

EMPLOYEE SATISFACTION

Case: Bring Express Suomi Oy



Ylemmän ammattikorkeakoulututkinnon opinnäytetyö

HAMK Visamäki Campus, Business Management and Entrepreneurship

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TIIVISTELMÄ

Bring Express Suomi Oy:ssä on tehty monia asioita, jotta saataisiin parempi henkilöstötyytyväisyys kuin vuonna 2016. Tuloksia on jo saatu, kun vuoden 2018 henkilöstökyselyt antoivat parempia tuloksia. Yrityksessä on kuitenkin nähty, että henkilöstötyytyväisyyden eteen pitää tehdä koko ajan töitä. Vuosittainen kysely ei riitä sillä tilanteet voivat muuttua nopeastikin.

Työelämä on murroksessa ja tähän vaikuttaa digitalisoituminen, työtehtävissä tapahtuvat muutokset, henkilöstön saatavuus, ikääntyminen, arvojen muuttuminen, asiakkaiden odotukset sekä muut asiat. Ja näihin muutoksiin ja odotuksiin myös Bringin tulisi osata reagoida. Ja näin ollen myös tarjota puitteet, että osaava henkilöstö on motivoitunut sekä sitoutunut työskentelemään yrityksessä sekä tämän tueksi rakentaa luottavaisen sekä avoimen työkalttuurin. Yrityksen pitää huomioida nämä asiat, jotta se voi varmistaa myös uusien työntekijöiden onnistuneen rekrytoinnin, koska hyvä työnantaja kuva on se millä vaikutetaan työntekijöiden saatavuuteen.

Tutkimuksessa käytettiin henkilöstökyselyjä vuosilta 2016-2019, tehtiin lisäksi kysely lomakkeella sekä haastateltiin HR:ää ja esimiehiä. Osana tutkimusta oli myös tarkoitus luoda tarvittavaa tietoa, ohjeita, dokumentteja ja työkaluja esimiehille, joilla on tärkeä rooli henkilöstötyytyväisyydessä, motivoinnissa, sitouttamisessa sekä avoimen ja luottavaisen työkalttuurin luomisessa. Tutkimuksen perusteella monet tarvittavista lomakkeista, ohjeista ja työkaluista olivat olemassa mutta niistä ei oltu viestitty tarpeeksi eikä riittävän laajasti koko henkilöstölle. Kaikki asiat jotka ovat heikentäneet tuloksia, motivaatiota tai sitoutuneisuutta voidaan yhdistää vaillinaiseen viestintään, niin johdon kuin esimiesten osalta. Viestinnän parantamisella saadaan moni ylläolevista asioista korjattua.

Avainsanat Henkilöstötyytyväisyys, henkilöstö, esimiestyö, työkalttuuri, viestintä

Sivut 74 sivua, joista liitteitä 9 sivua

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ABSTRACT

Many things and projects have been done at Bring Express Suomi Oy to achieve better employee satisfaction than in 2016. Results have already been obtained when the 2018 personnel surveys yielded better results. However, the company has seen that employee satisfaction is something that has to be worked on all the time. An annual survey is not enough as situations can change rapidly.

Working life is in flux and is affected by digitalization, job changes, staff availability, aging, change in values, customer expectations and more. And Bring should be able to respond to these changes and expectations. And so also provide a framework for motivated and committed staff to work for the company and build a trusting and open work culture to support it. The company must take these issues into account in order to ensure that new employees are also successfully recruited, because a good employer image is what affects the availability of employees.

The study used personnel surveys from 2016 to 2019, supplemented the questionnaire, and interviewed HR and supervisors. As part of the research, it was also intended to create the necessary information, guidance, documentation and tools for supervisors, who play an important role in staff satisfaction, motivation, commitment, and creating an open and confident work culture. According to the survey, many of the necessary forms, instructions and tools existed but were not communicated to the staff enough and not widely enough. Anything that has undermined results, motivation, or commitment can be combined with poor communication, both for management and managers. Improving communication can correct many of the above issues.

Keywords Personnel satisfaction, staff, management, work culture, communication

Pages 74 pages including appendices 9 pages

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1 INTRODUCTION

Bring Express Suomi Oy is a logistics company that is part of the Norwegian Post Group. There are about 30 employees, but the number has been closer to 50 in the past. In recent years, strategic decisions have been made and a focus on core services has led to the closure of some departments. The logistics industry has always been a 24/7 business, bringing with it its own challenges and pressures for flexible working hours for experts and office staff as well. In addition, working life is changing and the importance of mental coping has emerged. The logistics industry is in a state of flux and competition between logistics companies in Finland is intense. Over the past five years, competition among logistics companies' customers has also intensified, forcing them to look for logistics savers. Technology-based, application-driven companies are also bringing new competition to the logistics industry. Application-based transportation is provided by Wolt, among others.

The Group conducts a personnel survey every year or every other year for all Norwegian Post companies. The result of Bring Express Suomi Oy's personnel survey was 66/100 in 2015, 73/100 in 2016 and 81/100 in 2018. Maintaining employee satisfaction and the root causes that staff members feel they have heard are fundamental to this study.

1.1 Need for development work and topicality of development work

The company felt that there was a need for development work because of recent concerns about the availability of sufficient and competent personnel. It is already difficult to find the right people for some vacancies, so it is important to keep your employees engaged and stay motivated. When operating in a small organization, turnover is a burden on all employees. Although the company has conducted its own personnel survey, participated in a collaborative project with TTK, Veritas and Diacor, which mapped the workforce and well-being of the staff and conducted surveys of Varma and Terveystalo, there is no concrete reason why some things need to be corrected. This study seeks to find the real reasons and tools to improve the satisfaction of Bring Express Suomi Oy staff and how to get supervisors to improve the performance of their team. At the same time, the role of HR and manager is being updated. This is a development task that aims to create the necessary documents, tools and instructions for the entire organization.

What makes this development task topical is the fact that attention has been drawn to the fact that many studies, as well as experts, have been reported in the media about the exhaustion of workers, especially young women. Mental health problems are on the rise and the reasons for absences are on the rise and if the employee feels that the company is not working well, they will make their own decisions and change jobs. Coping at work requires that the employee has the feeling that the employer provides a framework for coping, ie working conditions are good, the amount of work and work arrangements are fine - it is nice to come to work

1.2 Research questions and purpose of the thesis

The research and development methods are analyzes of the finished material, as well as additional questionnaires and interviews. Finished material analyzes are personnel surveys conducted by the Norwegian Post Group for their companies from 2015 to 2019, a survey conducted by TTK, a survey by Varma and a survey conducted by Terveystalo in 2019.

The purpose is to examine what answers the existing material gives and what questions they raise. It has been found that the improvement items obtained in the surveys do not tell what needs to be improved but remain at a general level. There are no concrete examples in the surveys and how things can be improved remains unclear. After the surveys, the results of the surveys have been reviewed, in different forums, but without providing additional insight into the problem areas in these contexts. It is also perceived that the challenge is that employees lack confidence in management and the corporate culture is not open enough to allow for open discussion.

The purpose of the study is to answer three questions:

1. How to keep employee satisfaction at a level where staff is motivated to achieve company goals?
2. How do you commit your staff to a level of turnover that doesn't hurt your business?
3. How to build a confident and open work culture?

As a result, the research will seek a deeper understanding of existing staff surveys and produce material that will help maintain the results achieved and improve what the analysis reveals.

