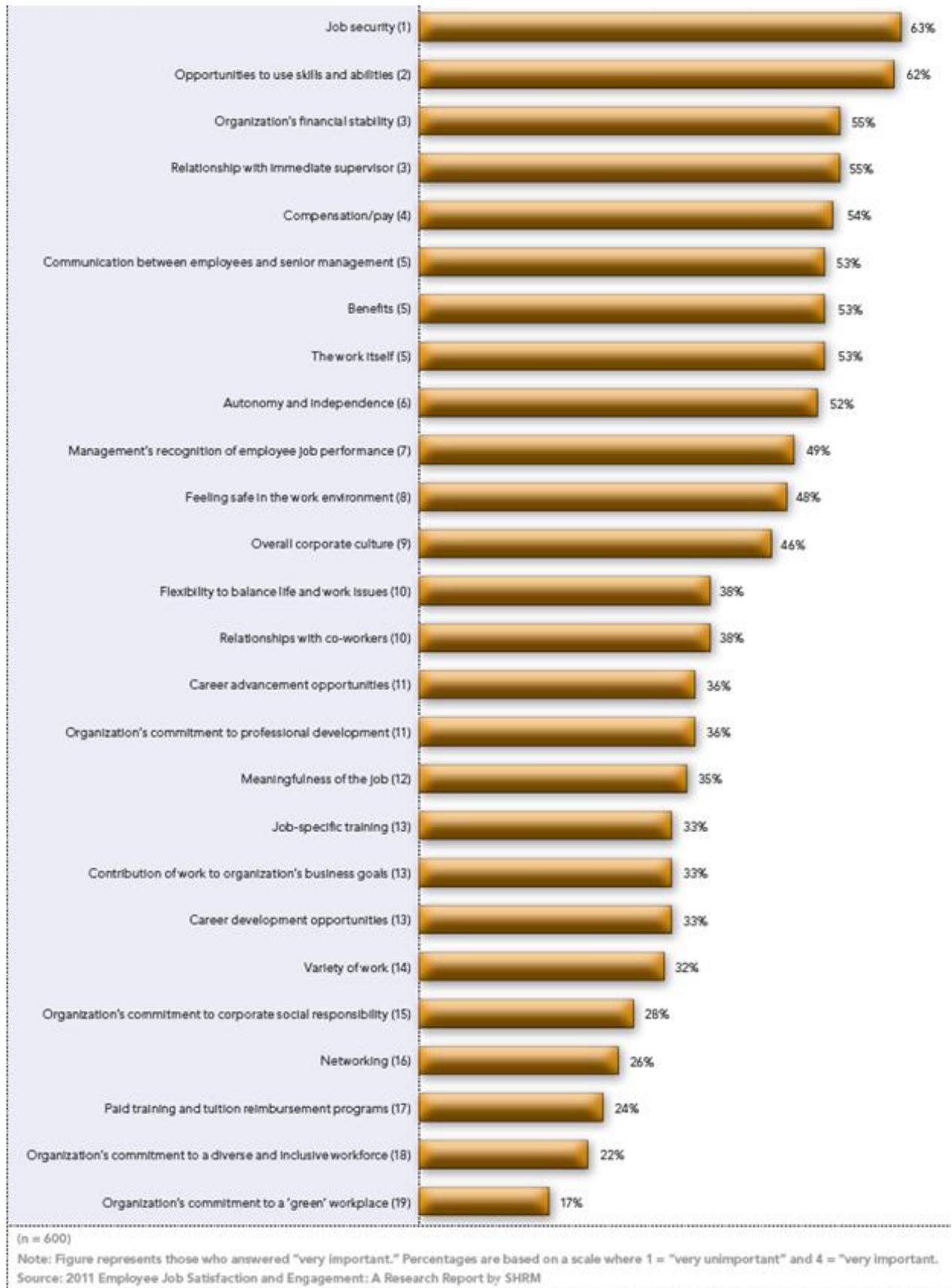
As shown in the column above, employers should take into consideration feedback of their dialogue with their employees and translate them into measurable actions that fit into their organizations' strategic plan. These actions will need to have both short-term and long-term results.

