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# Employees job satisfaction survey at FitSpace Gym Club in Bournemouth

Pearson RDI HNC/D research project assignment at level 5

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# Chapter 1 - Research Project Proposal

## Abstract

As future accountant I was interested to research in accounting and examine relationship with accounting problems in a daily life situations within my field. I had to think about Tesco problem as a research topic - "a £250m accounting problem in its profit forecasts." (Ahmed K., BBC News, 2014).

I could not to develop the research done by other people (journalists) and changed my thinking about topics as "Umbrella Company Payroll Software Analysis" or "Change to payroll system requirements introduced by government" to test hypothesis on how new payroll software help to increase data quality, reduce the errors, develop staff training and reduce an administration costs. But my employer rejected offer to support the research.

## Introduction

Many businesses recognize the importance of understanding customer's perceptions, needs and motivations and have built their business strategy around this. Employees are focused on meeting goals and using their skills at work, managers should think and understand of what satisfies and motivates their staff.

Factors contributed to select study job satisfaction survey as a research topic were requirement for an administrative facts on some aspects of public life about people health and wellbeing. Why so many people coming to use a gym club?

'Herzberg developed one of the earliest theories relating to job satisfaction in the 1950s,' but at first, it has an important concern for both employee and employer, because job satisfaction has impact on organization behavior. It also has set of favorable or unfavorable feelings and emotions with which employees view their work.

Secondly, people working for an organization have positive feelings about their job, if they have high level of job satisfaction. So reasonable organizations needs to obtain information from their employees that to improve various factors approaching a good job satisfaction.

## FitSpace profile

FitSpace Ltd has born about nine years ago as a stripped back clubs offering basic quality gym equipment with a minimum charge. FitSpace gym is small perfectly formed with eight clubs constantly growing as a low cost group of health clubs in the UK. 'FitSpace is to encourage people to use the gym at this low cost rate regardless of experience.' Available from: <http://www.fitspacegyms.co.uk/about-us> [1 July, 2015]

FitSpace gym is good place to enjoy an opportunity to work with great benefits - up to 25 days holiday scheme, stakeholders' pension scheme, employees training and regular bonus opportunities. Club operates by club manager and manager assistants including self-employed personal trainers, which works onto gym floors and advice members about their needs to use gym equipment, supply training and workout.

## Background of research

How is important for FitSpace Gym Club Bournemouth employees job satisfaction addressing due to its impact on absenteeism, pay and promotion, turnover, and helping gym members with their wants and needs?

H1 - FitSpace gym club manager believes that club employees are happy and productive, also satisfied with their job.

H2 - Staff understand that some motivation theories are lie, also believes into increasing their pay rates.

## Objectives

Primary research objective is to identify employees' key concerns existing within the club and to assess the factors stimulating a good job satisfaction and workplace engagement through job satisfaction survey design and its questions.

### Sub-objectives

- To determine factors that influence job satisfaction and dissatisfaction
- To measure the levels of job satisfaction and dissatisfaction
- To make necessary recommendations to club manager and senior management.

## Research methodology

'Subject matter survey is concerned with demographics characteristics, the environment and the activities and employees opinions and attitudes.' (Bell J., 2010).

Job satisfaction survey JSS – scale given to eleven employees with 21 questions to consider critical analysis and continued success for FitSpace club. All employees will have an opportunity to participate in the survey in July, 2015 by completing the questionnaire, anonymously ensuring the true of concerns of identified employees.

The research process will be controlled, as in real life are many factors that can affect an outcome. The procedures will be followed that to find answers to relevant questions. Descriptive study will provide information about hypothesis. Aim an enquiry should help quantitative and qualitative research methods to organise whole plan work together.

Conclusions will be drawn based on primary data as hard evidence from information collected including employee's interviews, focus group and observations. Secondary data will be gathered from e-journals, books and websites. The methods of research will help the process of investigation to stay free from deficiency that be able to hold critical analysis.

## List of chapters

The report consist four chapters.

1. Research Project Proposal.	Introduction to research questions (hypotheses) and outlines the research background and objectives, study research design and methods, report structure, targets and deadlines, the list of resources and code of ethics.
2. Investigation of methods	Introduction to research project report and process of investigation for FitSpace Gym Club management as a JSS.
3. Recorded and collated data	Recorded and collated relevant data, research activities and data analyses, presentation of the research outcomes.
4. Recommendations and conclusions.	Evaluation of the success/failure of the research project and research activities with recommendations to justify relevant areas for further consideration.

## Key targets & deadlines

Activities	
Date	Description
01/06/2015	Start-up planning research project
08/07/2015	Early development
30/06/2015	First core activity
03/07/2015	Second core activity
03/07/2015	Start-up main data collection

Tasks			
Duration (days)	Start Date	End Date	Description
			<b>Activity 1</b>
28	01/06/2015	29/06/2015	Research topics & draw shortlist of topics
21	10/06/2015	01/07/2015	Communicate with tutor about the topic
58	03/06/2015	31/07/2015	Undertake reading & literature review
21	12/06/2015	03/07/2015	Write proposal and obtain tutor's brief feedback
15	15/06/2015	01/07/2015	Make notes and find out information required
21	30/06/2015	21/07/2015	Find out company written documents or research if necessary
15	19/06/2015	05/07/2015	Confirm topic and methods
14	01/07/2015	15/07/2015	Secondary literature sources collection and notes taking
7	08/07/2015	15/07/2015	Start-up research design
			<b>Activity 2</b>
7	08/07/2015	15/07/2015	Quick literature review for key hypotheses and research methods
7	05/07/2015	12/07/2015	Revisions to hypotheses and to application of research methods
6	06/07/2015	12/07/2015	Note taking and determining respondents-based research
			<b>Activity 3</b>
3	30/06/2015	03/07/2015	Research navigation if required
11	12/07/2015	21/07/2015	Essential final adjustments of hypotheses and methods
			<b>Activity 4</b>
7	03/07/2015	10/07/2015	Review of data collected on completion
5	10/07/2015	15/07/2015	Review of systematic data analysis and draw conclusions
3	12/07/2015	15/07/2015	Assess do further data collection is necessary
16	15/07/2015	01/08/2015	Assess relationship between methods used and questions for review
3	10/08/2015	13/08/2015	Final report review & submission

## The list of resources

Books for theoretical base as initial reading and writing:

1. Bell J. 2010, *Doing Your Research Project: A Guide for First-Time Researchers in Education, Health and Social Science*, 5<sup>th</sup> edition.
2. Swetnam D. & Swetnam R., 2009, *Writing Your Dissertation: The bestselling guide to planning, preparing and presenting first class work*, 3<sup>rd</sup> edition.
3. Kumar R., 2011, *Research Methodology: a step by step guide for beginners*, 3<sup>rd</sup> edition.