The research is intended to benefit the company so that its staff is motivated and committed. Good motivation causes employees to do their best and is reflected throughout the team and staff. Good motivation is energy, which is also reflected in networks and customers. Commitment to the company also benefits the staff as well as supervisors, including less turnover, which results in less time for induction. And for us to achieve all of

this, it requires a confident and open work culture. When the goals set in the research are achieved, it helps to develop a positive corporate brand that even helps the company at a time of recruitment challenges.

2 THE COMPANY

Bring is part of the Posten Norge group and a major Nordic postal and logistics company. The group consists of two parts: Mail (brand color red) for the Norwegian population and Bring (brand color green) for companies in other Nordic countries. Bring has grown past the Post and continues to grow. The company has more than 14,000 employees throughout the Nordic countries. There are three Group companies in Finland: Bring Express Finland Oy, Bring Parcels AB Branch Finland and Bring Frigo Oy. These companies employ more than 40 people as well as several temporary workers and subcontractors. Posten Norge Group's net sales in 2018 were MNOK 23,894 and sales outside Norway have grown significantly.

The vision of Posten Norge and Bring is to: Make everyday life easier and the world smaller. The aim of the company is to be the leading and inexpensive logistics provider in the Nordic countries and the leading logistics company in Norway. To achieve our goals, we promote, among other things: actively developing the digital development of mail and we are constantly working to improve our operations to find the best solutions for our customers.

2.1 The new organization of the Group and the strategy for 2020

Since 2016, changes have been made in the management of the Group, as well as benchmarking of other logistics companies, which led to a divisional structure consisting of four operational divisions a few years ago:

- Norway Post
- E-commerce and logistics
- International logistics
- Courier Service

These changes have also affected personnel, both in the Nordic countries and in Finland. Big changes that also have an impact on the staff, and just the knowledge that the changes are coming to the staff, are consuming. At the beginning of 2017, the Group had more than 17,000 employees and now in 2019 the number of employees has decreased by 18%.

In 2019, the Group decided to reorganize its organization and also to update its division structure. The new structure consists of five operational divisions:

- Norwegian network
- Norway Post
- E-commerce and logistics
- International logistics
- Ownerships and projects

Posten & Bring is one of the largest postal and logic companies in the Nordic countries with the goal of 'Making life easier and smaller in the world'. It is important for the Group, as well as other logistics companies, to follow trends. The trends that the Group wants to highlight are digitalization and consumer impact. With digitalization being faster than before, new business models and digitalization are affecting everything. Consumers have an impact on logistics as e-commerce grows. Consumers' purchasing behavior has changed. Customers expect freedom of choice and flexibility, and access to information and transparency. Easy access to information and easy sharing. Changes in the logistics sector also affect the kind of skills that the personnel should have and the employees are expected to be prepared for the change and develop their own skills. It is only by striving to be customer-oriented, to simplify things, but also to be profitable to meet these expectations. These conclusions can be found in the group's material <https://www.postennorge.no/en>



Figure 1. Posten & Bring strategy

The strategy of Posten & Bring, which has been defined until 2020, is made up of several areas and one image has been sought to get the direction of

the Group. As previously mentioned, the 'roof' above it all is 'Make everyday life easier and the world smaller', followed by 'We simplify and add value to the trade and communicate it to people and businesses in the Nordic countries'. For this we need 'Committed and Skilled Workers', 'Innovation and Sustainability', 'Satisfied and Loyal Customers' and 'Cost Effective and Profitable Growth'. The above issues are influenced by 'Taking Responsibility', 'Teamwork' and 'Increasing Effort'. And the foundation of everything is that we build on 'Simple and Reliable - Freedom of Choice - Environment', 'No one knows Norway better' and 'Finding new ways'.

2.2 Group values

Bring's work culture and attitude towards employees is Nordic, which means that employees are attentive and values matter and that values are reflected in everything we do, how we do or what decisions we make.

Our values



Figure 2. Posten & Bring values

When thinking about solutions or answers to questions, they take in account existing values:

Courage

- o We dare to question and seek new approaches
- o We set clear goals for each other and are open to change
- o We are energetic
- o We are eager to innovate throughout our value chain

Respect

- o We are attentive to each other
- o We accept that we are different

- o We understand our customers' needs and expectations and fulfill our customer promise
- o We ensure a safe working environment and prevent accidents.

Openness

- o We share knowledge and knowledge with each other
- o We are curious and open to new ideas
- o We give and receive constructive feedback
- o Immediately address ethical issues

Integrity

- o We keep our promise
- o We bear our responsibility
- o We build trust with our employees, customers and partners
- o Our message clearly reinforces our sense of security

Cooperation

- o We play as a team so that the whole group succeeds
- o We work together towards common goals
- o We focus on business-critical issues
- o We choose the best solutions for the entire Group

These values are in line with the Posten & Bring strategy and these are the things that we have tried to influence in terms of employee satisfaction and by following these, the company in Finland has been able to improve employee satisfaction by 23% from 2015 to 2018.

2.3 Sustainability of the Group

Matters related to HSE (Health, Safety and Environment), play a major role at Posten and Bring. The Group has its own annual report on sustainable development to which these areas are also linked. In Posten's view, sustainable development is about long-term actions that are profitable for the world and for the Poste Group. Businesses need to develop operations to be profitable, also in the long run, and to function to secure their existence, now and in the future. Sustainability targets and results are reported annually in a separate report. The 2018 report dealt with key group figures, Group structure and organization, Group CEOs' greetings on sustainable development, strategy (long-term profitability), personnel, environment and innovation.






| | | | | |
|-----------------------|---|--|------------------------|------------------------|
| SUSTAINABILITY |  | SICKNESS ABSENCE, % 2018 6,0 | 2017 5,8 | 2016 6,1 |
| |  | PERSONAL INJURIES WITH ABSENCE H1 value 2018 8,7 | 2017 6,5 | 2016 7,7 |
| |  | EMPLOYEES WITH IMMIGRANT BACKGROUNDS In Norway, % 2018 16,9 | 2017 15,8 | 2016 14,5 |
| |  | ELECTRIC CARS 2018 557 | 2017 511 | 2016 493 |
| |  | CO2E EMISSIONS, tonnes 2018 398 455 | 2017 414 305 | 2016 441 019 |

Figure 3. The key performance measures in the Group HSE and Personnel Management (KPI) are: Absence%, Injuries leading to absenteeism, Personnel (in Norway) % of immigrant background, Number of electric cars and Carbon reduction, in tons.

2.3.1 Health

One of the most important elements of the Group to monitor is sickness absence%. The Group has been able to reduce sick leave by 30% since 2006. Work has been going on for several years to enable those on long-term sick leave to return to work. Open and systematic communication between the supervisor and the employee has made it possible, for example, to adapt the work or to take into account the employee's situation so that the employee can return to work. By doing so, 67% of the cases have been affected. As a result of the Group's focus on co-operation with employees and occupational safety, employees have more hours of work per year and have a direct impact on the Group's earnings. Improved performance has saved NOK 1 billion in pension and insurance premiums and reduced short sick leave has saved NOK 828 million since 2006. We focus on health promotion, but not only on reducing sick leave, but also on performance, energy and employee satisfaction - and the Group is attractive. In addition, the Group does not accept any form of discriminatory treatment in any form.

