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EVALUATING CURRENT HR ENVIRONMENT

– Case Raison Sähkö-INSTO Oy



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EVALUATING CURRENT HR ENVIRONMENT

Human resources is the most important part of an organization, and the management of the human resources has to be well planned and executed. If HRM is operational, well executed, and the employees are listened, it can significantly improve the organization's competitiveness and operability, and additionally enhance the employee effectivity and engagement. There is a lot of literature and general knowledge available concerning HRM, but naturally every organization operates in its own way. Depending on the organization's size, culture, branch and country in which it is operating, the HRM operations may vary considerably. It is crucial for organizations to know and acknowledge their strengths and weaknesses in HRM in terms of enhancing their functionality and effectiveness.

This thesis is executed in co-operation, and for Raison Sähkö-INSTO Oy, which is a company, that has been operating since 1972. The culture of the company is strong, and majority of the current employees have been working for the company for tens of years. Because the HR environment of the company has never before been reviewed or examined, the time was more than favorable for this research to be conducted.

The main focus of this thesis is on HRM, and the research will give Raison Sähkö-INSTO Oy's HR management a better understanding of its HR environment as an entirety.

The findings of the research indicated that the HR environment and management of the company are in relatively good shape, yet some problematic areas were discovered. Notable flaws were found in communication, and these deficiencies have their impact on other HRM areas as well. In order to enhance the overall HR environment, including the management of the human resources the communication flow and fluency needs to be improved and eased.

KEYWORDS:

Human resource management, HRM, HR environment, Effective human resource management, Human resource management evaluation, Employment, Employer-employee relationship

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TÄMÄNHETKISEN HENKILÖSTÖVOIMAVAROJEN YMPÄRISTÖN ARVIOINTI

Henkilöstövoimavarojen johtaminen on yksi organisaation tärkeimmistä toiminnoista, ja yksi menestyksekkään henkilöstöhallinnon avaintekijöistä on kuunteleminen. Jos henkilöstövoimavarojen johtaminen on toiminnallista ja hyvin toteutettua, voi se merkittävästi parantaa organisaation kilpailukykyä ja toimivuutta yleisesti. Henkilöstöhallintoon liittyvää kirjallisuutta ja tietoa on saatavilla paljon, mutta luonnollisesti jokainen organisaatio toimii omalla tavallaan. Riippuen organisaation koosta, kulttuurista, toimialasta ja maasta, jossa organisaatio toimii, organisaatioiden henkilöstövoimavarojen johtamistoimet saattavat vaihdella suuresti. Organisaatioille on ehdottoman tärkeää tietää ja tiedostaa omat vahvuutensa ja heikkoutensa henkilöstöhallinnon saralla, jotta ne pystyvät parantamaan toimivuuttaan ja tehokkuuttaan.

Tämä opinnäytetyö on tehty yhteistyössä, ja, Raision Sähkö-INSTO Oy:lle, joka on toiminut vuodesta 1972. Yrityksen kulttuuri on vahva, ja suurin osa yrityksen työntekijöistä on ollut yrityksen palveluksessa kymmeniä vuosia. Koska yrityksen henkilöstöjohtamisen tilannetta ei ole koskaan aikaisemmin tutkittu, oli aika nyt enemmän kuin otollinen tämän tutkimuksen tekemiselle.

Tämän opinnäytetyön pääpaino on henkilöstövoimavarojen johtamisessa, ja opinnäytetyön tutkimus antaa Raision Sähkö-INSTO Oy:n henkilöstöhallinnolle paremman ymmärryksen sen henkilöstövoimavarojen ympäristöstä kokonaisuudessaan.

Tutkimuksen löydökset viittaavat yhtiön henkilöstövoimavarojen ympäristön ja johtamisen olevan hyvässä kunnossa, vaikkakin joitain ongelmallisiakin alueita löytyi. Merkittäviä puutteita löytyi kommunikoinnista, ja nämä puutteet vaikuttavat myös muihin henkilöstöhallinnon alueisiin. Jotta henkilöstövoimavarojen ympäristöä ja johtamista voitaisiin kokonaisuudessaan parantaa, tulee kommunikaation kulkua ja sujuvuutta parantaa ja helpottaa.

ASIASANAT:

Henkilöstövoimavarojen johtaminen, Henkilöstövoimavarojen ympäristö, Henkilöstöhallinto, Tehokas henkilöstövoimavarojen johtaminen, Henkilöstövoimavarojen johtamisen arviointi, Työllisyys, Työnantaja-työntekijä suhde

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LIST OF ABBREVIATIONS (OR) SYMBOLS

HR	Human Resources
HRM	Human Resource Management
INSTO	Raisio Sähkö-INSTO Oy
Sähkö-INSTO	Raisio Sähkö-INSTO Oy
SMEs	Small and Medium-sized Enterprises

1 INTRODUCTION

The focus of this thesis is on human resource management. According to Viitala (2004, 3) the nature of Human Resource Management has changed during the past decades significantly, and naturally it is changing all the time along the world. In the matter of fact, before the 70's there was no such thing known as "human resource management", there was simply activities known as "personnel management". After the 70's, because of the developing technology and globalization, the HRM started to evolve and develop, because the significant importance of human resources, ergo employees, for the organizations started to be earnestly acknowledged; employees are more than just a "cost item on the balance sheet" (Creative HRM, 2012). Not earlier than in the 80's HRM became popular as part of business strategies (McKenna, 2012, 640), and the importance of HRM in terms of efficiency, competitiveness, and overall operability, was realized (Creative HRM, 2012). Today the human resources, ergo mental capital, brainpower and know-how, are one of the most important factors affecting the company's competitiveness. The employees play the most vital role in the company's operations. (Viitala, 2004, 3)

As known, human resources consists expressly of people. What makes human resource management challenging, is the fact that every person is different from the other. To be able to successfully manage people, it requires interaction and communication. Most importantly, the person responsible for the human resource management needs to be able to listen the employees, and acknowledge their needs.

If the HRM is neglected, it will have a degenerative impact first on the employees, and then on the company. Without a functioning HRM the company will most likely not survive. Therefore it is crucial for companies to pay attention to the HRM and be effective in the operations concerning human resource management. (Viitala, 2012, 8)

Raisio Sähkö-INSTO Oy has approximately 60 employees, thus the importance of HRM is high. There is not a proper HRM team in the company, and the HRM operations have been the responsibility of the current CEO. As it can be seen, there is a need for urgent examination of the company's HRM situation, to find out the possible deficiencies and flaws in it, as well as the factors that are actually efficient. To further develop how HR are managed in the company, it is essential to first of all understand the current HR situation by performing an audit, since the opinions between the employer and the employees may vary greatly. (Powell, 2012)

1.1 Raisio Sähkö-INSTO Oy

Raisio Sähkö-INSTO Oy is a family owned company, located in the city center of Raisio. The business was established in 1972 by Pentti Gröndahl, and has been running since.



Picture 1. Raisio Sähkö-INSTO Oy.

Mr. Gröndahl operated as a CEO since the foundation of the company, and after he passed away in 1990, the vice president was handling the duties of the CEO. In 1994 it was decided, that the former associate of Mr. Gröndahl would take the place as a CEO. In 2002 Raisio Sähkö-INSTO Oy went through a minor crisis,

when the CEO of that time perished in an accident. There was an inevitable need for acting rapidly and nominating a CEO. Be-cause of the circumstances, the new CEO had to be acquired outside the family and the company, and a former employee of the company was asked to step in. He operated as the CEO for 7 years. The daughter of the founder, Kirsi Gröndahl-Lindén, who had been working in the company for over 40 years, was nominated as the CEO in 2010, and is continuing in her duties.

INSTO has three different operational divisions; electrical design and installations, an electrical equipment retail store and a home appliance store. The electrical design and installations division is the biggest operational factor for the company and also the most important portion of the company's revenue.

INSTO Oy employs approximately 60 people, depending on the economic situation, in addition to the outsourced services of specialists. At the moment INSTO employs 62 people. Out of the total of the employees eight are operating in managerial positions, thirty-eight as an electricians, seven as sellers, three in logistics, and six at the office.

The biggest clients of Raisio Sähkö-INSTO are Neste Oil Oyj and the city of Raisio.

1.2 Motivation

The most important reason for me to choose this topic for my thesis was that I myself represent the third generation of Raisio Sähkö-INSTO Oy. After graduation I will step in, and dedicate myself to the company as my mother did before, and my grandfather before that. Since there has not been a clear HRM view or strategy in the company during its 40-year journey, I am eager to start creating one after my graduation, and the findings of my research will help me with that.

As I have been working more or less in the company for almost a decade now, I have noticed some shortages in the HRM and especially in the communication flow inside the company. The upcoming times will be the times of transition in

terms of employee turnover; since the current employee population of the company starts retiring and new younger employees are to replace them. Additionally the perception of the concept of work has changed a lot from the starting years of the company, and is changing all the time. Therefore the functions of the company should change at the same pace, which has not been the case by far.

Already before the thought of a thesis was actual, I knew that some improvements and changes have to be made in some point, and via this thesis the process of improvements and/or change has begun.

1.3 The objective of the thesis

The objectives of this thesis is to find out how Raison Sähkö-INSTO Oy is perceived as an employer by the employees, and to learn the strengths and weaknesses of the human resource management of the company. Based on the results of the research INSTO will be able to improve its HRM operations, and therefore increase its competitiveness and efficiency, as well as the retention of the employees. This thesis aims to answer to the following questions:

1. As an employer, how is Raison Sähkö-INSTO Oy perceived by the employees?
2. What is the current status of human resource management in Raison Sähkö-INSTO Oy?
3. What are the main areas in the human resource management of Raison Sähkö-INSTO Oy that need improvements?

2 LITERATURE REVIEW

2.1 Accompanying words

Raision Sähkö-INSTO Oy is a SME employing from 50 to 65 people depending on the economic situation. As many of the following points in chapter 2 describe the common mentality of medium to large sized companies, Raision Sähkö-INSTO Oy has more similarities in the ways of operating with larger companies or SMEs than when compared to the mentality of small and entrepreneurial companies. However, some adaptable aspects of the human resource management of small and entrepreneurial companies will be brought up as well, such as the meaning of resilient and intimate atmosphere, and the people-oriented emphasis on the activities, for the company's HR.

Since this thesis focuses on Raision Sähkö-INSTO Oy's HRM, it is necessary to examine all the key aspects of HRM. However, the aspects needed to be examined rather lightly in the literature review because of the broadness of the concept of HRM.