E- book for additional reading

1. Pearson RDI Distance Learning Courses, 2010., *Student Materials*.

Bibliography & web to study FitSpace Ltd profile

- <http://fitspacegyms.co.uk/about-us>

## Code of ethics

General principles will be undertaken to ensure that no harm will be made to participants in the research including physical, mentally or socially. The research will not cause any physical or environmental damage and will follow equal opportunity principles. Nothing is done that brings company into disrepute.

Confidentiality & Data Protection Act 1998

- Study research will comply with all legal requirements including data protection legislation and code of ethics. Research will comply with the common agreed international standards for good practice in research.
- Research data will be recorded within the form with appropriate references, data will be stored in their original form.
- Sensitive data, that involves the research such as 'sensitive personal data' will be permitted as defined in the Data Protection Act 1998 ensuring that no harmful research will be permitted or will be taken on.
- Assurance will be provided about any information supplied will be used regarding to its sources that to increase the reliability and truthfulness of respondents data inputs.

## Chapter 2 - Investigation of methods

### Hypotheses testing

What I am testing against FitSpace as unproven, but is that to test the gym club in Bournemouth between two or more variables. If employees do not satisfied with their job there may cause danger to the employer, as satisfied employees more likely make contribution, when dissatisfied are more likely to be unproductive. The survey was intended to produce measurement of employee satisfaction and motivation that should be applicable to improve company customer service activity.

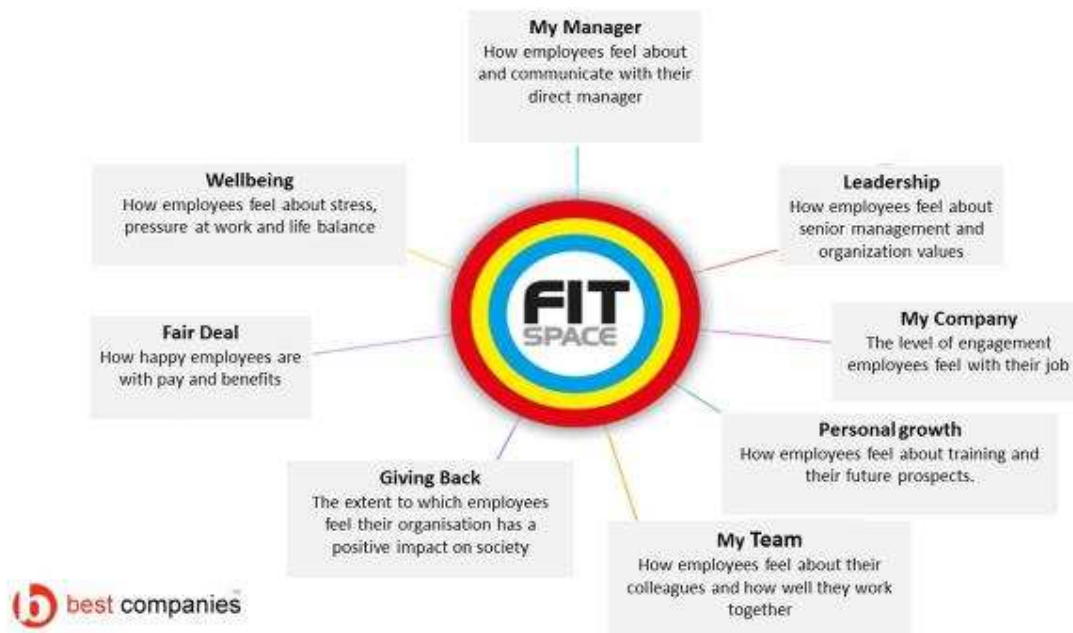


Figure No 1

## Participants

FitSpace gym club in Bournemouth serves eleven employees, - one manager and three manager assistants, three self-employed fitness instructors' known as personal trainers and four cleaners responsible to line manager, who is manager assistant.

Manager is responsible to over the broad areas of marketing the facility and events, manage staff and deals with technical aspects of fitness provision including health and safety at work. Manager assistants are responsible to maintain the highest level of customer service and satisfaction at all times. They seek to improve communication between staff and management, overall success of the club.

Personal trainers are certified and experienced, worked in a variety of gyms, so deliver wide variety of group sessions and tells to users what to do for specific fee.

Cleaners are responsible for cleanliness of all gym floors including equipment, changing rooms and showers or toilet facilities.

## Survey process and design

The census used to research and measure FitSpace Bournemouth Club employee's job satisfaction was simple survey with same questions asked in the same circumstances of the selected employees. Survey questions were administered and directly obtained as face to face correspondence. All participants understood what questions are about or why these are being asked.

Survey was administered in printed form and used as a measurement tool to analyse employees' responses. Survey as a model allow to summarise results by a variety of tables, charts and calculated numbers, when qualitative approaches let to describe people behaviour individually or in the groups.

1. Three groups – one management (males), second cleaners (females), and third personal trainers were match for age, sex, occupation and period with FitSpace.
2. Survey (scale) had 21 questions measured under 'Likert Scale' - 5 point scale system used to identify employee's satisfaction or dissatisfaction level, which equal of 100/5 is 20% per scale.



1 not satisfied at all	2	3 somewhat satisfied	4	5 extremely satisfied
Scale	Impact of factors description			
General working conditions	Working hours, location of work, amount of paid for time of sick.			
Pay & Promotion	Salary, opportunity for promotion, benefits, job security, and recognition for work accomplished.			
Work relationship	Relationship with co-workers, supervisor, and subordinates.			
Use skills & abilities	Opportunities to utilize skills and talents, to learn new skills, support for training.			
Work activities	Variety for responsibilities, independence with work roles, adequate opportunity for periodic changes in duties.			
Communication activities	FitSpace objectives & goals, communication between staff and management, team work.			

Figure No 2

### Interviews, focus group and observations

Interviews were time consuming, but also useful for information gathering in depth. Interviewed participants were observed as interaction between participants and the data collector.

Focus group were discovered as informal interviews with FitSpace manager and manager assistants at once, as an enquiry to discuss about data collection principles on how to obtain survey questionnaires with answers from each employee working a different shift.

Respondents were talking in own words increasing validity and opportunity to interviewer to probe for a deeper understanding. e.g. to clarify about gym members and employees numbers at the club in a year.

Focus group as a method allowed to ensure group interaction with each other and do not drift off topic. Because everyone use observation to obtain information, generated qualitative data through open questions should help to develop a real sense of a person's understanding of a situation, stay confident and respect their privacy.