2.3.2 Safety

In the logistics industry, security is at the heart of everything. Safety is a factor that affects sickness absence and when it comes to the transportation industry, safety is also something that affects non-Group employees. Therefore, the Group emphasizes that 'No one shall be injured or ill as a result of working for the Norwegian Post or Bring'. Efforts are made to influence security so that the topic is topical in all contexts, and security is discussed and key issues are monitored on a monthly basis. Safety training is provided. New employees are dealt with safety issues by both HR and

the supervisor. There is also an annual fire warning. Safety issues are also regularly reported and all employees are required to make safety observations.

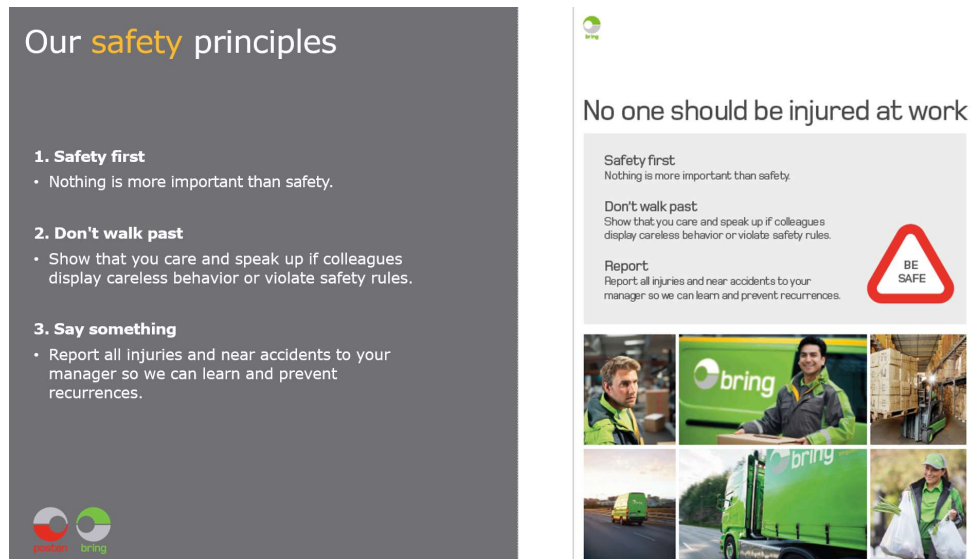


Figure 4. Safety principles

Safety principles include:

1. Safety first - Nothing is more important than safety.
2. Don't Walk Over - Show that you care and intervene if your colleagues are negligent or violate safety rules.
3. Say Something - Report any incidents or near misses to your supervisor so we can learn and prevent relapses.

Here too, we communicate to our employees that the company cares for and takes care of its employees. When we get all employees involved in making safety observations and being interested in safety, it is also team work and everyone takes responsibility and participates.

2.3.3 Environment

Group employees, like the company, are concerned about the environment and want to be involved in making the change. It has also been clearly seen in recent years in customer operations and decision making that environmental issues are at the heart of, for example, the selection of a logistics partner. In response to these customer demands, and due to the company's sense of duty, the Group is strongly committed to supporting projects that reduce its carbon footprint. Posten and Bring want to be the best logistics company when it comes to environmental issues. Environment-friendly vehicles Norway has the largest fleet of electric vehicles with over 1,200 electric vehicles. More than 200 vehicles powered by renewable diesel, gas or ethanol, including 95% of vehicles comply with Euro 6 emission standards. Emission-free solutions have been provided by mail delivery in 39 city centers in Norway. More than 1000 trucks are equipped with cruise control, providing both environmental and safety benefits. The

Group has also focused on energy-efficient buildings and is actively working to reduce power consumption. The Group uses renewable electricity and aims to reduce energy consumption. The most energy efficient logistics center in Europe was opened in Trondheim in 2017. Forty-five buildings are certified under the Eco Lighthouse program. During the construction of the new terminals, attention has also been paid to improving land use in Norway and Sweden. The use of alternative energy sources, such as geothermal energy, solar cells and district heating has been increased in buildings and efforts have been made to increase recycling and waste reduction. In addition, efforts have been made to raise employee environmental awareness and improve the environmental impact of the company by streamlining processes and logistics. These measures aim to reduce emissions by 40% by the end of 2020. From 2008 to 2016, the Group has already successfully reduced emissions by 43 percent. In a company that does a lot for the environment, it helps employees feel proud of the company they work for, their pride in their work, and they also affect the motivation of the staff and how committed we are to the company and the story of the company.

2.4 Bring Express Suomi Oy

Bring Express Suomi Oy was formerly part of the Courier Services Division, but in October 2019 moved to the 'E-Commerce and Logistics' Division. Bring Express Suomi Oy's services include; e-commerce logistics services and related terminal functions, courier and warehousing services. As with the Group, the changes are mentally demanding for the staff, although the Group has tried to communicate its best efforts throughout the process. The changes made during 2019 started off well with senior management within the Group and were informed of the progress of the process, with the first phase reached in June 2016 and the second phase in October 2019. When the second phase was completed and Bring Express Suomi Oy was. Some of the changes are still in process and are expected to be ready by 1.1.2020. In 2019, the number of staff has remained fairly stable and there have been no major changes but there is pressure to increase staff.

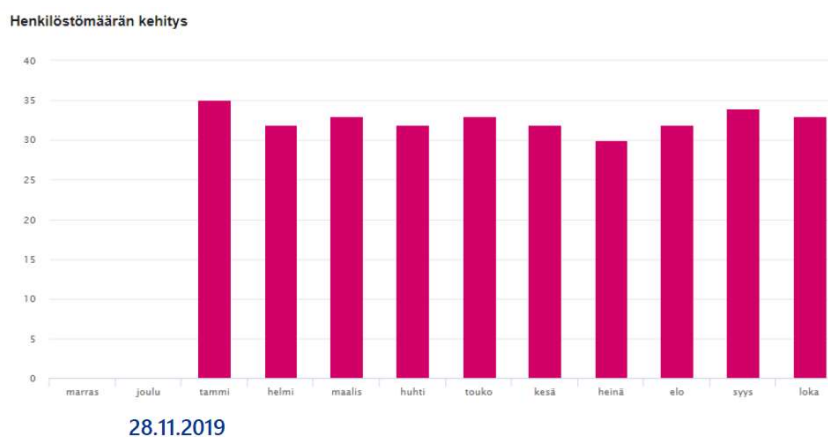


Figure 5. Personnel development of Bring Express Suomi Oy in 2019

The change in monthly numbers is partly due to the fact that when a person resigns, recruitment sometimes takes up to two months.

Table 1. Age and gender distribution of Bring Express Finland Oy personnel:

| Ikäjakausi | 20-30 | 31-40 | 41-50 | 50 - |
|------------|-------|-------|-------|------|
| | 46 % | 24 % | 12 % | 18 % |

| Sukupuolijakausi | Naisia | Miehiä |
|------------------|--------|--------|
| | 33 % | 67 % |

On average, Bring Express Suomi Oy has younger employees.



Tiedot pohjautuvat [Lokakuu 2019] Tulorekisteri-ilmoitukseen.

Figure 6. Bring Express Suomi Oy personnel in 2019 and average age

Logistics in general is a male-dominated field, but Bring has tried to be open minded when recruiting for different positions. Supervisors account for 15% of the total number of employees. Bring has four nationalities working in Finland and is 9% of the total staff. There are more nationalities for temporary agency workers not included in the above figures.