2.2 Job satisfaction

Job satisfaction has been an important focal point for organizational and industrial psychology. When defining job satisfaction the reference is often made to Locke's (1976) description of the job satisfaction as a "pleasurable or constructive emotional state ensuing from the evaluation of one's job or job experiences" (Jex, 2002,116). The appraisal contributes various elements allied to the job such as salary, working conditions, associates and leader, career visions and, of course, the aspects of the job itself (Arnold et al 1998 p. 204).

Job satisfaction is connected to how our individual expectations of work are in congruence with the results. Since a job satisfaction is merely an employee's attitude about his or the job, beforehand debated theories regarding attitudes are valid to job satisfaction. Consequently job satisfaction can be seen as holding three components: an affective component, a cognitive component and a behavioral component (Jex, 2002, 116). Whereas the affective component alludes to a feeling about a employment, the cognitive component performs a belief in regard to a job. Frequently, these two aspects are allied. The behavioral component is an indicator for behavioral intentions to a job such as getting to work in time, working hard, etc. (Lise M. Saari and Timothy A. Judge, 2004)

Figure 7 Important aspects of employee job satisfaction, 2011



2.3 The impact of job analysis on job satisfaction

In order to analyze the impact of job analysis in the company, the managers need to discuss with employees. In this particular case, the managers had the opportunity to work with the same employees before job analysis was conducted. The result of the discussions between managers and employees demonstrate that employees feel much better at work after the job analysis charts were implemented at work. If managers want good results from the job analysis, a good communication inside the company is necessary. We can explain the tasks by making and publishing the job analysis charts but, without any discussion with employees, the results are deemed to be unsuccessful. A daily communication, meeting with employees and discussing the job descriptions will probably help and improve the efficacy. (Snell and Bohlander, 2013, 144)

Employees seem to receive a lot of satisfaction from doing a 'whole' piece of work. This is likely to happen when the job has a distinct beginning and end which is clearly visible to the employee and to the others. It is important that employees see the end results of the work they have produced either on their personal work or as a part of a team or a group.

By using the job description it is easier and faster to get in or simply integrate the group or the company.

Employees need to feel responsible of their work. They have the challenge to be a part of the company. By reading their tasks, they can clearly see the objectives of the day and the tasks that they have to accomplish. Employees have to understand the main goal for the company. In addition to understanding the goals of the company, the satisfaction for employees will be to be a part of the success by receiving responsibilities.

Job descriptions give also the opportunity to employees to work in autonomy or in group. For example, at some point of the day, the needs of employees can increase because of customers' needs.

Working in a safe and healthy environment performs the role and the outcomes of the employees in the company. By using the charts of the job descriptions, employees understand their reporting relationships. For example, employees know how and when they have to report results or problems within company environment.

Employees seem to need tasks that develop self-esteem. (Christopher P.Neck, 2006, 383) A job should give the opportunity to employees to be themselves when they are on the work place and also a part of the group when the project needs to be many. Positive attitude at work gives good feeling to the others co-workers.

Managers have to give feedback to employees on the outcomes and performances. Job analysis will help to analyze the work of each employee. It will be easy to see the development needs or the positive result of their works.

2.4 Chapter summary

Establishing a clear job analysis for employees will have a positive impact on the employee overall satisfaction and motivation at work. (Snell and Bohlander, 2011, 703) Snell and Bohlander justify their claim by four following points:

- Job enlargement
In defining the tasks that should be performed in a particular job, the managers can extend or reduce the responsibilities that employees are endorsed with. Those adjustments are possible, because all responsibilities are clearly described in the job analysis.

- Job enrichment
The job analysis could also be used to highlight the needs for training and education for the employees and increase their interest and motivation to work in the company.

- Self-Managing work teams

By defining clear tasks for employees it gives the opportunity for managers to empower employees in their every day work by creating self working team.