2.2 Human Resource Management

According to Dessler (2013, 30), human resource management is a process which contains every activity that concerns the human resources, in other words the employees of a company or an organization. These activities include the acquiring, training, assessing, compensating, and managing the labor relations, health and safety, and fairness concerns of the employees. (Dessler, 2012, 30; Kauhanen, 2004, 14; Viitala, 2012, 19-20; Pasila, 2009, 371-373; McKenna, 2012, 640; Buchanan & co., 2004, 679)

Well-managed human resources can help the company to be more efficient in productivity and therefore enhance the company's chances to be profitable. Additionally it is essential for an effective human resource management that the

company has the ability to hire the right people to the right positions. Successful recruitment can reduce the amount of problematic situations and with the help of proper strategies of developing, motivating, evaluating and compensating the employees, the human resource management can be beneficial. Viitala (2012, 19-21) divides the whole concept of the relationship between employees and employer into three smaller categories; human resource management, industrial relations and leadership. Even though all of these categories might seem extremely similar, they can be differentiated from each other by significant features, such as the broadness of responsibility areas, and degree of authority.

However, as the nature of work is changing along the world, the human resource management is changing as well. The trends that are shaping the way employees are managed are technology, globalization, deregulation, changes in demographics, and economical challenges. All these factors have a huge impact on the operations of human resource managers and management. (Dessler, 2013, 31–36; Viitala, 2012, 19–20; McKenna, 2012, 640; Passila, 2009, 371–373; Kauhanen, 2004, 14)

However, as Viitala (2012, 32) points out the working life in Finland is relatively regulated. In other words the legislation and collective labor agreements determine the obligations that the employer has towards the employee, and vice versa, and all Finnish organizations have to operate under these regulations. These regulations ensure the legal protection and well-being for both parties, and naturally have their effect on the human resource management activities of Finnish organizations. (Viitala, 2012, 32)

2.2.1 Recruitment

Employee placement comprehends the actions of nominating, or denominating, the employers to a certain work tasks and assignments. The placing can be rather casual and resilient, and be changed in accordance with the organization's and the employee's conditions. However it is important for the organization and for

the employee that the work tasks and assignments fit the employee's education and personality.

There are some restrictive factors that affect the employee selection and placement. When a company has a vacancy, and they are searching for possible candidates, they need to consider the characteristics they are requiring from the prospect. The wage politics practiced in the organization, and the age and educational level of the prospect etc. all have an impact on the selection and placement of a prospect. (Kauhanen, 2003, 66-78) For example, a company that is searching for a new CEO cannot hire a young, undereducated, and unexperienced person with an intense salary requirement.

There are two types of employee procurement, internal and external. Internal procurement happens when a certain vacancy is filled with an employee who is already working in the organization. External procurement on the other hand happens when the vacancy is filled with a person outside the organization. The decision of which procurement type should the organization use depends on the nature of the procurement need, the organizational culture, and the competitive situation. (Kauhanen, 2003, 66)

The possible need for employee procurement is usually composed simultaneously with the organization's annual plan of operation, but there are situations in which the need for procurement can emerge outside the plan. For example resignations, sudden retirements, cases of death, and academic, parental and long sick leaves, can cause the organization a sudden need for procurement. (Kauhanen, 2003, 65-67)

2.2.2 Employee Retention, Engagement, and Careers

The human resource management is naturally an important matter when it comes to employee engagement, and employee engagement is in straight relation to employee retention/turnover. To make and then keep the employees committed to their jobs and careers, the human resource management has to be supportive. Dessler (2013, 352) lists 3 steps for engagement-supportive management.

Firstly, the employees have to acknowledge the importance of their department's share in the total success of the whole company. Secondly, the employees have to acknowledge the importance of their personal out-comes in terms of achieving the common goals of the whole company. And thirdly, the employees must feel that their efforts for the company are appreciated and compensated.

2.2.3 Compensation

Recompensing of the employees is one of the fundamentals of HRM. According to Kauhanen (2003, 111) recompensing can be measured in financial and non-financial means.

The financial recompensing comprehends the basic salary and the indirect recompensing. Additionally the basic salary can be boosted with personal incentives, depending on the employee's performance, competence and/or expertise. The indirect recompensing includes the statutory and voluntary insurances, and other fringe benefits, such as paid lunch, company car, etc.

The non-financial recompensing on the other hand includes the career re-wards, such as career and self-development; and social rewards, such as status symbols, abetment, recognition, and motivation.

In Finland, while the law strictly specifies the minimum wages in the collective labor agreement, the financial and non-financial incentives and rewards are dependent on the organization's culture and employee's performance. (Kauhanen, 2003, 105-116)

2.2.4 Assessment of performance and feedback

As Kauhanen (2003, 97) points out, assessment for employees' performance has been an area of HR which is increasingly developing, since it has become an important basis or justification for the compensations. Before the assessment

was done between the employee and his/her superior during a development discussion. These discussions usually contain discussion about the set and reached goals, what was done, and what should have been done. Many organizations around the world are using employee performance assessments monthly, quarterly, or yearly to determine the appropriate compensation for employees for the work they have done or are doing. (Kauhanen, 2003, 141-145) However, because the nature of work has changed along the world, nowadays these development discussions are increasingly changing into an ongoing quality conversations that are assessing the HR performance as an entirety, and not one employee solely. (Rock, D. et al., 2015)

Yet assessment is an important instrument to determine compensation, it has an important role in the development of the employee as well. During the development discussion the strengths and weaknesses of an employee can be found and discussed. Well organized and executed development discussion can enhance the employee's motivation and engagement towards his/her work. (Kauhanen, 2003, 141-145)

In a rapidly changing world, the organizations' need for constant development is inevitable. In addition, almost every employee has their own personal development plans when it comes to working. For the organization to gain the needed know-how it has to be engaged in developing its employees, and to be able to keep the employees engaged to the organization, it has to understand and support the employees' personal development plans. If an employee wants to be able to advance in his/her job, the organization has to acknowledge that and be supportive, otherwise the motivation level of the employee may decrease, thus affect negatively the entire organization. (Kauhanen, 2003, 147-148)

2.2.5 Working Conditions, and Occupational Well-being and Health

As Herzberg describes in his two-factor theory (1959; Mullins, 2013, 257-258) (see picture 2), the salary, job security, working conditions, level and quality of supervision, company policy and administration, and interpersonal relations are

factors that can cause dissatisfaction in employees if absent. To avoid unpleasantness and unfairness at work, these factors need to be included and taken into consideration in the HR activities to motivate the employees. Additionally, According to Viitala (2012, 212-215) good working conditions, occupational well-being, both physical and mental, occupational know-how and supportive working environment are the key aspects of a healthy personnel. The possibility to develop and learn as an employee are matters that can positively impact on the mental and physical resources of an employee. When these personal resources are maximized, it will benefit both the employee and the organization, because a healthy and supported personnel with good working ability is able to work effectively, and produce innovative solutions. Therefore ensuring good working conditions is more of an investment for an organization, than a cost. (Viitala, 2012, 212-215; Kauhanen, 2003, 188)



Picture 2. Herzberg's two-function theory (1959; Mullins, 2013, 257)

As mentioned above, ensuring good working conditions for employees is an extremely important human resource management activity. Practically, good working conditions mean technical and operational safety, such as proper working gear and equipment, clear safety instructions, well-functioning tools etc.; clear and familiarized working manners, and well-organized management. In lay man's terms good working conditions equals safe and pleasant working environment. In Finland, additionally this part of the HRM is regulated by the law. (Kauhanen, 2003, 187)

The quality of working conditions, ability and occupational well-being among work community can generally speaking be rather easily measured from the amount of sick leaves. If the personnel has to work under mental or physical pressure for too long, it can increase morbidity and predispose to burnout. Sick leaves on the

other hand affect both the operations and the economy of the organization. (Viitala, 2012, 212-215)

2.2.6 Work Design and Organizing

Usually the management of the human resources is mainly the responsibility area of the managers or superiors. Typically there should be one manager per 10-15 employees. Yet this depends on the organization's branch, structure, and culture. Whereas the employer is lastly responsible for the well-being of the employees, the managers need to be able to carry out the central activities of HRM, ergo the operational and mental management, work design, and organizing. Managers are responsible for their own remits and subordinates in order to follow and implement the organization's set values and objectives. (Viitala, 2012, 267-270)

A central activity of a manager, is to give his/her subordinates sufficient instructions for work. Managers need to be able to thoroughly organize and allocate the tasks for the suitable subordinates, and therefore it is important for the managers to know their subordinates, to be able to define which task suits which subordinate. Naturally, when the subordinates are instructed properly, the work will most likely be done more effectively, and the risk of errors decreases. (Viitala, 2012, 270-280)

Additionally, according to Viitala (2012, 280) there are some personal features that can be linked into being a good manager, such as know-how, work and life experience, education, willingness to develop as a manager, and motivation. According to the authors own experience, before hiring prospects to managerial positions in INSTO, it is confirmed by the employer that the prospect has a valid know-how, and experience of working as a manager in addition to the applicable education. However, if there is a vacancy for a managerial position in INSTO, it is additionally possible to advance oneself into higher position by proving one's talent, work input and ability to work as a manager.

Another important aspect when speaking about a successful manager-subordinate relationship is trust. According to Viitala (2012, 280) to create a trusting relationship with a subordinate, manager needs to be engaged, trust-worthy, honest and consistent with his/her management. (Viitala, 2012, 270-280)

2.2.7 Communication

It is commonly known that communication between employer/manager and employee is crucial in terms of effective human resource management (McKenna, 191; Buchanan & co., 2004, 179). If the importance of communication is underestimated, it can result in mistrust and misunderstandings between the parties, and as Casnocha (2014) states, employer-employee relationship's cornerstones are loyalty, trust and persistence. McKenna (2012, 189) suggests, that there are many benefits that can be obtained through effective communication. The employee's commitment, job satisfaction and performance can be improved, along with the given feedback, that in turn will improve the decision making in management, since due to feedback, the management is aware of the opinions of the employees. Additionally communication, when done correctly, can improve the relations between the parties. (McKenna, 2012, 189-191; Buchanan & co., 2004, 202-206)

According to different sources (McKenna, 2012, 198; nibusinessinfo.co.uk, 2012; Passila, 2009, 385-388), communication between manager and employee is done correctly when the employee has a clear understanding whether the manager is "informing, consulting or negotiating" with them (nibusiness-info.co.uk, 2012). Additionally, it is important for the employees to know that their thoughts, ideas, opinions and problems can be told to the manager, in other words that the communication is interactive and bilateral for both parties (Passila, 2009, 386).