Bring Express Suomi Oy's turnover for the full year was 3% in September 2019. In April 2019, the turnover rate was higher than average when 2 people left the night shift. Working in that shift is challenging and not for everyone.

The sickness absence rate is moderate with Bring Express, but there is not too much staff and everyone has an accurate job description that includes their own specialties and takes some time to master the specialties and details associated with clients and subcontractors. Bring has a sick leave policy that is available to everyone. The policy was updated in the fall of 2019 and first discussed with supervisors and the Occupational Safety and Health Commission before being distributed to all staff.

Table 2. Sickness absence% (September 2019):

| 2019 Tavoite | 2019 YTD | 2018 YTD | 2017 YTD | 2016 YTD |
|--------------|----------|----------|----------|----------|
| 1,7 % | 2,2 % | 2,3 % | 1,7 % | 1,8 % |

Efforts have been made to influence coping at work and life situations by being flexible in working hours and from time to time. During discussions,

employees have been open about their own life situation and it seems that when discussing these issues there is trust and openness towards the manager and HR. But for some reason, the same openness and trust have not been achieved when it comes to employee-company issues, and this study seeks to find a solution. Where appropriate, an early childhood care model is also used and discussions are conducted, if desired or within agreed limits, and a health care form is used:

- Employee survival tracking starts at the request of the employee
- At the initiative of a supervisor or occupational health care provider
- The supervisor should discuss with the employee on the basis of the early mediation model, eg. in the following situations:
 - if the employee is on sick leave for 20 consecutive days
 - Cumulative sick leave is 20 days / 1year
 - 3 short absences within 3 months
 - reduced working time management
 - workplace conflicts
 - suspicion of a substance abuse problem

Collective agreements follow the agreements of the Automobile Transport Employers' Association (ALT). At present, there are clerical and terminal workers, so the tests to be followed are: Collective agreement for car transport workers and Collective agreement for terminal operations.

Personnel satisfaction has been sought through a comfortable working environment and up-to-date tools. Office workers have paid attention to ergonomics, such as having all their desks. The office space is an open-air office but there are a few conference rooms and two rooms for quieter working. The terminal also has fixed working conditions. investing in storage with suitable air purification equipment and new forklifts. The staff also has a lunch benefit and a stimulus benefit designed to support physical activity and culture.

More attention has been paid to the work of the work safety committee in recent years, and the company has recommended that the work of the work safety committee be trained. The occupational safety manager has now been the same for a few years and has also taken related courses. The management has also wanted him to take his role seriously and highlight the shortcomings he has identified. Safety training is provided to all personnel every year and in 2019 there was a separate week on occupational safety, which included practicing fire extinguishing. An important part of the occupational safety culture is communicating with the entire staff and getting them involved in detecting safety risks. The Group has its own portal for security findings, where the security risk is passed on to the person in charge, who must react. The process is monitored monthly and reported to the Group. Assuming that is the case with all staff, security detection is a good way to expose all staff to risks and fix things before something happens.

Table 3. Security Findings (September 2019):

| 2019 Tavoite | 2019 YTD | 2018 YTD | 2017 YTD | 2016 YTD |
|--------------|----------|----------|----------|----------|
| 150 | 155 | 219 | 54 | 54 |

In 2018, everyone was required to contribute to safety findings and this was reflected in the results. A high goal was sought, including a change in the security culture. Most importantly, the observations concern that safe passage in the terminal is blocked, stuff in front of fire extinguishers or emergency exits, forklift parked incorrectly, too hard to drive, electrical cable to repair, slippery yard, etc.

Environmental issues are taken into account and reported to the Group every year. The information in the Group's environmental report also includes those reported by Finland: Water, heating and electricity consumption, individual statistics on waste (eg plastic, wood, electronics and energy waste) and emissions from used transport equipment. For the past two years, Bring has had hybrid and electric cars and bicycle transmissions in Finland. In the coming years, we intend to expand our operations to eco-friendly equipment and look for partners and subcontractors who share Bring's green values.

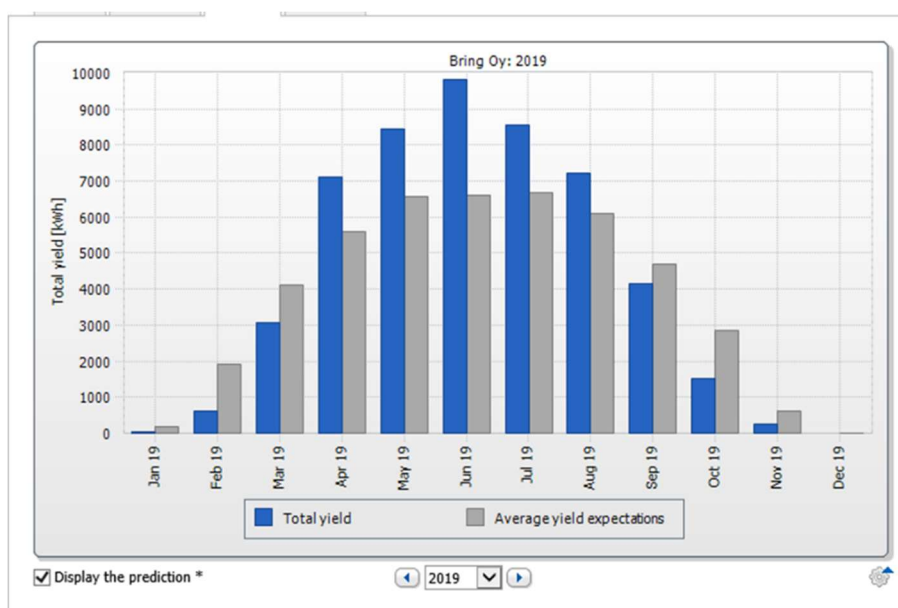


Figure 7. Solar panels of the Finnish terminal (kWh) in 2019

The Finnish terminal has had solar panels for two years now and in the summer, there is enough electricity for others. Solar panels have produced above expectations in the summer, but spring and late-darkness affect the overall result. Bring has conducted personnel surveys by the Group for several years. With Veritas, the Työkaari project in 2017. In addition, at the turn of January-February 2018, Varma conducted a personnel survey as we transferred the company's Tyel insurance to Varma. At Bring Express, we wanted to increase our knowledge of where we were going, and felt that a once-a-year survey was not enough because a lot of things happened a

year, so for this reason, in 2019, an option provided by an occupational health services company

The CEO of Bring Express Suomi Oy has been replaced in 2017. Previously he was a Finnish CEO and after 2017 has been a Nordic CEO who is also responsible for other matters and Finland is part of his responsibilities. Otherwise, the management team has remained the same in 2016-2019. It includes; Chief Financial Officer, Chief Sales Officer and Chief Operating Officer. There is some turnover in supervisors. Goals are set annually for management and there are also key figures to be achieved. The basic objectives are eg. performance, profitability, personnel and environmental objectives.

3 QUALITY OF WORKING LIFE

Wikipedia has defined the quality of working life:

The quality of working life most commonly refers to the experience of employees in enjoying work. Quality of working life has been identified as contributing to job productivity, competitiveness, job motivation, the public image of work organizations and the quality of services and products. Quality of working life is closely related to the concept of well-being at work. The quality of work perspective emphasizes the management approach that offers work organization and participation opportunities, while the well-being perspective is more closely linked to health issues.