### Descriptive study

This method consist of goals:

- To determine the relationship between factors of a job satisfaction by completing a factor analysis.
- Identify of the constructs in relation to overall satisfaction ratings.

### What is bias?

To gather information required to adopt methods employed and use numerous of mathematical methods that to determine a quantitate evaluation of reliability. This is why bias known as systematic error in survey can be a problem. Because all eleven participants have replied through the representative sample, data collector believes that bias do not exist.

## Chapter 3 – Recorded and collated data

'Measurement is seen as important and factors that cannot be easily measured, such as attitudes and perception, are generally difficult to include in the analysis.' (Curwin J., Slater R., 2008)

### Data preparation for analysis

As you all well know that software or MC excel program are the ways that will analyses the data collected, allow to draw graphs and tables, perform complex statistical techniques and presents data. Why data analysis is important?

At first, different type of data provide different levels of measurement and the way data is measured will effect on the way in which data is prepared for analysis. e.g. categorical data cannot be measured, so split in two categories: nominal data is descriptive, and ordinal data is position of individuals' data items as a score of results under their rankings.

### Data presentation and interpretation

To present data collected in a form of a table is known as data matrix – 'a starting point for analysis and its structure defines the extent to which data can be analyzed.' (IQN, Certified Researcher in Business).

The most data analysis software's will accept data that has been entered into data matrix. Data analysis has not coding system, as data has not been coded of variables presentation, these are descriptive data, so presented as originally grouped data.

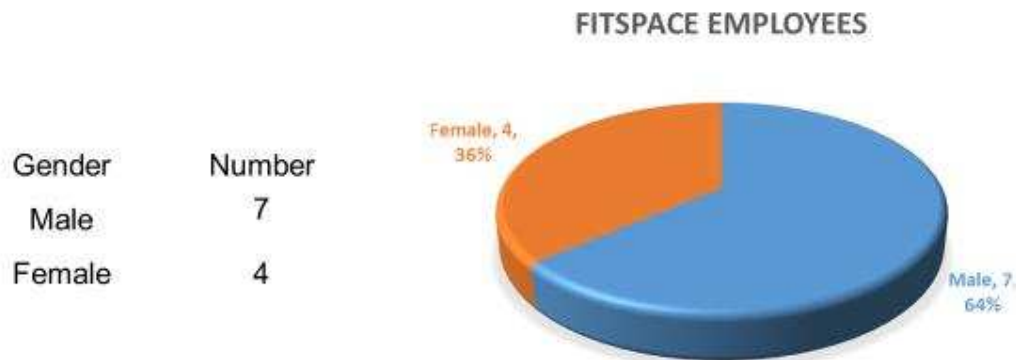


Figure No 3

Missing data or edited data is know when some of respondents have not answered to all survey questions and marked as not applicable, or was not able to answer, so such data was counted as a whole with reduced number of questions existed that to identify their score as a percentage correct.

Gender	Male	Male	Male	Male	Female	Female	Female	Female	Male	Male	Male
Age	24	24	34	33	30	40	53	28	66	26	26
Time with FS	1.0	0.5	0.5	0.6	3.0	2.0	3.3	0.3	8.0	2.5	4.0
Total score	101	101	95	83	87	83	48	46	80	93	70
Available score	105	105	105	105	105	105	100	105	80	100	90
Total scores %	96	96	90	79	83	79	48	44	100	93	78