The communication and information sharing should also be implemented as much face-to-face as possible, especially when it comes to more sensitive matters, such as employee appraisals. Because the technology is extremely developed, many organizations are increasingly using technology to communicate,

both internally and externally (McKenna, 2012, 178-179; Kauhanen, 2003, 169-170), and as McKenna (2012, 178) points out, it “is a poor substitute for face-to-face communication”. Advantages of face-to-face communication are the straightness and effectiveness. Both parties can express their honest opinions, because it is harder to hide one’s true feelings in a face-to-face situation, and discuss about the matter or possible problems. (McKenna, 2012, 189-190; nibusinessinfo.co.uk, 2012; Passila, 2009, 386-388)

An extremely important element, which is often forgotten, in successful communication is listening (McKenna, 2012, 189), especially in the case of SMEs and family businesses (Passila, 2009, 388)

2.2.8 Staff development and Career management

Dessler (2013, p. 353) defines career as “the occupational positions a person holds over the years”. It has been noted that by offering professional challenges and development opportunities for employees, instead or together with monetary incentives, it will help employers retain and engage employees. (Dessler, 2013, p. 353)

Career management is a process that includes activities such as career planning, and developing. The purpose of career management is to make the employee aware of his or her skills and preferences concerning his or her whole career throughout his or her entire business life. Career planning is more local, so to say. It’s about the person. The focus in career planning is on individual know-how, interests, motivation and goals. It helps to determine where the employee is going with his or her career, where he or she wants to go, where he or she should go, and what can be done in practice to achieve these goals. Career development in turn is about developing the employee professionally, so that the goals determined in the career planning could actually be achieved. (Dessler, 2013, p. 353-354)

Though career management is partly the responsibility area of human resource manager, manager or employer, Dessler (2013, p. 354) points out, that because

today the nature of and mentality concerning work has changed, the employee is as responsible for his or her career management, as his or her superior. Because naturally the employee gives higher importance on his/her own career in terms of planned future, the career management is more effective when the employee shares the responsibility of his/her career management with the superior.

2.3 Managing Human Resources in Small and Family Businesses

Small businesses, especially family businesses with family members working under the same roof, are usually lead with more informal and flexible way. The environment and atmosphere of small businesses are usually more intimate. These factors, informality, flexibility, and familiarity, can be regarded as strengths, if exploited correctly. However, these factors might also be weaknesses, if an effective human resource management is not designed. (Dessler, 2013, p. 632-640). In small businesses, and especially in family businesses, the line between casual and professional behavior can fade. This is because family companies are able to keep their employees satisfied, making the employee turnover slower than in bigger not-family-owned companies. According to Kachanger (et al., 2012) when the employee tenure is long, the trust level between colleagues is higher, the behavior of coworkers is familiar, and the culture is stronger. Family businesses invest in people by focusing on culture, commitment, purpose, and employment instead of financial incentives. Additionally, to keep their employees satisfied, and to increase the employee retention, family businesses put emphasis on employee training, promoting employees from inside the company, and during economic downturns the management actually wants to avoid layoffs, instead of firing personnel. (Kachanger, et al., 2012)

2.3.1 Differences in HRM between small and large businesses

According to Dessler (2013, p. 632), there are mainly four reasons for the differences between human resource management of small businesses and larger businesses.

The first reason is the size. Usually in smaller companies, there are no specialized human resource managers nor a HR department. The management of employees is usually handled by the owner of the business, or by a trusted employee. (Dessler, 2013, p. 632; Saru, 2006, 33-34) According to the author, this is the case in INSTO as well. The CEO, and the owner, of INSTO is mainly responsible for the HRM, and the managers are responsible solely for their own tasks that are included to the managerial job, such as giving instructions and nominating tasks to their subordinates. In more HRM related situations, such as assessment, promotions, occupational health, safety etc. they ask the CEO's opinions and help.

The second reason for the differences in HRM between small and larger companies, is priorities. Because in small businesses it is usually the owner, who is responsible for the most important HR issues, or at least responsible for supervising that all of these aspects, such as productivity, marketing and finance, are working well, the importance of HRM tends to be impaired. And it is only understandable, since the resources, such as finances, time, employees and know-how, of a small businesses are much lesser than of a larger company. (Dessler, 2013, p.632)

The third difference between a small and a larger business, is the informality in the way of operating and communicating. There is less internal byrocracy in small businesses, since the owners need to be able to rapidly adapt to changing situations inside and around the business. The owners are able to make decisions in a short-term view to the future. Therefore in many small businesses the vacation times, sick leaves, compensation decisions etc. are handled in a very informal way compared to larger businesses. (Dessler, 2013, p. 632; Saru, 2006, 33)

The entrepreneur, or the owner of the company, is the fourth reason making the HRM different in small businesses. Dessler (2013, p. 633) argues that entrepreneurs are different from other people by their personalities. Entrepreneurs are forward-going and more willing to take risks. Additionally they have a different kind of ability to take the lead, and they want to be on charge (Dessler, 2013, p. 633; Saru, 2006, 33), which makes the entrepreneurs natural leaders.

Dessler (2013, p. 633) points out that all these differences mentioned above, may lead the small business into an uncompetitive position. Because larger companies acknowledge the high importance of managing the human resources and have the resources to concentrate on it, the smaller businesses are in a risk-zone. They might miss issues, such as regulations, or statutes, that will lead to legal adversities, or they can simply do things, like paperwork, in a too complicated way, since the concentration is somewhere else, which in turn might lead to errors. (Dessler, 2013, p. 633) According to the author's experience, this does not apply to INSTO. As mentioned in chapter 2.1 INSTO has more similarities in its HRM with larger companies and SMEs, than with small and entrepreneurial businesses. INSTO's management has always been especially strict and precise in paperwork, as much as when it comes to legal matters.

As it can be understood from the paragraphs above, an effective human resource management gives small businesses competitive advantage, and helps businesses to acquire and retain big customers. Without a proper HRM small businesses can lose their chances in growth and success. (Dessler, 2013, p. 633)

3 METHODOLOGY

The goal of this research is to find answers to the following questions:

1. As an employer, how is Raisio Sähkö-INSTO Oy perceived by the employees?
2. What is the current status of human resource management in Raisio Sähkö-INSTO Oy?
3. What are the main areas in the human resource management of Raisio Sähkö-INSTO Oy that need improvements?

This thesis is a case study for a family business, and the main focus is to examine the current situation of Raisio Sähkö-INSTO Oy's human resource management, and find out how the employees of INSTO perceive the company as an employer. Another goal is to find the areas in INSTO's HRM that need improvements. The company has been operating since 1972, and the management of HR has not evolved much since then, excluding changes that have been inevitable, such as changes in regulations and statutes. Because the staff of the company is in the edge of rejuvenation (see chapter 1.2), this research was needed. To get the best possible results from this research the emphasis is on listening and understanding the employees. In the future the results of this research will be used as a base to develop the HRM within the company.

The mixed method was used for the research, since both qualitative and quantitative data were analyzed (Saunders, et al., 2012, p. 164). The quantitative data were gathered through a questionnaire, which is going to be handed out to every employee, and the qualitative data were gathered through discussion with the company's CEO. I decided to use mixed methods, because I'm anticipating to get more responses by using a questionnaire. Additionally I want to get some deeper understanding for the questionnaire responses by discussing with the CEO of the company, since she has a rather extensive knowledge base on both the employees and the company's HRM

The responses for the questionnaire were gathered online.

The discussion was held after the questionnaire responses were analyzed, because the results of the questionnaire helped determine the discussion topics, thus the most relevant issues were discussed and analyzed further.

3.1 Sampling

This thesis is a case study. Therefore the target group of the research is already known. There are 60 employees in Raisio Sähkö-INSTO Oy, and I wanted to involve all of them in the research. Therefore the sampling method used for this research is census. According to Saunders (2012, 258) census is a situation where data are possible to be gathered and analyzed from the whole population, and that is the case in this research.

Probability sampling is used for the interview part of the research, because the probability of selecting a particular employee is known. Additionally in terms of sampling frame, since the sample selected for the interviews is going to consist of the representatives of each employee group of each department, it can be said that the sample is representative of the population. (Saunders, et al., 2012, 262)

The research target group, i.e. the employees, could be reached during the work days, and through the company's contact database. Therefore, I was expecting a relatively high response rate. The active response rate was calculated by dividing the total number of responses with the total number in sample, without the ineligible and unreachable, therefore 39 divided by 41, and it was 95.12 percent. (Saunders, et al., 2012, 267-268)

3.2 Reliability, validity and generalization

In order to increase the reliability the questionnaire was filled anonymously. Because the work community of Raisio Sähkö-INSTO Oy is relatively small and intimate, in other words everyone knows each other, it was assumed that some of the employees would not answer the questionnaire if their identity had to be

revealed. It was additionally thought that by answering anonymously the respondents would give more truthful answers, than by answering by name.

Additionally, in order to increase the validity and reliability of this research, the questions of the questionnaire were chosen carefully to answer the most important questions concerning INSTO's HR environment. As mentioned in chapter 3, the questions were designed in co-operation of the INSTO's CEO, to find the most important HRM areas that need to be examined. In addition, the questions in the questionnaire were designed to answer the research questions (Saunders, et al., 2012, 429). Finally, the questionnaire was tested by a test person to assure the questionnaire is working and the questions are understandable. The discussion between the author and the CEO on the other hand, was held after the questionnaire answers were analyzed to get a broader view and deeper understanding on the answers.

Because the topic of this research was INSTO's HR environment, the respondents were solely the employees of INSTO, and out of all 60 employees 41 answered the questionnaire giving a response rate of 68.3% ($100/60 \cdot 41$), it is possible to say that the answers provide a general picture of the opinions and feelings concerning the HR environment and management of INSTO's employees, yet not of all employees in general.

4 RESEARCH ANALYSIS

The questionnaire for this research was designed and polished in a co-operation with Kirsi Gröndahl-Lindén, the CEO of Raison Sähkö-INSTO Oy, in order to find the most important questions to which answers were needed.

The questionnaire was filled online and after considerations it was decided that to get as many responses as possible, the link to the questionnaire was sent in an accompanying letter (appendix 1) together with the pay slip via post to the home addresses of the employees.

To encourage the employees to answer the questionnaire a restaurant gift card for two persons is to be lotted among the respondents.