The Annual Working Conditions Barometer, published annually by the Ministry of Employment and the Economy, defines the quality of working life in four areas: (2009)

- Equal treatment
- Resources in relation to the level of requirements
- Encouragement, innovativeness, trust
- Workplace security

In Francis Green's *Demanding Work* (2006), he incorporates the following five dimensions into the concept of quality of work:

- Skills and know-how (skills)
- Work pressure, effort and intensity of work (work effort)
- Work/organization reflection, decision making and empowerment (autonomy)
- Salary, job risks and uncertainty (security)
- Subjective experience of well-being

In addition, it is seen that the quality of working life is influenced by the social perspective and the support of the work community. (Pöyriä, 2012, s.26)

In his blog March 12, 2018, Marko Kesti discusses the importance of quality of working life for competitive advantage. He also mentions in his text that:

Well-being at work, by definition, is a very broad and difficult to understand quality attribute. Instead of occupational well-being, it is better to use the term quality of work, which better describes the importance of well-being at work. When the quality of working life is in order, the staff is doing well and the company is producing good quality for the customers. The quality of working life is made up of three aspects of the work community's self-esteem: a sense of security, cooperation and knowledge, and creativity.

According to Marko Kesti, traditional personnel surveys would be a better option:

Motivation theory provides reliable information on the impact of the quality of working life on staff performance. This is a new breakthrough in research, since the results can now be used to make staff development more effective. The method has also been accepted by the international scientific community.

According to him:

In Finland, the average quality of work of employees is roughly 60%. This means that on average 60% of the time spent at work is effective working time. The figure reveals that Finnish companies have a huge potential for improving productivity, which few companies really take advantage of.

The percentage is derived from the existing formula for quality of work, the QWL (Quality of Working Life) index developed by Kesti.

TYÖELÄMÄN LAADUN INDEKSI on aina näiden kaikkien itsearvostustekijöiden yhteisvaikutus, joka saadaan kaavalla:

$$\text{Työelämän laatu} = \frac{\text{Turvallisuuden tunne} \times \left(\frac{\text{Yhteistyö ja osaaminen} + \text{Luovuus}}{2} \right)}$$

Figure 8. Quality of work index

In his blog, Marko Kesti has opened up the factors affecting the quality of working life:

A sense of security is the foundation, but not the source, of good performance. If the employee's sense of security is not right, negative feelings are created that capture attention and devour performance. With a strong sense of security, performance can be enhanced through collaboration,

knowledge and creativity. Employee creativity can significantly increase performance, provided that the collaboration, knowledge and sense of security are good enough. The figure shows that we are quite good at security, fairly good at collaborative and know-how, but far too bad at harnessing the creativity and innovation of our staff.

Marko Kesti feels that good quality of working life can be influenced by the proper utilization of technology and the absorption of working life. (Kesti, 2018)

3.1 The concept of working time

Bring a logistics company has operations seven days a week and operations are available 24 hours a day. This, together with customer expectations, puts pressure on eight-hour working hours. Employees are also focused on their own roles and customer focus, making it difficult to stick to working hours. In general, working life has also changed so that there is flexibility and teleworking. The company is more network and global, so it has changed when and where it works.

According to Anu Järvensivu and Tatu Piirainen:

Work requires flexibility and the ability to produce new solutions at a rapid rate. Job demands have become contradictory and unpredictable. Employees may rely on less rarely existing routines or a supervisor who would be able to give straightforward instructions or answers. Requirements for multi-skills have reduced the ability to secure professional identity and its boundaries. A major threat to employee well-being is the lack of support for the organization. (Alaisini 2009; Kira 2003). As the time and place of work are blurred, the individual's responsibility for the boundaries of his or her work increases. (Järvensivu & Piirainen, 2012, p. 85)

Flexibility is also the fact that you can influence your own work and the organization of your work. After 2016, Bring upgraded its Flexim system to track hours, overtime, absences and balances. Bring had introduced balance tracking as early as 2014, but there was no tracking and the rules of the game were not clear. The holidays were not up to date either. In 2016-2017, Flexim was updated to take into account various collective agreements and plus and minus balances, which were defined to be +/- 40 hours per month. Flexim was also defined as a slip that allows flexibility of +/- 3 hours a day. The supervisors were given the rights to Flexim, where they had to approve the transactions to be paid. Vacations were also considered and supervisors now have rights to a salary system that manages employee vacations. This is how companies need to manage their hours and holidays, so there was a need to update these things. But this also shows that employees' concerns are taken care of, and that is why the role of supervisors

was also clarified. Bring is not keen on introducing telecommuting because there are so many tasks where telecommuting fails. The company wants to take into account that people have different situations in life, and they need flexibility. Flexibility means that you can come even later than normal flexibility, and if necessary you can work from home as well. This flexibility, as well as the consideration of life situations, is also part of the work cycle project, which will be discussed later in this study.

3.2 A sense of security at work

The Psychologist's blog has a well-structured needs theory of the psychologist Abraham Maslow and is perhaps the most well-known motivation theory in the world. According to Maslow, basic motivations for human motivation and behavior (basic needs) are of the following types:

1. physiological needs
2. security needs
3. needs for fellowship and love
4. valuation needs
5. needs of self-realization (Psykologikirja, 2017)

Based on needs theory, work plays a significant role in meeting basic needs. Work brings economic security and income covers living, food and living. Many workplaces also provide occupational health care through private medical centres, even though Finland has reasonably good health care. Through work, there is also a need for psychological needs, such as the need for belonging and the need for respect. Many also make friends at work who are an important part of social cohesion. Companies also support employee hobbies and culture. This is how people find new social circles. The feeling of appreciation also increases if you get on with your career, but the feeling of appreciation also affects your education. You can also fulfill yourself in a pleasant job.



Figure 9. Needs theory of psychologist Abraham Maslow (in the chart outlined by Steven Smith (2014))

However, Wahba, M. A., & Bridwell, L. G. have criticized that needs do not necessarily follow the order of the hierarchy and that the needs of the hierarchy are difficult to test.

The Monster Job Search Service conducted a survey on the feeling of security on its website in February 2017. There were 16,114 internationally and 883 Finnish respondents. Which of the following options gives you the greatest sense of security at work?

1. Good relations with the manager 36.01%
2. Consistent opportunities to progress and advance in career 33.98%
3. Good financial position of the employer 17.33%
4. Regular salary increases (at least once a year) 6.12%
5. None of the above 6.57%

The results of the survey support the findings that typically jobs are changed for managerial reasons. More than a third (36%) of respondents consider good communication with their supervisor to be the greatest safety factor. Secondly, a consistent sense of opportunity to develop and progress in a career is the second most important factor (34%). (Monster, 2017)

An article in the Occupational Health Institute's Workplace Online Magazine addressed psychological safety. Marja Sarkkinen interviewed in an article by Minna Toivo, who explains what psychological safety is all about: "Psychological safety is not a new concept, but it has emerged strongly in recent years. One reason is Google's much publicized study. It was trying to find out why some teams are doing better than others. One of the uniting factors for successful teams was psychological safety." In his view: "Psychologic safety is more important for the end result than in predictable and routine work in creative work. If the work environment is complex and changing, employees need to learn new things and come up with new solutions. Psychological security is central to such renewal. It is also needed when working together and working in teams, for example. Few people, especially those who work in expert work, nowadays work alone. Thus, work has in many places changed in a direction that emphasizes the importance of psychological security". (Sarkkinen, 2019)

In the article Minna Toivonen also highlights:

In a psychologically safe workplace, information is shared and errors reported. Overall, there is more communication than in psychologically insecure workplaces. A safe atmosphere is positively reflected in learning and is linked, among other things, to creative thinking, innovation, risk-taking and organizational commitment. It is a good idea to create a space for workplaces and places where you can meet and be heard. Positive, open and respectful interactions are part of psychological safety. However, that does not mean that everything has to be agreed. Management, supervisors, and

team leaders are key to creating a safe atmosphere. Conversely, it is easy for a supervisor or manager to create insecurity through their own actions. At work, for example, one must make sure that everyone is listened to, everyone's opinion is valuable and no one's views are disregarded. Employees can also support psychological safety by behaving respectfully, respectfully, with respect, and listening. (Sarkinen, 2019)

Marja Lehtisaari and Maria Ruokonen also dealt with psychological safety as a team resource in their Master's thesis. What was interesting in their research when discussing Edmondson's (2003) model:

In our study, we found new categories of organizational practices following Edmondson's (2003) model, which, according to our study, appear to influence the team's shared belief in psychological safety and thus the opportunity for team learning. These new discoveries include caring for and recognizing team members, the importance of physical states, and nurturing the Me spirit. We also found a new Team Learning feature for the model. Our study reveals that the team's shared belief in psychological safety contributes to the emergence of a culture of gratitude and praise within the team. There was a great deal of talk about these topics in our material, so they became relevant. In our opinion, these topics did not fit into any of the Edmondson model categories, so we decided to create new categories for the model. (Lehtisaari & Ruokonen, 2019, p. 137)

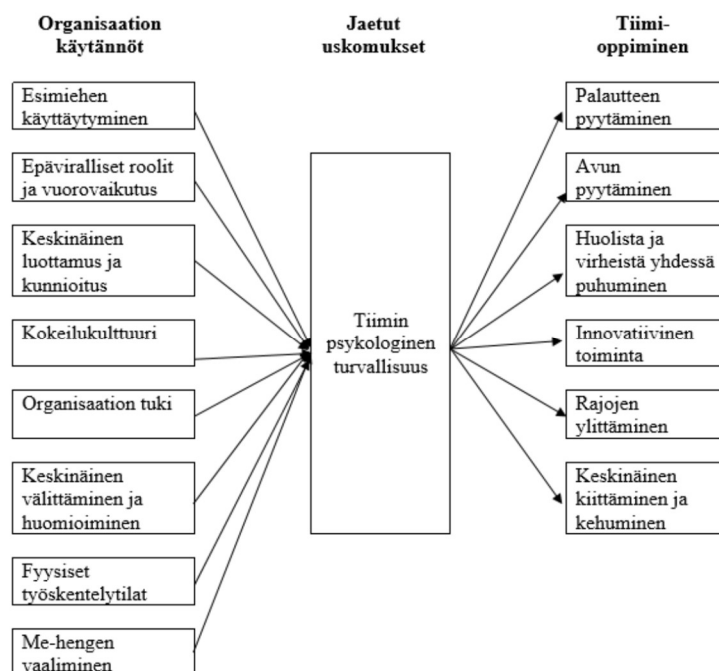


Figure 10. Marja Lehtisaari and Maria Ruokonen, model enriched by Edmondson (2003). In his Master's thesis, psychological safety is a resource for the team.

Psychological safety and, in particular, organizational practices are clearly the factors that also influence the results desired by the company in this study: staff motivation, commitment, and an open and confidential atmosphere.

3.3 Cooperation and competence at work

The Centre for Occupational Safety (TTK) has dealt with the topic of a working community and cooperation on its own website:

A good work community is characterized by equality, fairness, effective interaction, suitably demanding work responsibilities and a supportive atmosphere. A well-functioning work community is both safe and healthy at the same time. The goals are clear work leadership and work organization, and each actor's roles, responsibilities and authority at work are balanced. In a liberated and trusting atmosphere, everyone feels welcome in the work community. The members of the work community support each other and share their expertise for common use. An important part of a well-functioning work community is interaction and attitude. Each member of the work community influences the atmosphere with their own attitude, motivation, and collaboration and interaction skills. Everyone can choose to behave kindly and respectfully.

According to the TTK, the ways to improve the functioning of the work community are:

- clarifying responsibilities and practices and assuming responsibilities
- smooth work and processes
- enabling a joint discussion
- personal encounters on confidential matters
- honesty in discussing work challenges and development needs Identifying development needs through various questionnaires and discussions
- developing together
- timely resolution and resolution of disagreements

As well as the means that develop a positive atmosphere are:

- certainty about the future
- common goals
- clarity of duties and responsibilities
- good rules and procedures
- learning and developing work community
- a community that emphasizes staff activity and growth
- introduced staff abilities, skills and creativity
- smooth cooperation
- time for social interaction
- believe in problem solving

Auli Airila mentions in her article (2018), "Up-to-date employee skills are the starting point for smooth and productive work" and, in her opinion, the development of skills requires collaboration. In addition, Auli Airila comments in her article: Competence development is a matter for the

entire work community. When work and skills are developed together, it reflects positively on the well-being of the work community as a whole. A change in work challenges knowledge. Working life and work are constantly changing. For example, digitalization and automation are creating new ways of working and also completely new professions. Work has also become increasingly networked and interactive. The change in work also brings new kinds of skills requirements. Employees are expected to have more versatile skills, constantly update their skills and develop new skills. Professional or technical skills alone are no longer sufficient. Employees are expected to have the ability to learn new things, readiness for change, communication and collaboration skills, problem-solving skills, self-leadership and networking skills.

She was also researching the views of HR professionals on the skills and needs of Finnish workplaces in the Diversity Barometer of the Finnish Institute of Occupational Health (2016). According to their report:

HR professionals saw the greatest need for skills development in employee self-management skills, general IT skills, creativity, and initiative. Workers' social skills and resilience were also seen as improving. (Airila, 2018)

The Ministry of Employment and the Economy has a project called Work Life 2020. The project has its own website and related publications are also available on the website of the Ministry of Employment and the Economy.

The project shows that: Developing and supporting employee skills is an investment in the future. In addition to education, it is also important to enable knowledge sharing and work-based learning. Our skilled personnel can react quickly to changes in working life and develop new operating models and practices.

Tomi Hussi, Director of Research at Ilmarinen discussed the Talouselämä partners' blog on what skills are needed in future working life:

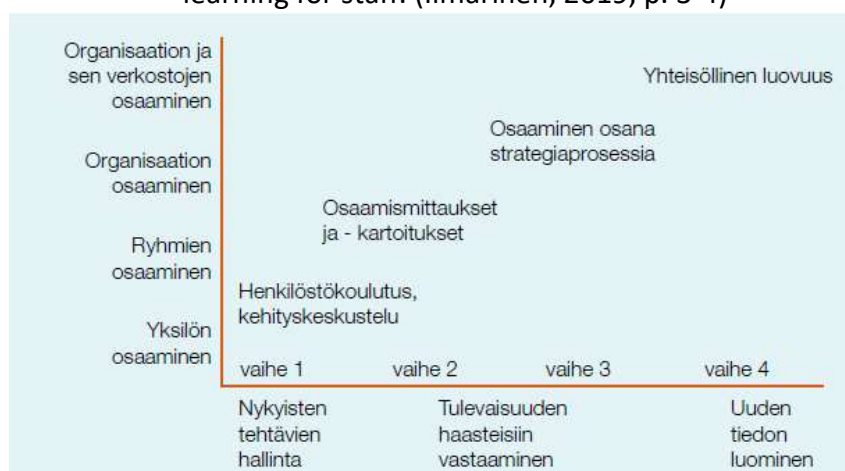
The work and, through that, the change in skills requirements has been rapid. The physical workload of work has declined rapidly as machines have been created for new tasks to make things easier. More and more jobs have changed so-called. knowledge work, and processing information in its various forms plays a significant role in the content of work tasks. Apart from the mechanical tasks, the change largely concerns the processing of data, at least at the preparatory stage. Artificial intelligence can be harnessed to identify different phenomena based on such extensive data that human capacity

simply does not have the capacity to control equally large data masses. At the same time, these times are both very interesting and challenging for our skills in working life. Change has always been present in the world of work, but now its pace has really accelerated to a whole new level. Through this, the challenge of maintaining expertise is greater than ever. The most important factor revolutionizing skills requirements in working life is definitely digitalization. The new approaches and solutions it brings are constantly breaking down the ways in which people can add value to their work. President and CEO of Ilmarinen 1.8. Jouko Pölönen, who starts 2018, talked about competence in future companies at the Talouselämä 500 event. In his speech, he referred to the results of the Future Score test developed by Ilmarinen together with working life experts. The results are confusing: Less than half know what skills should be developed. This means that more than half have no idea of their skills requirements. On the other hand, it is downright scary to note that only 15% of respondents feel that people's skills are being harnessed in many ways. Thus, almost nine in ten respondents feel that their skills are under-utilized for the success of the organization. (Hussi, 2018)

Ilmarinen has also published a guide to 'More interaction, more knowledge - ways to share tacit knowledge'. The guide is highlighted:

The competitiveness of companies depends more and more on knowledge, the utilization of knowledge and the ability to learn new things. As more and more organizations have a rapidly changing and complex environment, they need to constantly innovate in order to remain competitive. As knowledge work increases, the importance of knowledge and skills to the success of a company has grown. Increasingly, the core of an organization is the expertise of its staff. The development of know-how and its effective utilization are thus justified for economic reasons and for the success of the company. In the 2010s, we will also live in a time when a significant part of the working population will retire within a few years. With the so-called retirement of so-called generations, the knowledge acquired over decades is in danger of being left out of business unless it can be successfully transferred to the workplace by various means. From the point of view of individual employees, competence development has become even more important. Developing one's own skills is the lifeblood of maintaining an employee's ability and ability to survive. The workplace itself is a learning environment, and lifelong learning is a significant part of the workplace. Maintaining and developing one's own skills has become a way for an employee to maintain his or her "market value" in

a competitive labor market. In addition, there has been a change in the ways in which the organization and the work are committed: once a commitment was made to the employer, it is now a commitment to the development of one's own knowledge and skills. Organizations can be considered to be at different "stages of development" in terms of competence management. Those in the first phase develop and train their staff, but operations do not follow the company's strategy. Performance appraisals will be enabled, but the person's progress will be judged on the current assignment. Development discussions remain within individuals or groups because they lack a strategic, operational dimension. The second step is to map and quantify competencies in an effort to utilize this knowledge for the needs of the organization as a whole and possibly for the future. In Phase III organizations, competence development is holistic and aims to enable goals from the strategy. The development of know-how and other issues is systematically implemented at the level of individuals, groups, work communities and networks. There are organizations that have already reached the fourth stage of their competence development. They strive for innovation through the creation of new knowledge and knowledge. Networks are important elements in this process. A culture of working community knowledge and genuine dialogue are emerging as enablers of innovation. Sharing expertise and community-based learning are key. According to research, most of our expertise is experiential, so-called. tacit knowledge. We will not have access to its development and sharing, even if the skills of the personnel have been mapped and competence profiles have been made. Something else is also needed: collaborative work-based learning practices that can help companies develop skills and support lifelong learning for staff. (Ilmarinen, 2019, p. 3-4)



Picture 11. From Ilmarinen's guide: More interaction, more knowledge - ways to share tacit knowledge. KUVIO 1: Osaamisen johtamisen kehittyneisyys (Salojärvi 2005) (p.4.)

3.4 Creativity in working life

In her thesis, 'Mikä motivoi työntekijän luovuutta ja mitä hyötyä luovuudesta on organisaatiolle?' Siiri Laaksonen (2016) has listed working environment conditions that support employee creativity. These include: the role of the supervisor, communication, flow, emotions, empathy, reward and working hours. In addition, he has pondered what motivates creativity the most. In her thesis Siiri Laaksonen refers to two articles dealing with motivation:

In his article, Gobble refers to a 2008 survey (published in the MIT Sloan Management Review in 2009) involving 11,000 people in science and engineering. The study found that those who reported the greatest motivation for intellectual challenges were more generous than those who reported occupational safety as the most important in the work environment. So it was discovered that work that challenged its creator intellectually maintains its motivation and effectiveness. In addition, the study showed that job satisfaction is increased by appropriate rewards for work. (Gobble 2012.) Motivated by an employee's feeling that his or her work is valuable and intentional, and that things are moving forward. For an article on employee motivation written by Teresa Amabile with Steven Kramer, 600 supervisors were asked what keeps employees motivated. According to superiors, recognition and reward became the most important factors. However, an earlier multi-year study by the authors revealed that, in the opinion of the employees, the most important motivator, again, is the progress of work. The feeling of approaching goals is inspiring, while the back pack eats motivation. Especially the hesitation of the supervisor and the authoritarian change of goals cause such a negative effect. (Amabile & Kramer 2010). (Laaksonen, 2016, p. 9)

Karoliina Tapola & Tomi J. Kallio: Tarvitaanko luovan työotteen johtamista? In the aspects of theory and empirical article they deal with 'the concept of creativity in the context of Finnish working life':

In most Western countries, the population is getting older thanks to improved but more expensive medical care. On the other hand, the birth rate seems to have started to decline steadily. At the same time, companies and their jobs are flowing out of high-standard countries such as Finland as a result of the so-called China phenomenon. In a global market economy, it is often profitable and easy to invest executive work in areas where labor-intensive production costs are lower than in Western countries. Among other things, the challenges mentioned above have repeatedly emerged in various contexts. How can jobs be maintained in Finland? How can a smaller pool of taxpayers be able to finance the

rising costs of our welfare society? (See eg Konttinen et al. 2003; Ruokanen 2004; Kiander et al. 2005; Sinkkonen 2006.) Solutions to problems and challenges have also been sought. For example, several research articles published by various ministries and other organizations. Työelämän tutkimus - Arbetslivsforskning 1/2007 (5. vsk.) and studies have presented creativity as a solution to Finland's future challenges (see eg Himanen 2004; Ruokanen 2004; Wilenius 2004; Luovuuskertomus 2004; Kolme puheenvuoroa... 2005; Luova työote... 2005; Yksitoista askelta... 2006). (Tapola & Kallio 2019, p. 24)

Karoliina Tapola & Tomi J. Kallio also approach the topic through Amabile's theory:

According to Amabile's theory, individual creativity consists of knowledge, creative thinking skills and task motivation. Of these areas, environmental factors can best influence internally charged job motivation. Intrinsic motivation refers to the enjoyable interest in acting for its own sake, not in the hope of external rewards (see, e.g., Deci 1975). Employee intrinsic motivation can be fostered through proper leadership, appropriate organizational motivation, and sufficient resources (Amabile 1997.) (Tapola & Kallio, 2019, p. 27)