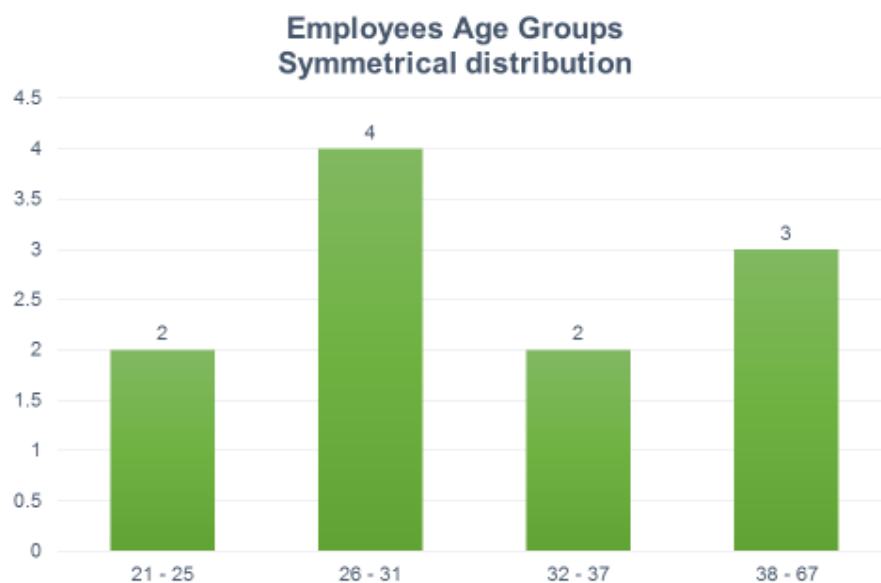


Figure No 4

### Measures of Central Tendency

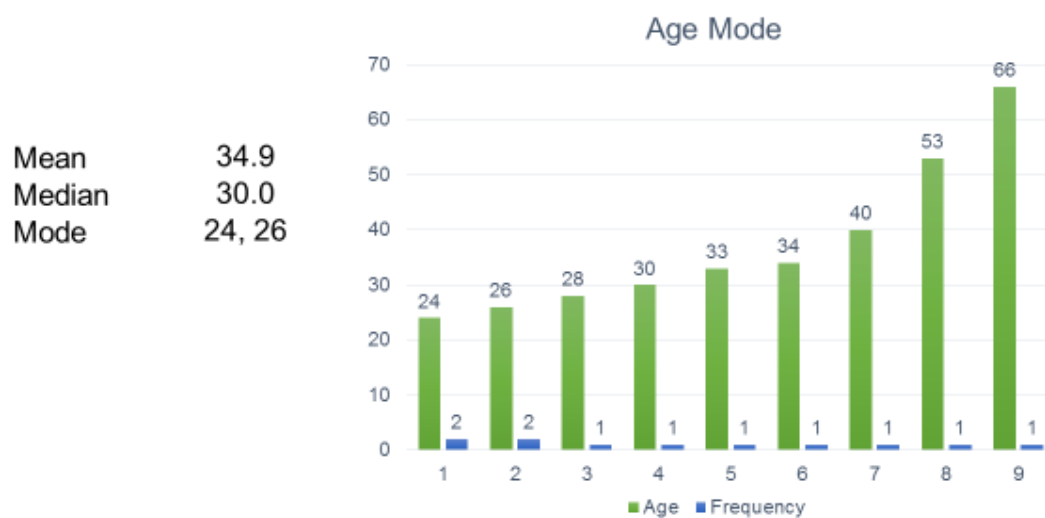


Figure No 5

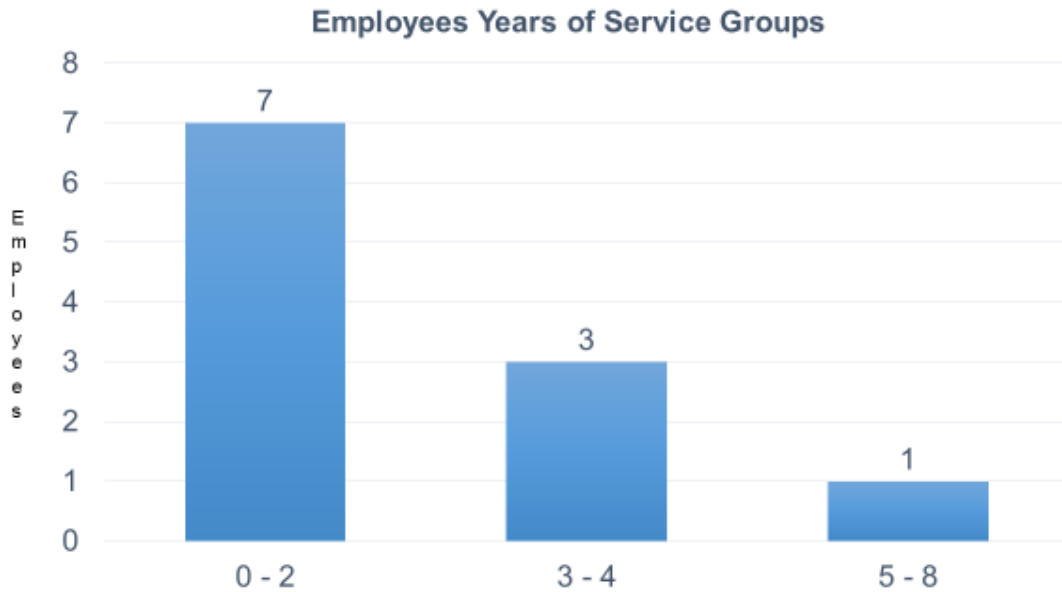


Figure No 6

Numbers also can be used at the levels of problem solving and available to describe variety of situations such as statistics including mean, mode and standard deviation, which help to identify typical values or spread of values. Below is calculations on how eleven employees' total scores influenced by six factors, and these are results showing detailed job satisfaction measurements.

	Scale	1	2	3	4	5	6	7	8	9	10	11	Sum
1	General working conditions	95	100	100	90	80	85	50	40	100	90	97	927
2	Pay & promotion	96	88	88	76	40	68	40	36	100	84	50	766
3	Work relationship	93	100	60	87	100	80	60	60	100	100	80	920
4	Use of skills & abilities	100	93	100	60	100	80	33	33	100	100	100	899
5	Work activities	100	100	73	73	100	87	47	33	100	100	93	906
6	Communications	93	100	80	87	100	80	60	67	100	93	87	947
<b>Total scores</b>		<b>577</b>	<b>581</b>	<b>501</b>	<b>473</b>	<b>520</b>	<b>480</b>	<b>290</b>	<b>269</b>	<b>600</b>	<b>567</b>	<b>507</b>	

Mean	96	97	84	79	87	80	48	45	100	95	85
Deviations	0	-1	6	0	-4	-1	0	-1	0	-2	-7
Squared deviations	0	1	36	0	16	1	0	1	0	4	47
Standard deviations	0.00	0.41	2.45	0.00	1.63	0.41	0.00	0.41	0.00	0.82	2.80

Coefficient of variation	0	0	0.03	0	0.02	0.01	0	0.01	0	0.01	0.03
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The mean is important as a descriptive statistic or an expected value and outcome, so table above presents each employees' calculations of their mean, deviations, standard deviations, and coefficient of variation associated with their scores. Coefficient of variation compares the dispersion of two distributions, or is useful to assess the degree of spread within set of numbers. It has been found standard deviation divided of mean.

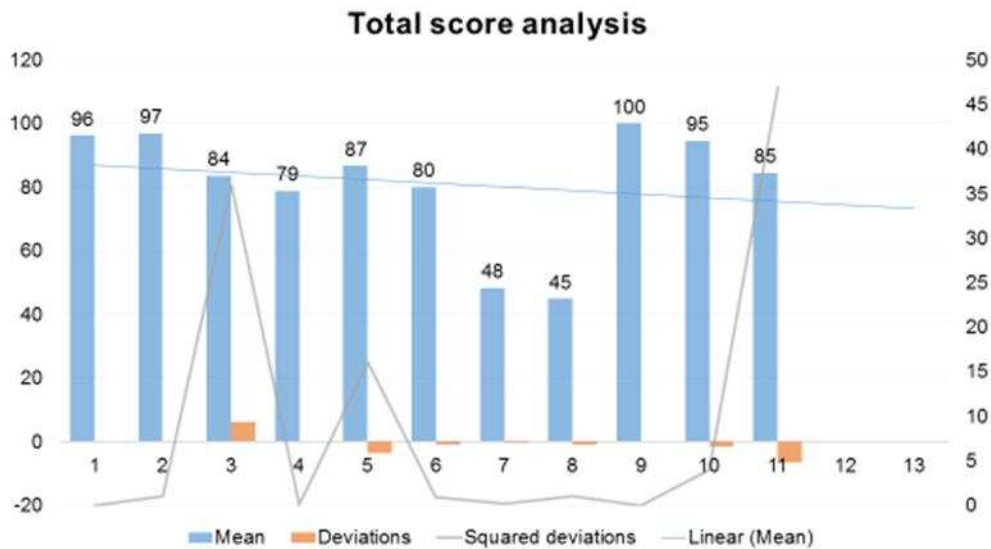


Figure No 6

Scale	Mean	Deviations	Squared deviations	SD	Coefficient of Variation
General working conditions	84	11	115	3.23	0.04
Pay & promotion	70	26	695	7.95	0.11
Work relationship	84	9	88	2.82	0.03
Use of skills & abilities	82	18	334	5.51	0.07
Work activities	82	18	311	5.32	0.06
Communication	86	7	48	2.09	0.02

The study employees job satisfaction were used correlation analyses between various factors effecting job satisfaction at work. e.g. overall satisfaction and factors analysis, regression analysis. Mean and standard deviations per scale shows on how each factor influencing employees' job satisfaction in average.