The actual sample of this research was 60 Raison Sähkö-INSTO Oy's employees of whom 39 answered the questionnaire completely, and 46 in total. Four of the respondents had not filled the questionnaire completely, which led to elimination. Two of the respondents who did not answer the questionnaire completely only left the last part of the questionnaire blank, thus I did not see it necessary to eliminate their responses, since the first eight parts of the questionnaire were answered, and included very important data. Therefore, the last part of the questionnaire is analyzed separately from the others (chapter 3.7 and 3.8).

For me, working in human resource management, it was quite easy to detect false information, and in three of the responses, the age or the description of work was answered untruthfully, and it was acknowledged by the author. However, those answers have no misleading impact on the actual outcome of the research, thus these responses were not eliminated.

Majority of the respondents were permanent employees (97.56%), and 90,24% has been working for INSTO from 4 to over 10 years (see figure 5). In addition the respondents were mostly males (see figure 2), between ages 45-55 (see fig-

ure 1), and working as an electrician (see figure 3). When thinking about the division manning in Raision Sähkö-INSTO Oy (see chapter 1.1), the distribution of the respondents was rather comprehensive (see figure 3).

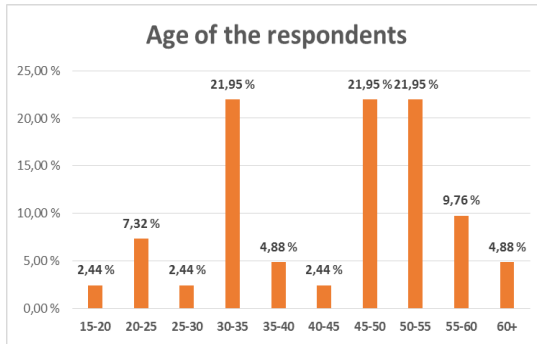


Figure 1. Age of the respondents.

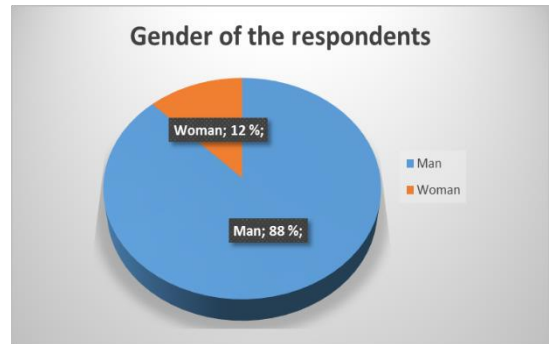


Figure 2. Gender of the respondents.

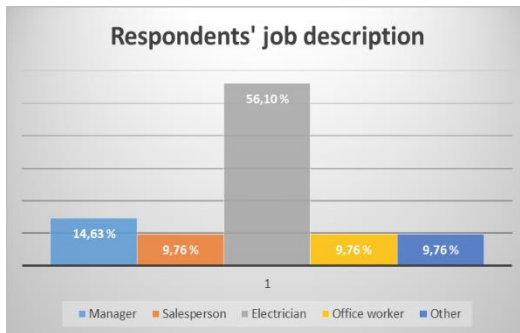


Figure 3. Respondents' job description.

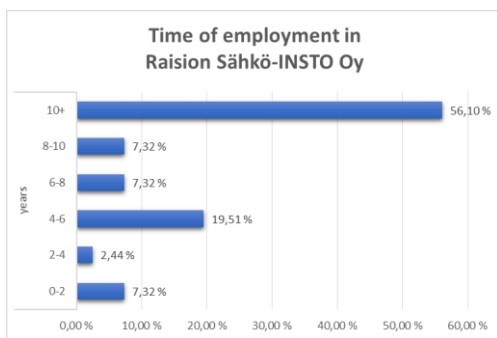


Figure 4. Respondents' time of employment in Raision Sähkö-INSTO Oy.

The following sections will be discussing the findings of the research. Because the questionnaire was rather extensive, only the most important findings were thoroughly examined. Additionally the sections are divided into 7 categories to ease the analyzation.

4.1 Scarcity of received recognition, motivation, or abetment does not equal unsatisfied personnel

As it has been discussed in the chapter 2, it is essential in terms of a company's operations, profitability and effectivity, as well as in satisfying and engaging the employees, that the right people are hired to right positions. Additionally it is important for the company that the employees feel that they are motivated, both financially and mentally, and able to develop in their careers. (Dessler, 2013; Viitala, 2012; Kauhanen, 2003)

According to the respondents of the research 90.24% felt that they are working in the right position compared to their education, and 82.93% that they are working in the right position compared to their experience and know-how (see figure 4). Additionally 70.73% of the respondents felt that the compensation in money of their work was in relation to their educational level. When these results were discussed with Kirsi Gröndahl-Lindén, the CEO of the company and the top manager of human resources, few important circumstances emerged, that need to be explained.

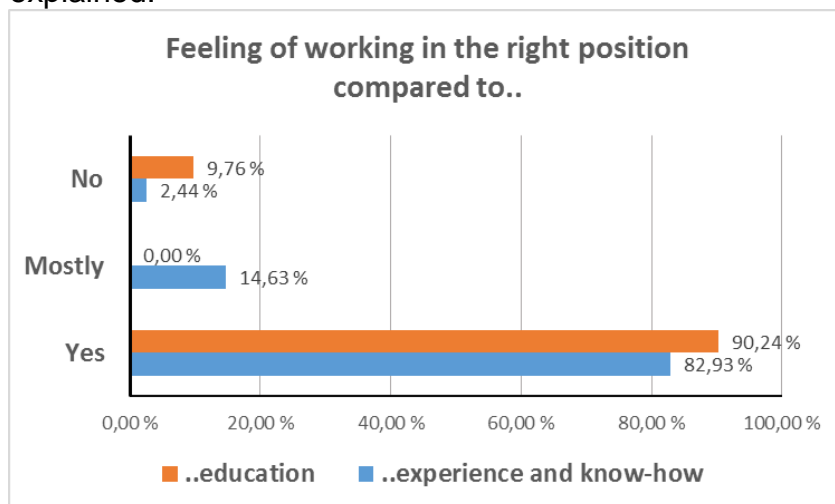


Figure 5. Respondents' feeling of working in the right position.

According to Gröndahl-Lindén, some of the current managers working in the electrical installations division, and front men working in the field, have earned their positions through hard work. In other words, they have learned their knowledge concerning the branch in practice without an actual by-the-book studying. The

discussion with Gröndahl-Lindén (2015) clarifies some of the negative responses (see figure 5).

Additionally majority of the respondents felt that they are mostly motivated, appreciated, and encouraged by their employer, manager, and colleagues on some level (see figures 6, 7 and 8). The status of this matter could and should be better. But because secondly the respondents felt that they are motivated and receiving abetment (see figures 6 and 7), the results are bearable. However, it has to be pointed out, that the results in respondents' feeling of receiving recognition was evidently more positive (see figure 8), which can be seen as an extenuating circumstance on some level (Gröndahl-Lindén, 2015).

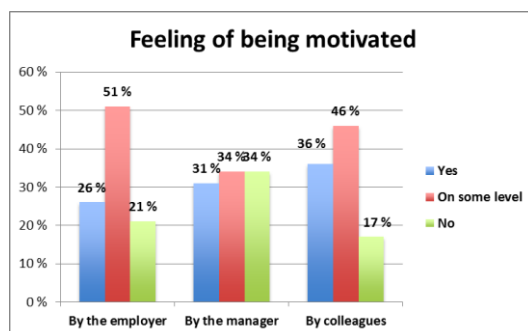


Figure 6. Respondents' feeling of being motivated.

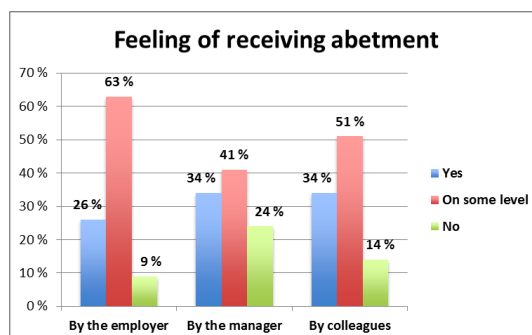


Figure 7. Respondents' feeling of receiving abetment.

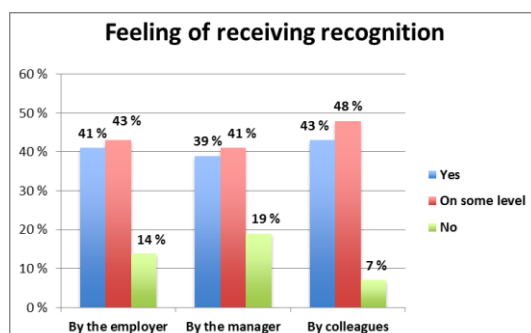


Figure 8. Respondents' feeling of receiving recognition.

According to Gallo (2011), employees stay motivated if they are encouraged to give their best effort at all times. By giving employees more responsibilities can work as a mental motivator and reward (Gallo, 2011). The research shows that 68.29% of the respondents felt that they are getting enough responsibility in their work in Raison Sähkö-INSTO Oy (see figure 9), which therefore can be regarded as a positive result.

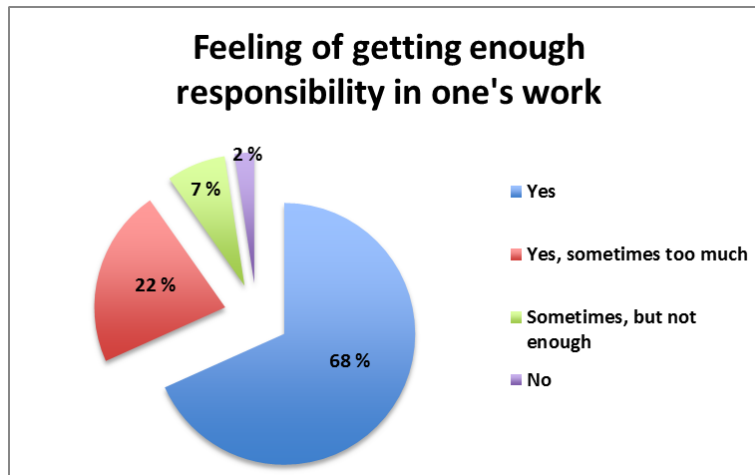


Figure 9. Respondents' feeling of getting enough responsibility.