- Flexible work schedules

When employees are clearly aware of their targets through the job analysis, it provides the opportunity to introduce more flexibility in their time table. (Snell and Bohlander, 2011, 703)

In other words, it seems to be an obligation for all the organizations to establish a clear asset on what the individual is supposed to do in the company. It gives satisfaction to the individual to understand why he or she is working every day, what are the objectives of the company and to build a good relation with managers and other employees. The company gets improved results because employees are motivated and create energy inside the company. (Julie Malveaux, 2011)

3 RESEARCH METHODOLOGY

3.1 Research approach and method

The main research method that was used in this Bachelor thesis is qualitative.

The qualitative method will consist of interviews, observations, meetings and literature analysis. The data will be collected from the field. One of the methods used to collect the data will be my interaction with employees on a daily basis. This method can also refer to charts, pictures or videos. The actual analysis for those data is done by conceptualization (Saunders et al, 2007, 472)

First, I decided to interview key persons in my company: Terhi Lindgrend, HR Nordic Director and Anne Immonen, Operations Director. (Interview in Helsinki May 2010 with Terhi Lindgrend “HR Nordic director for SSP Nordic” and Anne Immonen “Operations Manager for SSP Finland”, Appendix 2) The objective of these interviews was to clarify the needs of Hello Café. I wanted to capitalize on the experience of the directors to define the objectives of the research.

Second, once the objectives were established, most of the data was collected based on interviews and discussions conducted while working in the Airport of Turku with my co-workers.

3.2 Research analysis and results

The data was collected in an unstructured way. Most of the data was collected during face to face interviews. In order to optimize the use of the data collected, a selection was applied to the data. The selection was made based on the importance and relevance of the data in relation to the job analysis and satisfaction analysis. The data was organized and structured so that it could be used to produce conclusions and provide clear understanding of the subject.

As mentioned above, the data collected includes a literature review on the topic and reports produced internally by SSP Finland.

To analyze the impact of the job analysis charts on the job satisfaction, I had the opportunity to travel to Oulu to discuss the concept of the job analysis and job satisfaction at the Hello Cafe Oulu. The Hello Cafe of Oulu was lacking such analysis and it was a great opportunity to receive feedbacks, both negative and positive, about those charts. The discussions were conducted with the operations manager Elina Ylisiurua. (Interview in Oulu February 2011 with Elina Ylisiurua "Operations manager for SSP Finland and Hello Cafe Oulu", Appendix 1)

The analysis of Elina Ylisiurua is positive. According to Elina Ylisiurua, the job analysis charts have been increasing the productivity and the satisfaction for their employees. During the two days in Hello Cafe Oulu, it was possible for me to observe how employees have taken the charts into use and to discuss with the cooks, the unit manager and the chef de cuisine. The employees told that the job analysis helped them to organize their jobs and to manage others. This had improved the work flow and the communication between the employees and the managers.

3.3 Validity, reliability and generalization

The reliability refers to the consistency of the measuring instrument, in other words if a researcher should expect to find the same result using the same measuring instrument. Reliability cannot be measured, instead it is usually estimated. There are two ways to test the reliability of the data: the so-called stability or retest refers to the ability of the instrument to measure over time, the measure of the reliability is then done by comparing the two tests together. The second way is called the internal consistency, which measures the precision between the different observations and the measuring instrument, to ensure the reliability of this study. (Saunders et al, 2007) The reliability of the results and

analysis of this bachelor thesis is based on the fact that different people in different interviews gave similar answers to our questions. The answers were internally consistent; the job analysis does have a positive effect on job satisfaction.

The validity is concerned with what has been measured. A measuring instrument should measure what it is supposed to measure. The success of the measurement is connected with the internal and external validity. The internal validity refers to the cause effect relationship between the actions taken by the researchers and the actions observed. (Saunders et al, 2007) The research was based on face to face interviews and the questions in the interviews were planned to measure the impact of job analysis into the job satisfaction. Face to face interviews were chosen because Hello Cafe is a small organization. In a bigger company, we could've sent a questionnaire on job satisfaction to all the employees concerned to ensure the validity of the research. Naturally, there can be other factors that have improved the job satisfaction in addition of the job analysis.