## Factors Analysis

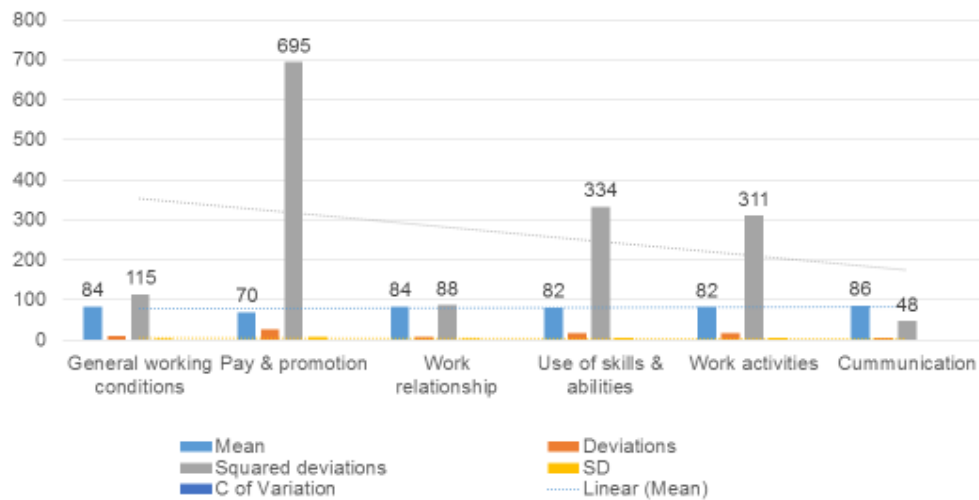


Figure No 7

'It's not easy to determine that one factor causes changes in another factor.' To make two or more measurements for each individual observed researcher set up correlation research design for the purpose to each measurement is for a different variable that a researcher believe is related. Once researcher measure two variables, it 'computes a statistical measure known as correlation coefficient to identify the extent to which the values of the two factors are related or change in an identifiable pattern.' (Survey and Correlation Research Designs, p. 240)

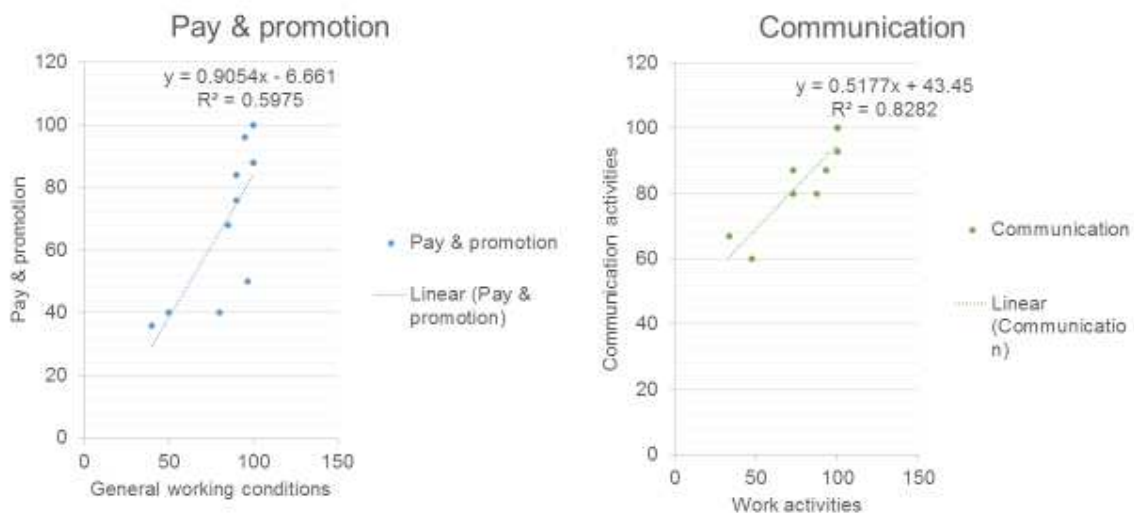


Figure No 8

This is reason that to correlation design is required the use of correlation coefficient 'r' or linear regression, which gives analyse statistically measured data. Linear regression is used for situation when researcher measuring probability or would like to predict values for a second factor in relation with first one. Correlation coefficient 'r' measures the extent to which two

factors are related and indicates the direction and strength of a correlation. The closer 'r' is to +/- 1, the stronger is correlation and mores closely two factors are related.

## Analysis of results

Numbers allow the use of theory useful to assert the measurements to follow a normal distribution. Representations developed of a real problem allow to use these models and find out a better solutions.

Inferential statistics are used to make judgements of the probability as an observed difference between groups (age, sex) and concentrate on inferential statistics that could to experiment and evaluate an outcome. The use of quantitative methods allow to build a model or models that capture our thinking about a particular problem.

In July 2015, interviewed group of manager assistants have explained that all eight FitSpace Gym Clubs have up to 24,070 users in total and approximate 3,500 gym users are Bournemouth club members each year. Company make huge profit, but also should think about their employees cost or what they're being paid.

Following focus group interviews between management and part time workers at the club exist imbalance of their different type for contract of employment. They all are with different cultures and qualification levels, so paid separate. Also benefits rage are completely different, e.g. cleaning staff have not receive benefits or bonus pay within they job, and are poorly motivated.

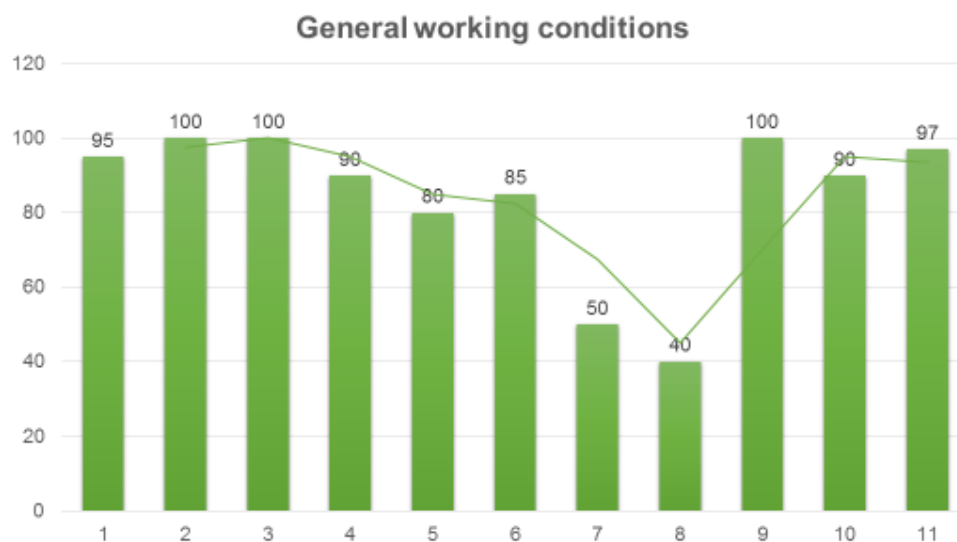


Figure No 9

50% of part-time cleaners are dissatisfied with general working conditions including their working hours, seek for more flexibility or complaining about the scheduling are poorly managed or that sick pay is not applicable. Females are somewhat satisfied with pay and promotion potential, but dissatisfied with benefits provided and job security at work place.