4.2 Improvement suggestions for worksite safety and conditions

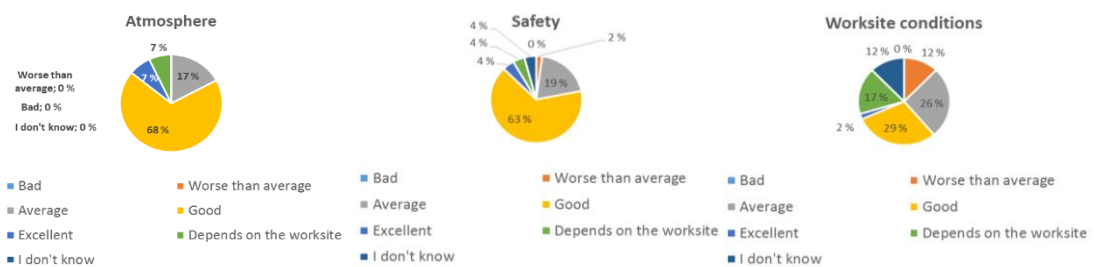


Figure 10. Respondents' thoughts about working conditions.

When it comes to the working conditions, safety and well-being of the employees, it is again important for the company's operability to have a healthy and satisfied personnel (Viitala, 2012, 212-215). When asked how the respondents feel about the working conditions, i.e. atmosphere, safety, and worksite conditions, in Raison Sähkö-INSTO Oy, the average distribution among the answers was "good" (see figure 10). Most improvements was needed in the worksite conditions, with 38% of the respondents perceiving the conditions to be average or

worse. As Kauhanen (2003, 187) points out, in Finland, this area of human resource management is regulated by the law. For example, according to Yrittäjät (2012) every Finnish employer is obligated to organize an occupational health care for the employees working under the law of work safety. Occupational health care includes all the operations concerning the prevention of sicknesses and accidents, the health and safety of working environment and conditions, and the general health, working ability, and performance of an employee (Yrittäjät, 2012). According to the respondents 82.93% felt that INSTO's human resource management pays enough attention to work safety, and 92.68% were satisfied with the provided health care. 17.07% of the respondents felt that improvements are needed in the work safety, and all of these respondents were electricians, who are mainly working on different worksites. They felt that the tools, equipment, safety gear, and recess spaces should be inspected and if necessary replaced or improved. This correlates with the answers given in the working conditions question (see figure 10). This creates a minor problem for INSTO's human resource management, since it is rather difficult for HRM to be aware of all the working sites, in which the electricians are working at any given time, since they can vary many times even during the same day. Therefore it is also nearly impossible for the HRM to be aware of the condition of the tools, and equipment of each working site. However, according to Yrittäjät (2012) the employer is obligated to be aware of the danger and adverse factors that are typical for the branch and workplace, yet because INSTO employs more than 20 people, a health and safety committee must be nominated. The committee is nominated amongst the employees and the representatives of the employer, i.e. INSTO's HRM, thus in this case, since it is nearly impossible for the HRM to be aware of the condition of the tools and equipment, the responsibility to acknowledge these inadequacies is on the representative of the employees.

According to the research questionnaire the employer is the most concerned about the well-being of the respondents, with 53% of the respondents feeling that the employer is concerned about their well-being, 43% feeling that the employer is concerned enough, and only 2% feeling that the employer is not concerned about their well-being. According to the respondents the managers are the least concerned about their well-being, with 39% of the respondents feeling that the managers are concerned, 41% feeling that managers are concerned enough, and 19% that managers are not concerned about their well-being. Majority of the respondents (46%) felt, that their well-being is being enough cared for by their colleagues (see figure 11). The results about the concern about employees' well-being by colleagues are natural, since majority of the respondents are males, whom are inherently less worrying than females. However the results in managers' concern about employees' well-being is distracting and definitely needs attention in the future (Gröndahl-Lindén, 2015).

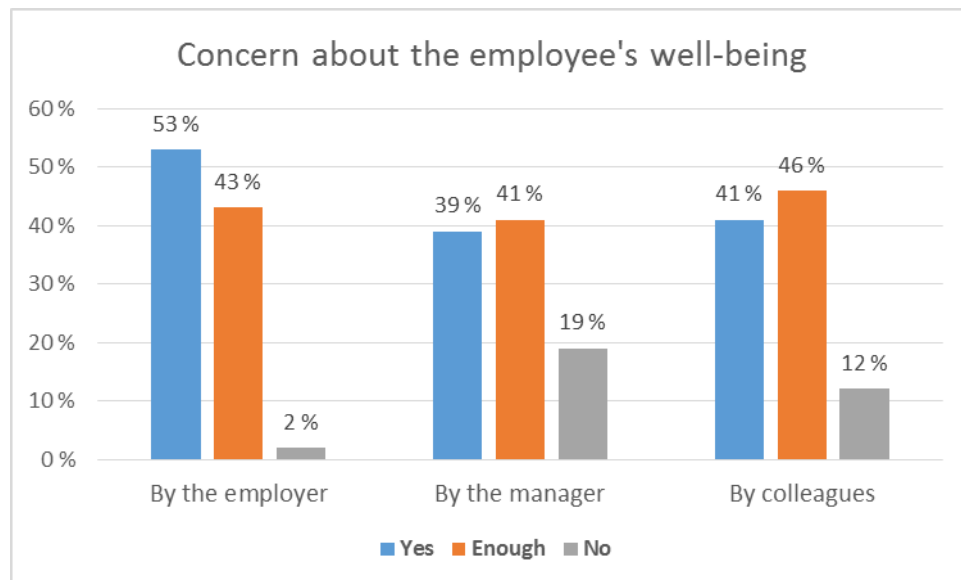


Figure 11. Respondents' feeling of being concerned about by the people in Sähkö-INSTO.

4.3 Positive results on engagement and commitment

According to Dessler (2013, 352) the employee retention and engagement is in straight relation to the level of support, appreciation, and compensation that is offered to the employee by the organization he/she is working in. Whereas the

results in chapter 4.1 (see figures 6, 7 and 8) were not that panegyric, according to the respondents 73.17% of them are very committed to their job, and 63.41% of them are very committed to INSTO. Only 2.44% of the respondents answered that they are committed only on some level to their job and INSTO, and 0% of the respondents felt not committed at all (see figure 10). This can be supported by the findings of the first part of the research questionnaire, since 56.10% of the respondents have been working for INSTO altogether for over 10 years (figure 4), and 82.93% have not worked anywhere else in between.

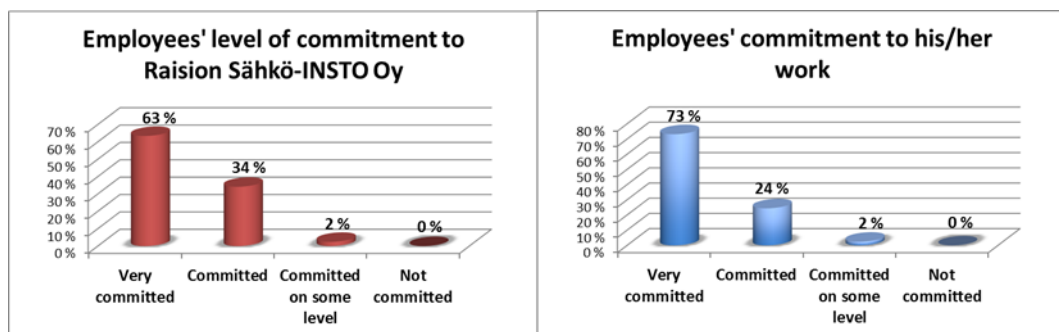


Figure 12. Respondents' level of commitment.

On the other hand 17.07% of the respondents had worked for some other companies in between. 57.14% of these respondents had temporarily changed the employer “just for a change”, 28.57% had been after for a “better salary”, and 14.29% after a “better working environment”. However, only 20% of the respondents told that the reason for returning to INSTO was the “end of the other employment”, 20% that the “location of INSTO suited better”, and 60% felt that “INSTO offered better employment”. According to Vance (2006, 6) an employee that is committed to his/her job and employer, feels satisfied with the employer and the job. Additionally it usually means that the employee is supported by his/her manager via recognition and positive feedback. That on the other hand increases the employee’s motivation (Vance, 2006, 6). Some of the findings of the research (see chapter 3.1) differs from the statement of Mr. Vance in terms of received recognition and feedback. However, Mr. Vance’s statement supports the research findings in terms of satisfaction and comfort (see chapter 3.6 and 3.7). Additionally, these results correlate with Mr. Kachanger’s (et. al., 2012) statement about the family businesses and their importance on commitment.

4.4 Need for development discussions and casual gatherings

As it is discussed in chapter 2.2.7, and also commonly known, communication is one of the corner stones of an effective human resource management. Without fluent communication, the human resource management will most likely fail in satisfying and engaging the employees.

According to the Raison Sähkö-INSTO Oy's employees, the overall communication level and fluency is "good", yet there are some deficiencies (see figures 13 and 14). As Saru (2006, 33), points out small organizations benefits from the lower hierarchy level compared to bigger organizations. That usually means, that in addition to the flexibility of operations, also the communication is more straightforward and effortless, and the overall input of one individual towards the common goals is easier to identify (Saru, 2006, 33). The findings of the research (figure 13 and 14) support Saru's statement. However, 12% of the respondents felt that the communication level and fluency is "worse than average" between manager and employee. In INSTO that can be seen as a minor problem, since the managers are primarily the ones that are communicating, including feedback and instructions, with their subordinates on a daily basis.

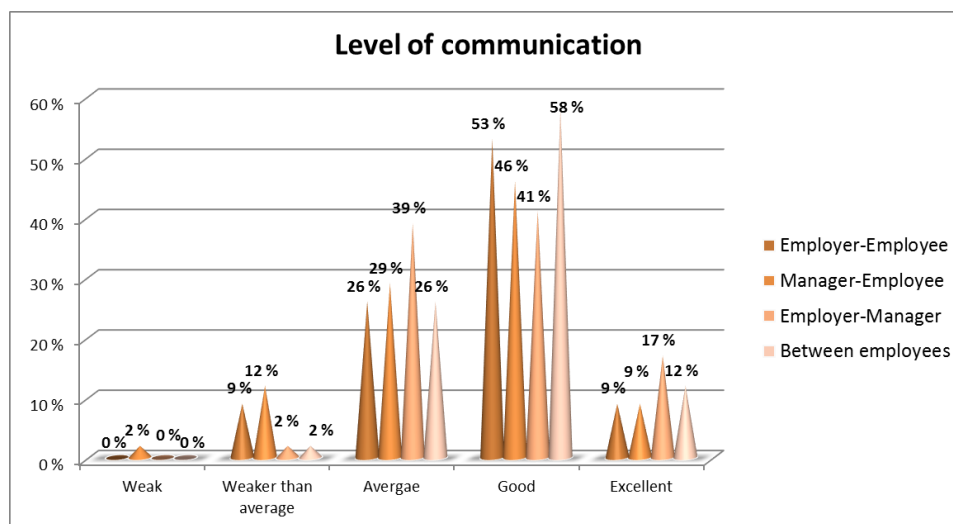


Figure 13. Respondents' feeling about the level of communication.