Generalization means whether or not the research findings can be equally applied in other circumstances. (Saunders et al, 2007) Although this study seems to prove that the job analysis helps to improve job satisfaction, the findings of this thesis cannot be generalized i.e. applied to other companies without further research.

4 DISCUSSION

4.1 Job analysis charts made for Hello café with SSP Finland

4.2.1. Introduction to charts

From the discussions with all the employees, I and directors have established different Hello Cafe job analysis charts based on the job:

- Operation manager
- Chef de cuisine
- Unit manager
- Shift manager
- Cook
- Waiter/Waitress

In order to make the charts understandable and clear for everyone, it was essential to make them short (in words) and clear (in meaning).

The charts present different set of information for the job:

- Job title
- Job duties and responsibilities
- Education and training
- Reporting structure
- Improving performances
- Computer skills and software used

- Skills descriptions
- Languages needed
- Environment and physical skills.

That information was collected mainly through interviews with employees, meetings with the franchiser (Finavia) and daily observation at Hello Cafe Turku.

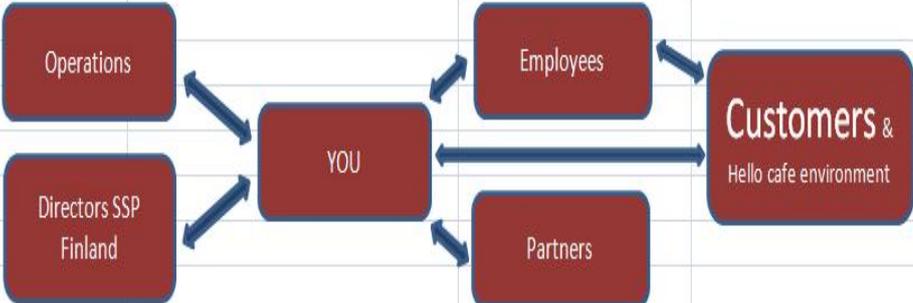
4.1.1 The job analysis charts for Hello Cafe

This chapter presents the job analysis charts for Hello Cafe as the results of the job analysis. In these charts, managers and employees can check their tasks; define future development requirements and plan resources and trainings, for example.

Figure 8 Job analysis, Technical and individual descriptions, Chef de cuisine

Job analysis, technical and individual descriptions

	Chef de cuisine	Fix things	Be sure and knowledgeable
		Demands/Offers	Be enthusiastic and committed
		Work with a team	Be consistent and coherent
Job duties and responsibilities	Education and Training	Reporting Structure	Improving performances
Food production		Director (Helsinki)	Productivity in Hello cafe
HACCP plan implementation	Alcohol diplom	Executive chef (Helsinki)	Employees Satisfaction
Goods orders	Hygien diplom	Unit manager (Local)	Manager judgement
Customer services	Manager experience (Min. 2 years)		Turnover intention
Employees motivation and training	Safety diplom		Sickness rate
Stock transfer			Give Feedback
Inventory			HACCP
Fix Losses			Goods cost
Empoyees Hour monitoring			Boosted program
Control recipes			Trainings
Airplane catering			FTX results
Organize the work flow			
Computer Skills and Software Used	Skills descriptions	Languages	Environment and Physical
Oscar	Enthusiasm and toughness	Finnish	Physical health
Maraplan	Positive touch	English	Standing work
Office	Successful leadership	Swedish	Manage stress
	Cross culture communication	Others	React quickly
	Sense of humor and good nerves		