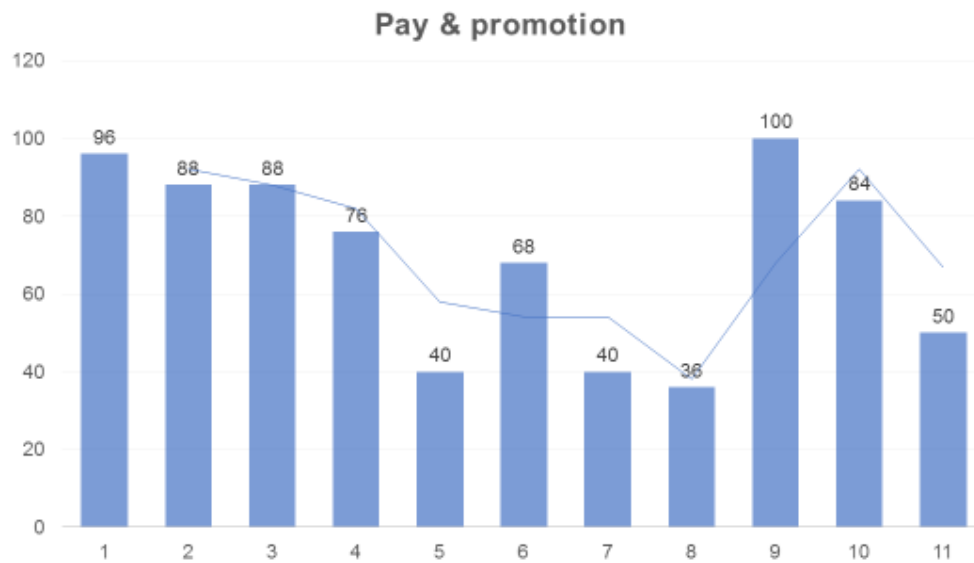


Figure No 10

All males working as manager assistants or personal trainers are very satisfied with working conditions including working hours or work location, and amount paid for sick periods. All of them feel selves are good communicators, when 87.5% of males are satisfied with pay and promotion potential, but 12.5% are dissatisfied and prove poor recognition for work accomplished.

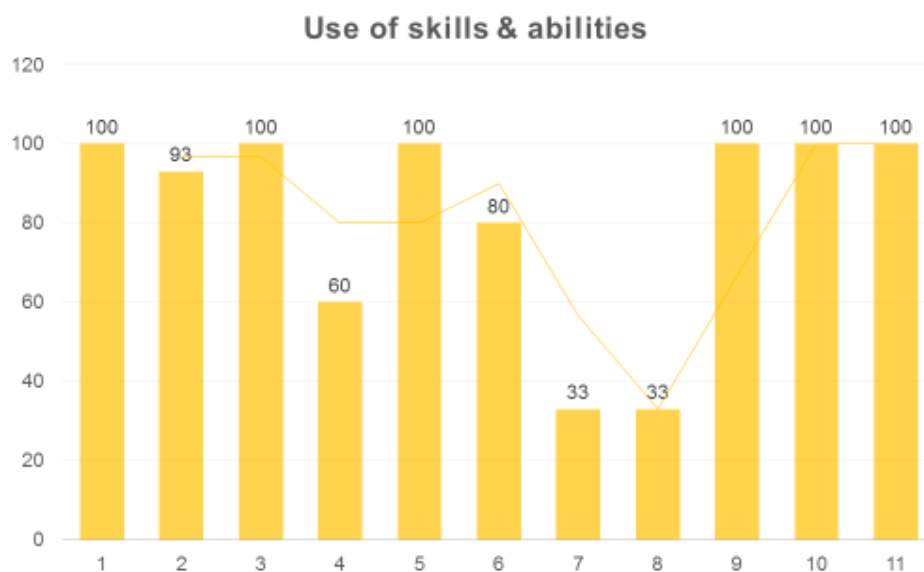


Figure No 11

50% of females prove that to use skills and abilities are poor or very poor, also are very dissatisfied with opportunity to learn new skills including support for additional training or education.



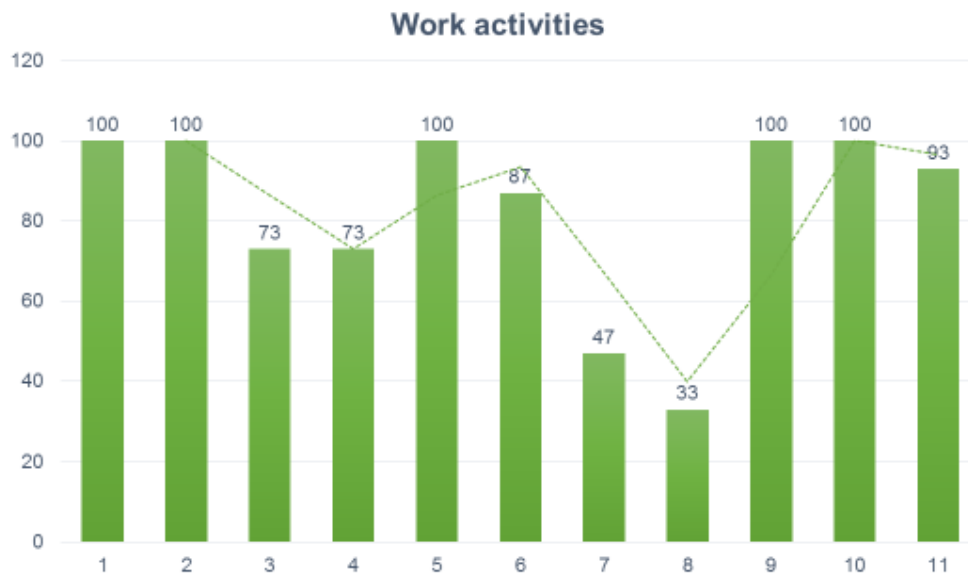


Figure No 12

50% of cleaners dissatisfied with adequate opportunity for periodic changes in duties and somewhat satisfied with variety of responsibilities, so again a factor increasing dissatisfaction at work is a risk to the employer.