According to the questionnaire answers, some of the respondents felt that the communication flow should be eased and improved. Additionally some of the respondents felt that there could be more collective gatherings, both casual and professional, to boost the communication level and fluency in the areas that the overall communication is below good.

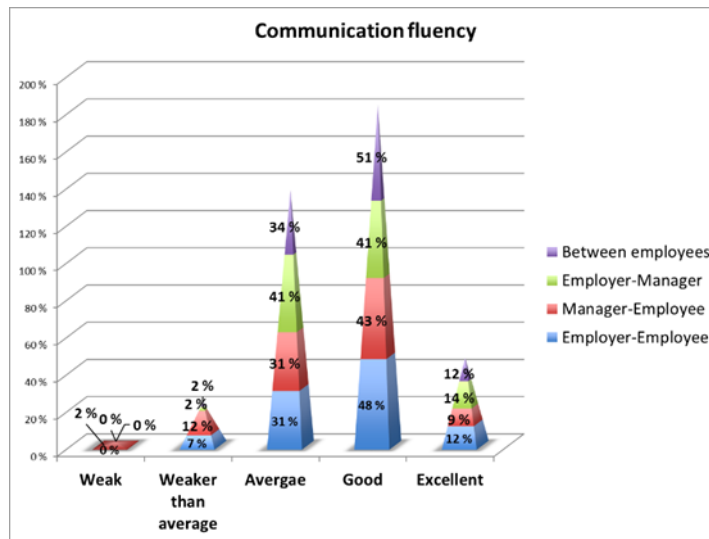


Figure 14. Respondents' feeling about communication fluency.

The reason for the rather weak rating concerning the communication between the management and employee could be explained by the responses in the “Assessment of the work and Feedback” part of the questionnaire (figures 15 and 16). 48.78% of the respondents felt that INSTO’s management does not offer possibilities for evaluation or development discussions, and 46.34% of the respondents felt that there could be more evaluation of their work and development discussions (see figure 15 and 16).

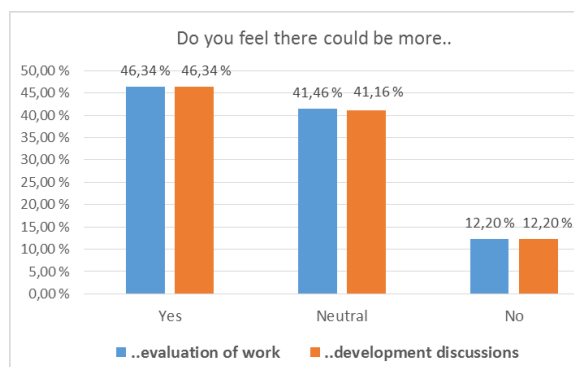


Figure 15. Respondents' feeling about the offering of evaluation and development discussions.

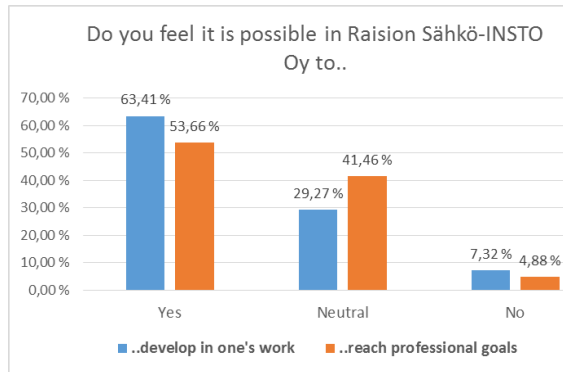


Figure 16. Respondents' feeling about the possibility of developing in work and reaching goals.

The importance of employees' possibilities to develop in one's career has been explained in the previous chapters, and in chapter 2.2.4 it was pointed out that employee evaluation is usually done between a manager and an employee during a development discussion (Kauhanen, 2003, 141). The findings of the questionnaire clearly point into a direction, that INSTO should concentrate on improving the offering of development discussions. According to most of the respondents, who thought that development discussions should be offered more, the development discussions should be held on an annual basis, and they might not include exclusively discussions about raise, but general matters concerning work, such as matters that are going well and matters that should be improved.

However, the responses additionally show that 63.41% of the respondents feel that it is possible to develop in one's work, and 53.66% feels that professional goals can be reached in Raison Sähkö-INSTO Oy (see figure 16). Additionally majority of the respondents (41.46%) felt that they are supported by the employer in case they want or have wanted to study along work. The employees' possibility and ability to educate themselves along work is self-evidently an important factor in career and self-development.

According to TTK (n.d.) diminutive level of communication usually leads to conflicts. It is primarily important for management to recognize the attributes that might lead to problematic situations, and try to discharge them in an early stage. If a problem or conflict has time to sprout and burst, it might harm the organization and employees in many levels and on long term (TTK, n.d.). According to 53.66% of the respondents problematic situations in Raisio Sähkö-INSTO Oy can be usually solved “in-house” through discussion and negotiation, and 29.27% felt that discussion and negotiation always solves the situations. The rest of the respondents (17.07%) felt they don’t have enough experience to answer the question (see figure 17). To support this finding, majority of the respondents (65.85%) felt that there is “no need for external help”, such as labor unions or lawyers, in problematic situations. Only one of the respondents (2.44%) felt that usually external help is needed, the rest of the respondents (31.71%) felt they don’t have enough experience to answer the question (see figure 18).

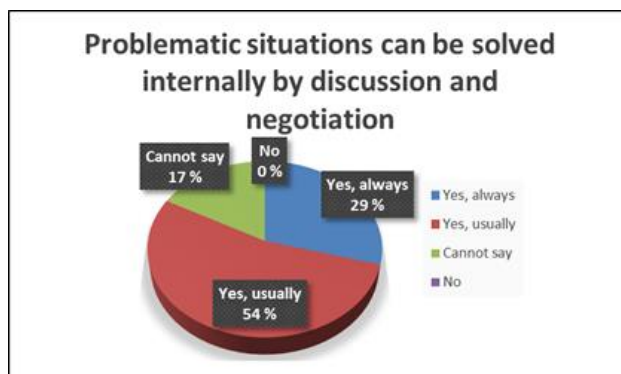


Figure 17. Respondents' feeling about problematic situation solving.

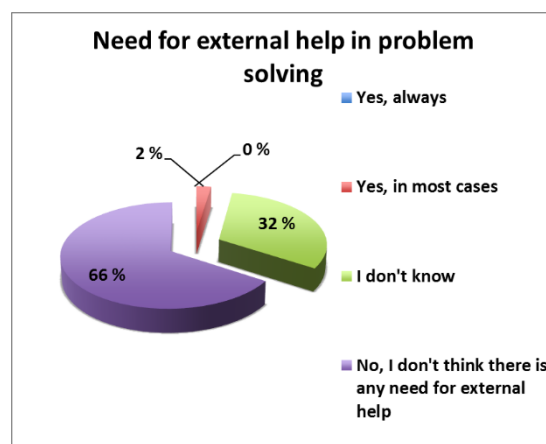


Figure 18. Respondents' feeling about the need of external help in problematic situations.

4.5 Need for improvements in management and instructions

As discussed in chapter 2.2.6, one of the most important tasks a manager has is to manage and instruct his/her subordinates. The quality of the instructions and management is in relation to the efficiency and amount of errors (Viitala, 2012, 270-280). According to the research, even though majority of the respondents (70.73%) felt that the instructions they are given by their managers are sufficient, 56.09% of the employees felt that the clarity of these instructions is average or worse, where 43.90% felt that the instructions are good or excellent (see figure 19). When the respondents were asked why the majority feels the clarity of instructions is average or worse, all the answers could be linked into one main issue, which was that in many cases the management has too much work to do, and that affects negatively on the clarity of given instructions. However, when the respondents were asked if during their workday they know what they should be doing and where, 73.17% responded “yes”. Therefore at least some of the instructions are understood correctly. When asked In conclusion, according to the research, the respondents felt on average that the managers of Raison Sähkö-INSTO Oy deserve 7.7 as the grade of their management, which according to Gröndahl-Lindén (2015) is sufficient, yet should be enhanced in the future.

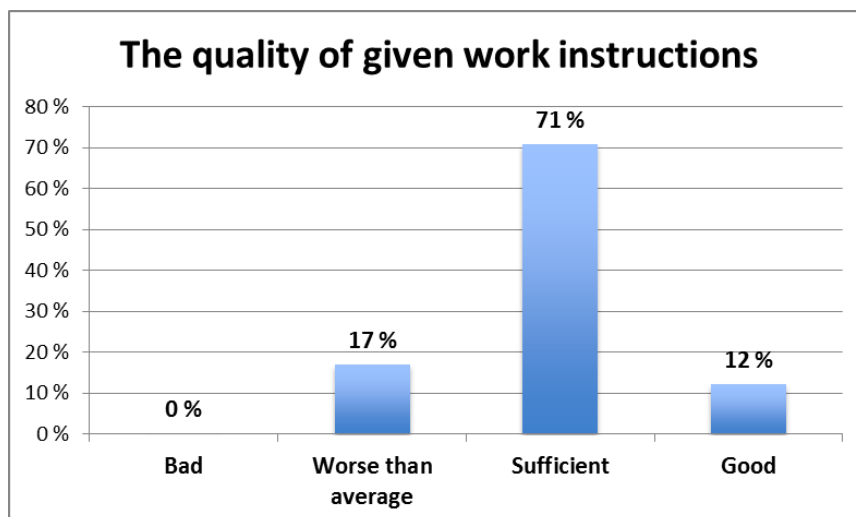


Figure 19. Respondents' feeling about the quality of instructions given for work by managers.