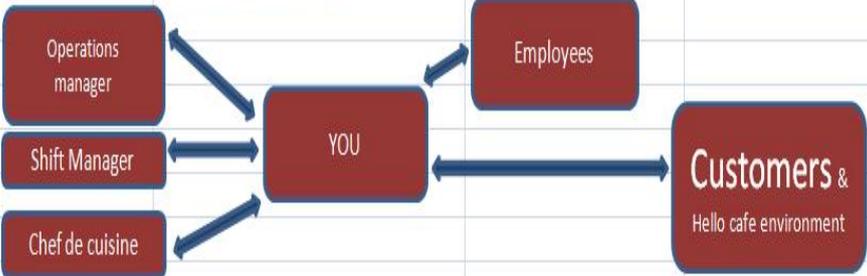
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graph LR
    YOU((YOU)) <--> Operations[Operations]
    YOU <--> Directors[Directors SSP Finland]
    YOU <--> Employees[Employees]
    YOU <--> Partners[Partners]
    YOU <--> Customers[Customers & Hello cafe environment]
  
```

SSP Finland OY

Figure 12 Job analysis, Technical and individual descriptions, waiter

Job analysis, technical and individual descriptions

	Waiter		
Job duties and responsibilities	Education and Training	Reporting Structure	Improving performances
Customer service	Hygien certificate	Shift manager	Boosted
Cashier	Alkohol certificate	Unit manager	Mystery shopper
Keeping places clean	Vocational school (waiter)	Chef de cuisine	Additional sales
HACCP			FTX results
Food production (Sandwiches)			
Stock monitoring			
Additional sales			
Computer Skills and Software Used	Skills descriptions	Languages	Environment and Physical
Oscar	Positive attitude	Finnish	Standing work
	Tolerance of pressure	English	React quickly
	Spontaneous	Swedish	
	Respect for colleagues	Others	
	Empathy		
	Good communication skills		
 <pre> graph LR OM[Operations manager] <--> YOU[YOU] SM[Shift Manager] <--> YOU CC[Chef de cuisine] <--> YOU YOU <--> EMP[Employees] YOU <--> CUS[Customers & Hello cafe environment] </pre>			

4.1.2 Job descriptions for Hello Cafe Turku

These job descriptions were made from job analysis to increase the job satisfaction and efficiency. They were planned for employees who are working in Hello Cafe Turku to clearly understand the daily tasks. For example, if somebody gets sick and the company has to find a new employee to make his/her job urgently, the new employee can read the job description charts.

Figure 13 Job descriptions for Hello cafe Turku, Hello cafe Ma-pe

TYÖOHJE					
TOIMIPISTE:	Hello Cafe		ma-pe		
PVM:					
Vuoro	Tehtävä			Tehty	Tarkistettu
A A M U	* Laske pohjakassa				
	* Laske olut/siideri varasto				
	* Täytä vitriini				
	* Laita päivän lehdet paikoilleen (huom! Tarkasta hinnat!!)				
	* Pyyhi pyöreät pöydät ja laita tuolit järjestykseen				
	* Täytä paikat lounasruuhkaa varten				
	* Ota lämpötila vitriini leivästä!				
	* Bongaa kassaan mahdolliset vip-huone yms.tilaukset!!				
	* Laita lämpöhaude lämpiämään				
	* Laita salaattibuffa päälle				
	* Ota ruoista näytteet				
	* Ota lämpötilat kylmistä/kuumista ruoista!!				
	* Laita leipäkorit valmiiksi klo1030				
	* Laita lounaan juomat valmiiksi klo1030				
* Laita salaatteihin ottimet					
* Laita menukyltit paikoilleen					
				klo 11.00	
P Ä I V Ä	* Siivoa lounas pois				
	* Pyyhi tiski				
	* Pyyhi salin pöydät ja laita tuolit järjestykseen				
	* Siisti kylmäkaapit				
	* Pese buffet lounaan jälkeen				
	* Pyyhi buffetin yläosat/katto				
	* Vie roskat				
	* Pese roskasaavit sekä niiden taustat				
	* Pese tiskikone				
	* Tarkista lounaan kupongit sekä mahdolliset tilaukset on bongattu!!				
	* Sulje hissi				
	* Laita jäitä pakkaseen viikonlopun charterille! (5kg/pv)				
	(koskee vain perjantaita!!)				
	* Torstaisin!! Rahapussit rahatilauksen hakijalle				klo 15.00
I L T A	* Täytä vetolaatikot				
	* Täytä kylmäkaapit				
	* Tee leivät seuraavalle aamulle + tarkasta misat!!				
	* Ota lämpötila vitriini leivästä!!				
	* Tarkista lämpötilat myös keittiön kylmiöiden lämpötilat!				
	* Siivoa retailkaapit				
	* Siivoa kertiskaappi				
	* Täytä omavalvonta				
	* Pese kahvikoneet				
	* Pese vitriini ja täytä juomavetriini				
	* Bongaa hävikit koneelle				
	* Pese kaakaokone				
	* Täytä kahvikoneiden pavut				
	* Täytä retail/makeishyllykkö, korit (servetit) yms.				
	* Laske out/siiderivarasto				
	* Sammuta kylmiöstä valot/tarkista hissi lukittu				
	* Vie palautettavat lehdet toimistoon/ merkkää palautuslomakkeeseen				
	* Tiistaisin! Muista lehtipalautuslaatikot verhon eteen!				
* Vie tilitys kassakaappiin				klo 21.30	

5 FINDINGS AND CONCLUSION

It became clear that the job analysis has to be redefined regularly during the year. The fundamentals are now established but it is good to refresh the list in order to keep it updated. The idea is to optimize the tasks for everyone after different meetings with employees and managers during the year.

The purpose of this thesis was to answer the following three questions:

- What are the outcomes of the job analysis for managers, i.e. how can every employee help the company to achieve the common business goals by following the job analysis chart?

- Have the job analysis had any impact on the job satisfaction of employees?

- Can we see the impact of Job Analysis on daily work and can we evaluate the impact on the customer services?

5.1 The outcomes of the job analysis for managers

5.1.1 The productivity has increased