#### Use of the outcomes

Health sector business needs productive employees (manpower) to produce outcome of related goals, where managers know that satisfaction is not the same as motivation. Job satisfaction needs more attitude, when motivation is a process which may lead to job satisfaction.

Recruitment at FitSpace is related to job satisfaction. But to employ new talents and dismiss medium or long term working employee may cost a redundancy fee, no matter of job title.

Because research project objective was to study and investigate various factors which impact on job satisfaction, research findings related to low job satisfaction may lead to low job performance.

Personal trainers who are self-motivated and have positive attitudes to organization and then do not need to be managed, but company needs to find out effective strategy and theory that motivates employees working part time with low job satisfaction.

#### Motivation theories

Factors that motivate people and process motivation are known of theories - Maslow's theory of needs, Alderfer's ERG, Herzberg's two factor theory or Vroom's expectancy.

Maslow proposed about people which are motivated by their desire to satisfy specific needs in hierarchical order, as these needs are also called deficiency needs, but if not met, people lose the opportunity to develop themselves physically or physiologically.

Alderfer's ERG theory represents only three levels of needs related to existence, relatedness, and growth. Existence refers to material subjects, relatedness into motivation for maintaining interpersonal relationships, and growth refers to desire for personal development that to be creative and productive, to use skills and develop additional capabilities.

All factors are essential when making decision to motivate people at work, as factors need to be in place. 'The factors that lead satisfaction and motivate employees are called motivators.' (Hansia B.L., 2009)



Herzberg theory model of 'hygiene' factors are the most well-known theoretical framework related with the job satisfaction of factors as pay and work conditions which serve removal of dissatisfaction at work. If these factors are dissatisfied, then it may effect on employees efficiency, as 'satisfiers' are factors which motivate staff.

Vroom has suggested expectancy theory of motivation, which focus on outcomes, rather than on needs and proposed three variable to take into account. These are:

- Valence – employees is placed on expected outcome, motivated by money.
- Expectancy – belief to increase effort that lead to higher performance. i.e. 'work harder, feel better'.
- Instrumentality – belief which is as a valued outcome for job employees are performing.

## Chapter 4 – Recommendations and conclusion

### What is success of the research project?

Following research project records some of FitSpace employees are somewhat satisfied or dissatisfied with their job and club manager need to take necessary action to develop staff performance including their job satisfaction level.

Listening to the employees is essential as essential is listening to the customers, which make direct contribution to the club. Obtained results as the outcome of the research topic direct to aid organisation to improve overall job satisfaction including weaknesses that to stay very subjective for each employee in each situation being assessed.

Employee's personal wellbeing at work was very significant aspect of the research, so is essential to mark as success of the research. All objectives were achieved and identified levels about employee's feelings within their jobs, and feelings about specific job aspects. e.g. salary, benefits, and the quality of relationship with co-workers or supervisor.

## Recommendations to club manager

Manager have to identify employees performance level or lack of efficiency and to choose motivation, e.g. Herzberg theory model of 'hygiene' factors or Vroom's expectancy theory, which focus on outcomes, rather than on needs to employees who has lower job satisfaction or are dissatisfied with their job, that enable to work more efficient and to increase job performance.

Investigate possibility to provide employee benefits and opportunity to additional training that to make their job more interesting, or think how make them happy. If employees' are dissatisfied and they look future career change, they should to analyse what they dislike about current job and try to make changes that will lead to job satisfaction. Also they can look for opportunity to find alternative job with alternative employer somewhere else.

Important is to implement SMART objectives that justify FitSpace gym club weaknesses through motivation towards lower paid employees working part time.

## SMART objectives

**Specific** – manager of the club should try to increase cleaner's wage from £6.50 (NMW) to £7.50 per hour, or introduce performance based pay and make them more satisfied with their work. Establish motivation theory that beliefs to increase effort with an expected outcomes or productivity including higher performance.

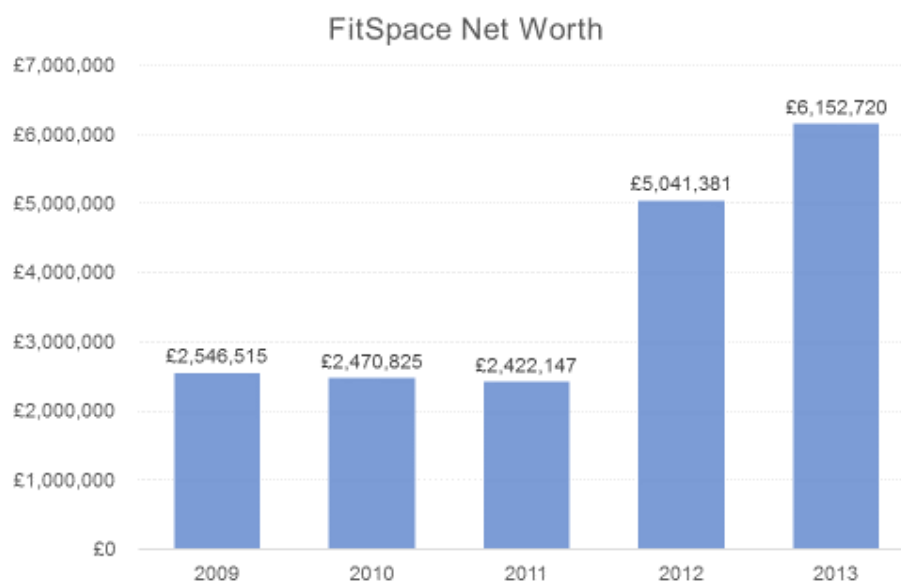


Figure No 13

**Measurable** – From 2009 to 2014 following Company House FitSpace Ltd accounts for last five years FitSpace has increased in net worth from £2,5 million to £6,1 million.

**Achievable** – People working part time do not make a loss for company as FitSpace Ltd, but perform well and supply good service. Resources are based on the observations from the research and valid so should bring a desired results.

**Realistic** – FitSpace is realistic employer and good earner, which can increase employees' wages or pay bonus, and allocate some benefit scheme for part time workers.