4.6 Trustworthy and comfortable atmosphere

As it has been discussed in chapter 2.3, trust is an important factor when it comes to employer-employee relationships, and because family businesses have longer employee tenures, the trust is also higher between the people working in the company (Kachanger, et al., 2012). The results of the research questionnaire support this claim. According to the research majority (see figure 20) of the respondents felt able to trust and be open with the employer, manager, and colleagues. In this case the matter of trust and openness, the importance emphasis is on the employer, since the employer additionally is the top manager of human resource management. And according to Raision Sähkö-INSTO Oy's employees, the employer is the most trustworthy and easy to be honest with (figure 20). Even though, the overall trust level can be seen as good in INSTO, the fact that the respondents felt the managers to be the least trustworthy and easy to be open with, creates concerns, since the managers are the ones the employees communicate the most with on a daily basis, excluding their colleagues. However, these results correlate with the results found in chapter 3.4, where the respondents felt that the communication between employees and managers struggle at times.

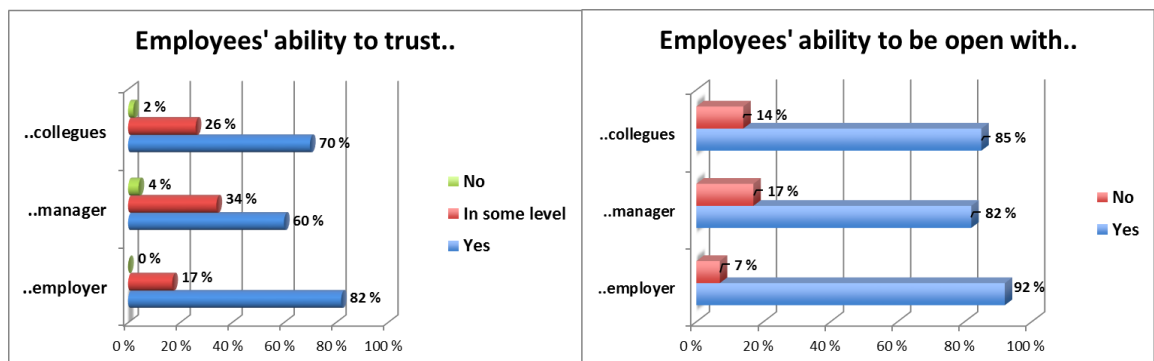


Figure 20. Respondents' ability to trust and be open in Sähkö-INSTO.

Regardless of the results in chapter 3.4, most of the respondents (56.10%) felt that it is “easy to chitchat this and that” in INSTO, 39.02% felt it to be rather easy, and only 4.88% felt it to be slightly difficult. None of the respondents felt it difficult. The fact that the results in communication level and fluency (see chapter 3.4),

and ability to chitchat can be seen as an indication of a rather relaxed atmosphere between the employees when it comes to socializing. Another fact that supports the idea of a relaxed atmosphere in INSTO, is that 56.10% of the respondents felt it is easy to enjoy oneself in INSTO. 43.90% felt it to be rather easy, and none felt it to be slightly difficult or difficult. To support these results, additionally majority of the respondents (61%, 52%, 42%) felt that the employer, managers, and colleagues are thinking the respondents' best interests in INSTO, which supports the idea of good overall atmosphere and well-being of the employees in Raison Sähkö-INSTO Oy.

4.7 Positive overall feedback

When the employees were asked about the overall satisfaction concerning INSTO as an employer, INSTO's human resource management, and the questionnaire, the results were favorable. 87.18% of the respondents were very satisfied to satisfied, 7.69% were neutral, and 5.13% were very unsatisfied (figure 21). The HRM deserved an average of 8.3 as a grade, and the questionnaire 8.4. The questionnaire was graded by considering the purpose, necessity, practicality, efficiency execution, and clarity. Therefore it is safe to say, that the overall feedback for Raison Sähkö-INSTO Oy as an employer, the management of human resources of the company, and for the questionnaire was rather positive. According to Gröndahl-Lindén (2015), the questionnaire will be used in the future annually as a basis for employee surveys.

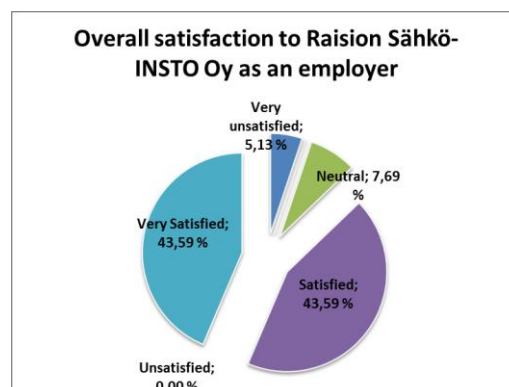


Figure 21. Respondents' overall satisfaction level of Sähkö-INSTO as an employer.

5 CONCLUSIONS

The objective of this thesis was to find out how the employees perceive Raison Sähkö-INSTO Oy as an employer, what is the current status of the company's human resource management, and what aspects of it should be improved.

The first research question explored the perception of the company's employees in the matter of Raison Sähkö-INSTO Oy as an employer. The results show that majority of the people who come to work for INSTO tend to stay until retirement, which can be seen as a valid indication of INSTO being a good employer. Another matters that correlates with that, is that majority of the employees are committed to their work and to the company, and the trust rate between the people working in INSTO is in its entirety high. Additionally, the overall satisfaction rate among INSTO's employees is "very satisfied" or "satisfied".

The second research question examined the operations of the human resource management. The main goal was to find the current status of the company's HRM. The research shows that even though there has not been a clear strategy or any significant changes in the company's HRM operations, the situation in HRM department is rather good. The research shows, that the employees can be seen outright satisfied with the way the human resource management is operating, yet some deficiencies was naturally pointed out.

The third research question studied the deficiencies found in the human resource management. The areas that evidently need improvements, were communication, feedback and development discussions, managers' concern about their subordinates' well-being, worksite conditions, and instructions given for work. As majority of the respondents who felt that there are deficiencies in the communication were electricians working in field, i.e. outside the building, it means that there is a need for a communication tool that eases the communication flow. The results in communication can be related to the results in work instructions and worksite conditions, and by fulfilling the need of easier communication, it might bring clarity to the work instructions as well, and ease the communication flow about the

worksites. What comes to the managers' concern about the well-being of their subordinates, it has to be acknowledged, that all of the managers are men, and all of their subordinates are men. It is commonly known, that for men it can be more difficult to be concerned about other men, especially in professional terms. However, the situation has to be improved, and people working in the managerial positions should be able to be understanding and discerning, especially when it comes to their subordinates' health.

In its entirety the research brought up important and interesting facts about INSTO as an employer, and about its human resource management. In my opinion, the research revealed details that would not have been found without this research. The questionnaire used for this research will be utilized in the future in the company's operations to measure the employee satisfaction and to explore employee opinions.

5.1 Suggestions for further examination

Bachelor's thesis has its length limitations, which naturally narrowed down the depth and scope of this thesis. However, there are issues that could be examined further.

One matter that could be examined, is the communication in the company. A deeper research about the issues in the communication flow and fluency; where and when do they possibly emerge and why; what could be done to prevent and improve the situation and how should it be implemented, would be an extremely interesting subject.

Another suggestion for further examination is an implementation plan for the deficiencies found by this research. It would be very interesting to know what would be the best way of implementing changes concerning human resource management in a long-standing family business like Raision Sähkö-INSTO Oy. Another interesting matter to know would be that what are the possible risks and obstacles and how could they be defeated.

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Appendix: Questionnaire

Hei,

Oletko ystävällinen ja osallistut kyselyyn. osallistuminen onnistuu sekä tietokoneella, että älypuhelimella. Kysely sulkeutuu 20.11.2015

Alla linkki mielipidekyselyyn, joka on suunniteltu Raision Sähkö-INSTO Oy:n henkilöstölle. Kyselyn tarkoitus on selvittää, millaisena sinä, Raision Sähkö-INSTO Oy:n työntekijänä, koet INSTO:n työnantajana, sekä millaisena koet INSTO:n henkilöstöjohtamisen laadun.

Kyseinen mielipidekysely koostuu yhdeksästä osiosta, jotka voidaan jakaa kolmeen pääryhmään: **työntekijän perustiedot, henkilöstöhallinnon tilanne ja ehdotukset tulevaisuuteen**. Perustiedoissa kerätään työntekijää koskevat perustiedot. Henkilöstöhallinnon tilanne -osiossa kerätään tietoa mm. työtyytyväisyystasosta, työn johtamistasosta, työturvallisuuteen ja kommunikointiin liittyvistä mielipiteistä yms. Viimeinen osio käsittelee intranetin käyttöönoton mahdollisuutta, sekä yleistä arviotasi INSTO:n henkilöstöjohtamisesta.

Kaikki kyselyn vastaukset kootaan yhteen, ja tulokset analysoidaan, jotta henkilöstöjohtamisen vahvuudet ja heikkoudet voidaan paikantaa, ja täten kehittää sekä parantaa INSTO:a työnantajana. Kyselyn myötä INSTO:n henkilöstöhallinto saa paremman kuvan sekä työntekijöiden ajatuksista ja tuntemuksista, että henkilöstöhallinnon tilasta, jolloin mahdollisiin heikkouksiin ja vahvuuksiin on helpompi keskittyä, ja toimintaa kehittää. **Kyselyn tarkoituksena on siis parantaa sinun työolosuhteitasi ja -hyvinvointiasi.**

Kysely toteutetaan täysin anonymisti, joten vastauksia ei yhdistetä kehenkään tiettyyn työntekijään. Valmis henkilöstömielipideraportti tulee olemaan jokaisen työntekijän luettavissa.

Kyseisen mielipidekyselyn on suunnitellut ja toteuttanut allekirjoittanut, yhteistyössä Kirsin kanssa, ja sitä tullaan mahdollisesti soveltamaan käyttöön myös

tulevaisuudessa. Kysely liittyy opintojeni päättötyöhön, joten vastauksesi on sik-
sikin tärkeä.

Iso kiitos ja syvä niaus jo etukäteen!

- Moona ☺

***Ps. Kaikkien kyselyyn vastanneiden kesken arvotaan kahden hengen ravin-
tolalahjakortti.***

..jos kysymyksiä ilmenee liittyen kyselyyn, voit osoittaa ne suoraan minulle, m.lin-
den@sahko-insto.fi / 0407705405, tai Kirsille, kirsi.grondahl-linden@sahko-
insto.fi / 0400239680

Linkki kyselyyn:

<http://www.surveyexpression.com/s/43737/mielipidekysely>

Raision Sähkö-INSTO Oy:n henkilöstömielipidekysely

1. PERUSTIEDOT

1. Sukupuoli? *

- Mies
- Nainen

2. Ikä? *

- 15-20
- 20-25
- 25-30
- 30-35
- 35-40
- 40-45
- 45-50
- 50-55
- 55-60
- 60+

3. Työtilanteesi ennen Raision Sähkö-INSTOLle siirtymistä? *

- Työtön työnhakija
- Työllistetty työnhakija
- Muu, mikä?