By following the job analysis chart, each of the employees has learned to help the company to achieve the common business goals. After the implementation of the job analysis charts, the overall productivity has increased. For example, the work analyses have been very useful for managers in order to define the quantity of employees needed at work during different moments of the day. The

charts have helped to add employees during the busy moments and remove employees at the moments where there weren't many customers. Before the job analyses were written, the problem for the company and managers was a lack of clear definitions of the tasks of each employee. By knowing exactly the nature of the tasks and the possibility for everyone to adapt or change their work, managers were able to decide to adapt the situation to have better results and to enhance the productivity of the restaurant.

5.1.2 The sales have increased

It seems that if the productivity for a company is optimal, the sales will automatically increase. The increase in Hello Cafe Turku sales was 20%. Of course it's not only because of the job analysis but, as employees organized their work better, they became more productive at work and had more time to improve the sales and focus on the customers.

The impact of the job analysis can be visible on the sales per customer receipt as the employees managed to propose additional products to customers. With SSP, employees have to propose always one product to the customers to make additional sale and, with the charts, the employees made more effort on that point. In addition, they received more training for successful additional sale as the managers had the possibility to adapt the timetable to organize the trainings.

Before the job analysis charts, the average sale per customer was 7,80€. After training on additional sales, customers were buying more and the new average is 8,20€. Based on the feedback given by the customers in Hello Cafe Turku during the lunch, managers could notice that the customers are very satisfied by the service provided by the employees in the restaurant. Therefore, the customers spend more money and the restaurant gets new customers.

5.1.3 The relationship between Finavia and SSP has improved

For Select Service Partner Finland, it had sometimes been complicated to understand the decisions made by Finavia or to explain the company's own points of view. In addition, it had also been difficult for Finavia to know which person they had to contact within SSP Finland to discuss the projects and developments. The job analysis helped both sides to understand how Hello Cafe concept works and what the needs of Hello Cafe are.

5.1.4 Routine tasks are better defined

Job analysis for Hello Cafe has given the opportunity for managers to install some routine at work. In catering business, the work days are very different from one another but one thing remains the same; every day is extremely busy. Implementing well defined daily routine tasks has made the employees work better. Now that employees know what they have to do, they improve their daily work and get more space for the unexpected tasks.

5.1.5 The job analysis has improved the customer satisfaction

Good job analysis in the company has improved the customer service. The employees seem to get more focused on the customer service when they know the targets of the company and their objectives at work.

However, it's difficult to calculate the impact of the job analysis charts on the customer service as such a short time has passed after the job descriptions were made. But we've noticed that, when customers come inside the restaurant and see that there's a good organization and people are smiling, they get happier. The objectives for the company are to answer all the demands from the customers – although customers can sometimes be very demanding. If the employees have received good training and know how to use their job analysis

charts, they will be able to satisfy the customer's demands and provide high standard quality service.

To measure the quality of service, SSP Finland buys the Mystery Shopper service from Market Force. Mystery Shopper refers to a marketing tool that is used to measure employee efficiency and integrity. The Mystery Shopper, whose identity is unknown to the establishment being evaluated, evaluates the quality based on how the service is provided in the restaurant and how satisfied the customer gets. Before the job analysis, the average customer satisfaction grade was 82%, afterwards it increased to 94%. We can clearly see that all the training and new organization in the company has given new knowledge to employees. This impact on the customers is very positive for the company and for the service in Hello Cafe.

5.2 The impact of the job analysis on the employees' job satisfaction