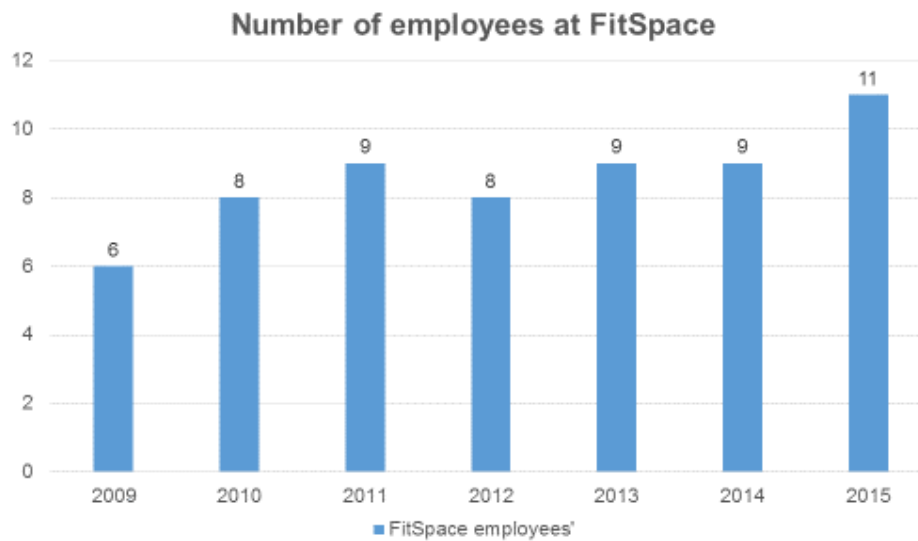


Figure No 14

**Timely** – it can be done immediate after head office approval, because to seek for re-employment and change an experienced workers into new talents the company may cost additional recruitment or redundancy fees.

#### Conclusion

When employee and manager have more close working relationship it's also known as working partnership or can be turn into a performance agreement. 'The agreement therefore, is based on the assumption that the employee is clearly aware of what is expected in terms of performance and how their performance will be assessed.' (Leatherbarrow C., Fletcher J., Currie D., 2010, p. 240)

## Appendix 1

### Communication about research topic

Donatas Mendelis  
To Paula Reilly  
Jun 30 at 6:18 PM

Hello Dear Paula,

I hope you are well, as I did some preliminary work and now will try to research about employees job satisfaction at Fit-Space GYM Bournemouth. I am a member of this gym club and established a contract with GYM manager on how to prepare a questionnaire and to measure the employees job satisfaction at place.

I will reveal how employees really feel about the organisation. Delve into perceptions around leadership, personal growth opportunities, team spirit, pay and benefits, work-life balance and more.

I hope that you will confirm such research strategy and will qualify student to achieve higher grade on completion the RDI University programme. Thank you for your advice. Please let me know, if you wish to receive research project proposal at the end of this week. I hope to prepare whole plan on time by 12/07/2015.

You're sincerely,  
D. Mendelis  
<https://www.facebook.com/accountants.bookkeeping>

Paula Reilly  
To Donatas Mendelis  
July 1 at 8:36 AM

Hi Donatas, this is a much more clearly defined and appropriately focussed research topic and would allow scope for you to demonstrate your competence in researching using both primary and secondary sources. I cannot guarantee the grade that you will receive for this work and so cannot confirm that "such research strategy and will qualify student to achieve higher grade on completion the RDI University programme" as you request in your email below.

Please forward a full proposal document to me asap - you will find details of what should be included in the proposal document on the ilearn module page.

Thanks & Regards  
Paula Reilly  
Pearson Programme Leader & RDI Module Tutor

## Appendix 2

### Communication about FitSpace employees' numbers

**From:** Donatas Mendelis [<mailto:donatasmendelis@yahoo.co.uk>]

**Sent:** 25 July 2015 17:56

**To:** [bourneymouth@fitspace.co.uk](mailto:bourneymouth@fitspace.co.uk)

**Subject:** Donatas request about FitSpace Ltd employees numbers for period 2009-2015, as a continued research project - job satisfaction survey at FitSpace;

Hello Dear Gym Club Manager,

I am doing research project about FitSpace Ltd employees job satisfaction at work, do you remember, I have been established contract with you and collecting employees data.

Now, I am looking from you specific information to assess numbers of employees worked for gym club in Bournemouth since 2009 to 2015. I hope it should help me to draw research conclusions or introduce about FitSpace employees behaviour and loyalty based on service performance. I would to implement recommended strategy within FitSpace Human Resources about new salary policy or similar based on employees numbers worked for your club.

A looking from you a response.

You're sincerely,  
D. Mendelis

On 28 Jul 2015, at 15:41, FitSpace Bournemouth <[bourneymouth@fitspace.co.uk](mailto:bourneymouth@fitspace.co.uk)> wrote:

Hi D. Mendelis

I have your list at reception,

Numbers of employees worked for gym club in Bournemouth since 2009 to 2015

2009 - 6  
2010 - 8  
2011 - 9  
2012 - 8  
2013 - 9  
2014 - 9  
2015 - 11

With the current employees and their nationalities

- 6 Males
  - o 5 British
  - o 1 Brazilian
- 5 Female
  - o 4 Polish
  - o 1 British

Regards  
Alex

## Referencing sources

### Books:

- 1) Business Essentials Supporting HNC/HND and Foundation degrees, 2010., *Business Decision Making*, published by BPP Learning Media.
- 2) Leatherbarrow C., Fletcher J., Currie D., 2010., *Introduction to Human Resource management, A Guide to HR in Practice*, 2<sup>nd</sup> edition, published by CIPD.

### E-books:

- 1) Curwin J., Slater R., 2008., *Quantitative Methods for Business Decisions*, 6<sup>th</sup> edition.
- 2) IQN, 2010., *Certified Researcher in Business*, Course book.

### Journal articles:

- 1) Hansia B. L., 2009., *Factors influencing job satisfaction*,
- 2) Nolinske T., 2008., *Survey Research and Evaluation Methods for CAISE Workshop*
- 3) Tanur J.M., 1995., *Measuring Employee Satisfaction Corporate Surveys as Practice*.
- 4) Watson, A. M., Thompson, L. F., & Meade, A. W. 2007., *Measurement Invariance of the Job Satisfaction Survey Across Work Contexts*.

### Bibliography & web:

- 1) <https://b2binternational.com/publications/employee-satisfaction/> [20 July, 2015]
- 2) <http://b.co.uk/Methodology/BCI> [01, July, 2015]
- 3) <http://companycheck.co.uk/company/05712720/FITSPACE-LIMITED/financial-accounts> [10, July, 2015]
- 4) <http://.simplypsychology.org/interviews.html> [15, July, 2015]  
<https://wikispaces.psu.edu/display/PSYCH484/11.+Job+Satisfaction> [21, July, 2015]