4. Työsuhteesi laatu Raision Sähkö-INSTOssa? *

- Toistaiseksi voimassaoleva (ts. vakituinen)
- Määräaikainen

5. Toimenkuvasi Raision Sähkö-INSTOssa? *

- Työnjohtaja
- Myyjä
- Asentaja
- Toimistotyöntekijä
- Muu, mikä?

6. Kauanko olet työskennellyt Raision Sähkö-INSTOssa? (Jos olet työskennellyt välillä muualla, laske yhteen aiemman ja nykyisen työsuhteen pituudet) *

- 0-2 vuotta
- 2-4 vuotta
- 4-6 vuotta
- 6-8 vuotta
- 8-10 vuotta
- yli 10 vuotta

7. Oletko työskennellyt välillä jossakin muualla niin, että työsuhteesi INSTOssa on ollut katkolla? *

- Kyllä
- En

8. Miksi? Voit valita useamman vastausvaihtoehdoista (Jos vastasit edelliseen kohtaan "En", voit siirtyä suoraan kohtaan 10)

- Toisaalla tarjottiin parempi palkka
- Toisaalla tarjottiin miellyttävämpi työ
- Toisaalla tarjottiin miellyttävämpi työympäristö
- Vaihtelun vuoksi

9. Miksi palasit Raision Sähkö-INSTOon? Voit valita useamman vastausvaihtoehdoista. (Jos vastasit kohtaan 7. "En", voit siirtyä suoraan kohtaan 10.)

- Työsuhde toisaalla päättyi
- INSTO tarjosi parempaa
- Muu syy (mikä?)

2. HENKILÖSTÖN HANKINTA, VALINTA JA SIJOITTAMINEN

10. Koetko olevasi oikeassa työssä koulutukseesi nähden? *

- Kyllä
- En

11. Onko INSTOssa tekemäsi työ mielestäsi alan kokemustasi ja tieto-taitoasi vastaavaa? *

- Kyllä
- Sinne päin
- Ei

12. Koetko työstä saamasi rahallisen korvauksen koulutustasi vastaavaksi? *

Kyllä

En

3. TYÖOLOJEN, -SUOJELUN JA -HYVINVOINTI

13. Koetko, että INSTOssa kiinnitetään työsuojeluun tarpeeksi huomiota? *

Kyllä

En

14. Mihin työsuojeluasioihin INSTOssa tulisi kiinnittää enemmän huomiota?

15. Millaisena useimmiten koet työolosuhteet INSTOssa työskennellessäsi? *

	Huono	Keski- vertoa huo- nompi	Keski- verta	Hyvä	Erin- omainen	Riippuu työ- maasta	En osaa sanoa
Ilma- piiri?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Turvalli- suus?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työ- maan puit- teet?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Koetko, että työhyvinvoinnistasasi välitetään? *

	Kyllä	Riittävästi	En
Työnantajasi osalta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimiehesi osalta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereidesi osalta?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Oletko tyytyväinen INSTOn tarjoamaan terveydenhuoltopalveluun? *

Kyllä

En, koska..

18. Jos olet osallistunut koulutukseen/halunnut opiskella työsi ohella, koetko, että INSTO on tukenut opintojasi? *

Kyllä

En ole opiskellut mitään työni ohella

Riittävästi

En

4. KOMMUNIKOINTI JA ONGELMANRATKAISU

19. Miten kuvalisit kommunikaation olemassaoloa? (asteikolla heikko-erinomainen) *

	Heikko	Keskivertoa heikompi	Keskiverto	Hyvä	Erinomainen
Työnantajan ja työntekijän välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Esimiehen ja työntekijän välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työnantajan ja esimiehen välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereiden välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Miten kuvailisit kommunikaation sujuvuutta? (asteikolla heikko-erinomainen) *

	Heikko	Keskivertoa heikompi	Keskiverto	Hyvä	Erinomainen
Työnantajan ja työntekijän välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimiehen ja työntekijän välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työnantajan ja esimiehen välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereiden välillä?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Miten kommunikointia voitaisiin lisätä ja/tai parantaa?

22. Koetko, että INSTOssa ongelmatilanteet pystytään ratkaisemaan sisäisesti, keskustelemalla ja neuvottelemalla? *

- Kyllä, aina
- Kyllä, useimmiten
- En osaa sanoa
- En

23. Koetko, että ongelmaratkaisutilanteissa ulkopuolisen tahon (esim. ammattiyhdistys) apu on tarpeen? *

- Kyllä, aina
- Kyllä, useimmiten
- En osaa sanoa
- En koe, että ulkopuolisen tahon apua tarvitaan

5. KANNUSTUS JA MOTIVOINTI

24. Tunnetko saavasi kannustusta työssäsi? *

	Kyllä	Jollain tasolla	En
Työnantajaltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheltäsi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereiltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Tunnetko saavasi arvostusta/tunnustusta tekemästäsi työstä? *

	Kyllä	Jollain tasolla	En
Työnantajaltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheltäsi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereiltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Tunnetko saavasi motivointia työhösi? *

	Kyllä	Jonkin verran	En
Työnantajaltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheltäsi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtovereiltasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. Tunnetko saavasi riittävästi vastuuta työssäsi? *

- Kyllä
- Kyllä, välillä liikaakin
- Jonkin verran, mutten tarpeeksi
- En

6. TYÖN SUORITUSARVIOINTI JA PALAUTE

28. Koetko saavasi arviointia tekemästäsi työstä? *

- Kyllä
- Jonkin verran
- En

29. Toivoisitko arviointia olevan enemmän? *

- Kyllä
- Neutraali
- En


30. Koetko esimiehesi ja/tai työnantajasi tarjoavan mahdollisuuden kehityskeskusteluihin? *

- Kyllä
- En

31. Toivoisitko, että kehityskeskusteluja olisi enemmän? *

- Kyllä
- Neutraali
- En

32. Millaisia asioita toivoisit kehityskeskustelujen sisältävän? Mitä toivoisit niissä käsiteltävän?



33. Koetko, että INSTOssa on mahdollista kehittyä työssään? *

- Kyllä
- Neutraali
- En

34. Koetko, että INSTOssa on mahdollisuus saavuttaa ammatillisia tavoitteita/päämääriä? *

- Kyllä
- Neutraali
- En

7. TYÖN SUUNNITTELU, ORGANISOINTI JA TEHOKKUUS

35. Miten arvioisit työtehtävien suunnittelun/organisoinnin selkeyden? *

- Heikko
- Keskivertoa heikompi
- Keskiporto
- Hyvä
- Erinomainen

36. Jos vastasit edelliseen kohtaan "heikko", "keskivertoa heikompi" tai "keskiporto", niin kerro muutamalla sanalla **miksi..**



37. Miten kuvailisit töihin saamiesi ohjeiden laatua? Saamani ohjeet ovat.. *

- ..huonoja
- ..keskivertoa huonompia
- ..riittäviä
- ..hyviä

38. Minkä kouluarvosanan antaisit työnjohdolle/esimiehellesi työn organisoinnista? *

- 4
- 5
- 6
- 7
- 8
- 9
- 10

39. Tunnetko tietäväsi koko työpäivän ajan, missä sinun kuuluisi olla ja mitä sinun pitäisi tehdä? *

- Kyllä
- Lähes kokoajan
- En

8. LUOTTAMUS JA TYÖNTEKIJÄN TIETOSUOJA

40. Koetko pystyväsi luottamaan.. *

	Kyllä	Jollain tasolla	En
..työnantajaasi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
..esimieheesi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
..työtovereihisi?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

41. Koetko voivasi olla avoin asioistasi.. *

	Kyllä	En
..työnantajallesi?	<input type="radio"/>	<input type="radio"/>
..esimiehellesi?	<input type="radio"/>	<input type="radio"/>
..työtovereillesi?	<input type="radio"/>	<input type="radio"/>

42. Tunnetko, että sinun etuasi ajatellaan.. (Voit valita useamman vastausvaihtoehdon) *

	Kyllä	Joskus	En ole siitä aina aivan varma	En
..Työnantajasi toimesta?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
..Esimiehesi toimesta?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

..Luottamus-
miehen toi-
mesta?

43. Kuinka sitoutunut olet työhösi? *

- Erittäin sitoutunut
- Sitoutunut
- Jokseenkin sitoutunut
- En lainkaan sitoutunut

44. Kuinka sitoutunut olet INSTOa kohtaan? *

- Erittäin sitoutunut
- Sitoutunut
- Jokseenkin sitoutunut
- En ollenkaan sitoutunut

45. Kuinka kuvailisit omaa kykyäsi viihtyä INSTOssa? *

- Helppoa
- Jokseenkin helppoa
- Jokseenkin vaikeaa
- Vaikeaa

46. Kuinka kuvailisit omaa kykyäsi jutella "niitä näitä" INSTOssa? *

- Helppoa
- Jokseenkin helppoa
- Jokseenkin vaikeaa
- Vaikeaa

9. VIIMEISEKSI..

47. Kuinka tyytyväinen olet Rasion Sähkö-INSTOon työnantajana? *

- Erittäin tyytymätön
- Tyytymätön
- Neutraali
- Tyytyväinen
- Erittäin tyytyväinen

48. Minkä kouluarvosanan antaisit INSTOn henkilöstöjohtamiselle? *

- 4
- 5
- 6
- 7
- 8
- 9
- 10

49. Minkä kouluarvosanan antaisit tälle henkilöstömielipidekyselylle? (ottaessasi huomioon kyselyn tarkoituksen ja toteutuksen; *tarpeellisuus, käytännöllisyys, tehokkuus, selkeys jne.*)

- 4
- 5
- 6
- 7
- 8
- 9
- 10

50. Muuta mainittavaa / Vapaa sana:

A large, empty text input field with a light gray border. On the right side, there is a vertical scroll bar with a small upward-pointing arrow at the top and a downward-pointing arrow at the bottom. At the bottom left, there is a small left-pointing arrow, and at the bottom right, there is a small right-pointing arrow. The field is currently empty.