5.2.1 The job satisfaction has improved

After meetings and discussions with employees, we discovered that they were happier to come to work. The satisfaction at work varies on individual basis but, it was observed that as the tasks for everybody were clear and established, all the employees became happier in their job. The improved job satisfaction was measured by observation, discussions and positive feedback. As a member of the team, it was easy to get feedback from everyone during the daily work. During the discussions and the meetings, we could get feedback from the employees. It helped us to update the job descriptions and, as a consequence, improve job satisfaction. We noticed that employees are very proud of themselves when they are able to participate and give feedback. The job analysis showed the employees how the company can get better results by clarifying their tasks.

5.2.2 Stress and pressure have reduced

Because the employees knew their daily tasks, they became less stressed and more satisfied at work. Before the job analysis, the biggest stress seemed to have been that the employees didn't know what to expect for the next day, ie. how the person working the day before had managed to make preparations for the next day. They all wanted to work well but, often some tasks were not finished as they should've been. Sometimes this was due to the fact that tasks were simply forgotten. With the help of the job analysis charts, the employees could mark each task as done and verify this before departure. This simple step took away a lot of stress and pressure from the person leaving for the evening and the one coming to work in the morning.

5.2.3 Work is done faster as it's well organized

At the beginning of the new process of using the job analysis charts, employees didn't appreciate the lists of the tasks. It is true that when you read on a small paper what you have to do during the day, the list looks very long. After using the charts, they started to understand the objectives of the job analysis and finally, they were happy to use them because they could finish routine tasks faster and organize their work better.

In catering business, work day is very busy. Often the employees don't think they have time to take any breaks or even to have lunch. After analyzing the daily work and establishing the responsibilities of everyone, the possibility to add the breaks to a work day was easier for managers. This is a big development for employees and gives satisfaction to them.

5.2.4 The training and education requirements are better understood

The employees' satisfaction seemed to be related to their training needs. Many employees want to learn more and the evolution inside the company gives them

satisfaction. Many people in catering business have an active life and like action during the work day also. Most of them, specially the younger ones, say that one of the reasons why they chose this job was because every work day is different. Managers need to motivate their employees every day and give new goals, new challenges for them. Even if the goals or challenges are smalls, it will give satisfaction to the employees.

When the managers have used the job analysis in employee development discussions, they've gotten a clear view of the training needs of every employee. The most important need was to identify training that takes only little time. If, for example, during the daily work one task was not done properly or simply not done at all, managers could react faster and provide to the employee new training accordingly. In addition, managers have to update the charts regularly to increase the impact and to keep labor costs to a minimum.

5.2.5 The job analysis charts have improved the recruiting and selection processes of new employees

It seemed to be important for the new employee that his role is clearly established in the job requirements. For a manager, the charts have made it easier to hire new people based on the job requirements and characteristics. In addition, with the job analysis, it was easier for a manager to give a good picture of the company that was hiring new employees. Our challenges had been that when a new employee started in our company, he had to learn in few hours only what his tasks are and how he can focus on the customer's needs and additional sales.

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7 APPENDICES

Appendix 1 Interview in Oulu February 2011 with Elina Ylisiurua (Operations manager for SSP Finland and Hello café Oulu)

Julien Boulanger: What do you think about Job analysis that we have done for Hello Cafe? Do you find it useful for you and could it be used as a tool to improve the work of employees?

Elina Ylisiurua: We think that the job analysis you have done will help the organization of the workflow in the company. It is now clearer to do timetable for employees. It is also a big help to optimize workers at work. Sometimes we can see that we do not need so many personnel for the evening because the tasks are easy...

Julien Boulanger: Do you think it is possible to do the same job analysis for all the Hello café in Finland or do we have to make Job analysis by unit?

Elina Ylisiurua: Why not? It is the same objective for the company, same kind of customers and same products. The airport in Oulu is bigger than Turku so we need more employees here and maybe create new job place that you will maybe not need in Turku or Rovaniemi. Here in Oulu we have a Unit manager that you do not have in Turku.

Julien Boulanger: Did you see any difference after given the Job analysis to employees?

Elina Ylisiurua: Well, this is hard to say. Maybe we have to talk with them and ask if there is any difference. For our self it helped a lot. It is so nice to have a

document where you can refer if you do not remember what to do. It is very easy now for me also to check the work done.

We decided that was not enough and we wanted to make something more specific. We wanted that all the small tasks appear on some paper that we all know what to do when somebody is missing.

The difficulty was that every day is different. Many cards came out and employees are confused with them sometimes.

But the result is positive for the company, employees and customers.

Julien Boulanger: Can we say that the job analysis that has been done for Hello Café had a positive effect on employees and has increased their job satisfaction?

Elina Ylisiurua: Definitely, the charts that have been done are alive and need to be updated all the time. Employees give feedback all the time and take the responsibility to make them reliable.

Appendix 2 Interview in Helsinki May 2010 with Terhi Lindgrend (HR Nordic director for SSP Nordic) and Anne Immonen (Operations Manager for SSP Finland)

Julien Boulanger: Why do we need Job analysis in Hello Café?

Terhi Lindgrend: We definitely need Job analysis for recruiting extra workers. It is an advantage to send to our suppliers what kind of candidates we really need. It is a must also in big company to be clear on who do what. It is easy in a big company to lose money in recruiting wrong people. After giving job description and analysis instruction to employees, the mission to him is clear and he knows the objectives.

Julien Boulanger: Do you think with your experience that employees work better and harder when their job position is clearly defined?

Anne Immonen: Of course they worked better. It is easy also for managers to know if the work has been done or not. Did you follow the rules? The mission of every day in restaurant is very busy. Employees have to remember many tasks and it is the roles of the managers to help employees. By establishing the job description and analysis it definitely helps the employee.

Julien Boulanger: Can you explain the steps that every business should do to perform their job analysis?

Terhi Lindgrend: Well, first managers have to know perfectly what employees are supposed to do. They have to analyze the situation; the person and the task that the company need to do to answering the demand. In our case, what are the daily tasks to have a good customer service and increase the sales? Another-

er important step is the communication inside the company. Managers have to listen employees because they are the actors. Managers have to know what is possible and what is impossible. We have targets and objectives and we have to improve them with employees.

Julien Boulanger: Job Analysis can give lot of motivation to employees, do you agree with that?

Anne Immonen and Terhi Lindgrend: Yes, every employee who is involved in the company wants to know what happen inside the company. By reading the job analysis it will help him or her to know the objectives of his or her work life. It is also important for the personnel's to know what the others are doing in the company. Giving motivation to employees is our first mission for HR managers. Job analysis will give lot of satisfaction to employees and by consequences lot of motivation.

Julien Boulanger: Do you think we can use the job analysis during job interview?

Terhi Lindgrend: Yes and we have to use it. Like I already explain, job description and analysis help the finding of the right person. It will help to ask the rights questions and the analysis will be easier for managers. Employees in restaurant change very often their work. It is always a challenge for companies to find good employees. It is easy for people to find another job when they do not find any more motivation in their work.