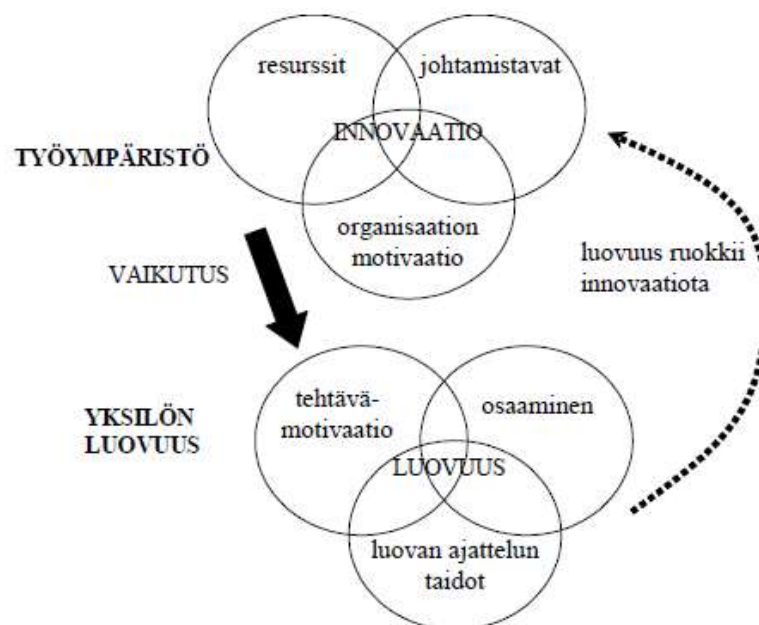


Figure 12. Työelämän tutkimus – Arbetslivsforskning magazine 1/2017. Karoliina Tapola & Tomi J. Kallio: Tarvitaanko luovan työotteen johtamista? Näkökulmia teoriasta ja empiriasta. Kuvio 1. Organisaatioympäristön vaikutus luovuuteen (Amabile 1997, 53) (p.27).

Ministry of Educations 'Kolme puheenvuoroa luovuuden edistämisestä, Luovuusstrategian osatyöryhmien raportit', also referred to by Karoliina

Tapola & Tomi J. Kallio, deals with creativity from many angles and also in working life:

In working life, creativity is a resource where innovation is born. Creativity is the ability to come up with new solutions, to discover and connect information in a new way. It requires the ability and interest to develop oneself and influence the development of the working environment. The high level of education of the Finnish workforce enables the development, testing and implementation of new working methods and operating models in working life. However, there is a threat of shifting executive work to low-cost countries, which also lacks the resources to develop and implement creative approaches. The quality of work suffers if there is no direct interaction between work and development work. Therefore, it cannot be assumed that the performing work is allowed to drain to the countries of cheap labor and that in Finland the focus is solely on development work. On the contrary, research and development must be brought closer to performance-level work processes, whereby interaction between different skills and creative resources is more widely supported to support the introduction and development of new products and services. Nor can it be assumed that the pursuit of creativity and innovation concerns only certain sectors. Innovation must extend to all levels of working life and enable the widest possible use of creative resources. Industrial production still accounts for a significant share of Finland's GDP. In the service sector, creative solutions are needed, for example, promoting better interaction between customers and service staff. The risk is that the services will be left to the management of information technology, thus reducing the need to meet people. Despite the risks of globalization, internationalization and multiculturalism are also a resource for developing working life geared towards creativity and innovation. Organizations and institutions with at least public support should develop an internationalization and multiculturalism plan as part of their governance. Leading creativity in work communities and management Promoting innovation in all work communities requires a sufficient number of individuals with an intrinsic motivation to develop their own creativity, a desire to engage others in innovative work, and the ability to challenge workplace practices. However, creative efforts within organizations are easily wasted unless the work community atmosphere and practices support these efforts, or if they directly inhibit or hinder them. This is why organizations need to pay particular attention to managing creativity. It is based on people's perception of leadership: does the manager see employees and work in

terms of the resources and capabilities they contain or as targets of control? Creativity management includes: recruiting creative individuals and enabling the use of their talents; promoting working methods that are conducive to the emergence of creativity; managing the tensions involved in the realization of creativity and innovation; and enabling creative teams and innovative developer networks and practices. (Ministry of Educations, 2019, p. 23-24)

4 EMPLOYEE SATISFACTION

According to Marko Kesti, associate professor of the University of Lapland, employee satisfaction is such a broad concept that it would be better to talk about the quality of working life, which has already been discussed in Chapter 3, but companies still talk and discuss staff satisfaction. Personnel satisfaction plays a key role in this study because it is a matter of influence, both on motivation, commitment and work culture. If employee satisfaction is high then a positive spirit will affect the entire work community, constructively and as a source of enthusiasm.

According to Anu Järvensivu and Tatu Piirainen:

"However, attention has been paid to the subject of the work in practical recommendations, according to which the person's job should form a meaningful, understandable and manageable whole." And they have wanted to point out that: "Work orientation is a way of dividing into an indirect and content orientation. For one, work can be a way to make money while another may emphasize work as a vocation." (Järvensivu & Piirainen, 2012, p. 83)

They have also pointed out that:

The speech on corporate social responsibility emphasizes sustainable development and the role and role of companies as part of their environment and society. In this case, the significance of work arises from the relationship that work has to society or the environment, and employees' experiences of the meaningfulness of work can also be based on that relationship. (Järvensivu & Piirainen, 2012, p. 88)

4.1 Well-being

Kaisa Hakala in her thesis has considered definitions of well-being at work:

There are numerous definitions of well-being at work. One definition is that well-being at work means that work is meaningful and fluent, and that the work environment and work community are safe, health-friendly, and supportive of

work. (Kehusmaa 2011, 14.) Occupational well-being is the ability of an employee to perform daily tasks. Well-being at work consists of factors related to the person himself, ie physical, mental and social condition, as well as factors related to the work environment, such as management and workplace atmosphere. In addition, the individual's well-being is influenced by issues and events in his or her private life that can either give or take resources away from well-being at work. (Viitala 2013, 212–213.) Occupational well-being is a broad entity that includes, among other things, fair and consistent leadership, competence development, an organizational structure that promotes job success, an interactive approach and employee health (Manka 2011, 35). Wellbeing at work is made possible through positive and active interaction between the individual and the workplace, the supervisor and the work community. Occupational well-being is reflected in the individual as a pleasure and a job. Well-off employees do well and a good atmosphere enables creativity and also withstands temporary setbacks. (Manka 2011, 73.) Employee health is often described as working ability and well-being, while organizational health is described as being functional and as a hallmark of a healthy organization. Individuals' ability to work and well-being enable an organization to function and to a large extent also influence other characteristics of a healthy organization, such as efficiency and productivity. As a result, the well-being of the individual and the organization are constantly and increasingly interdependent. Without individual well-being, there is no prosperous organization. As a result, organizations should pay more attention to factors that increase employee wellbeing within the organization's own operating environment and thus enhance the organization's own operations and productivity. (Liukkonen 2008, 51–53.) When talking about well-being at work, one has to think carefully about what concepts are used and what kind of well-being at work should be promoted. Occupational well-being, job satisfaction or well-being as opposed to stress and burnout are also often talked about when it comes to well-being at work. It should also be noted that the absence of negative phenomena or symptoms does not yet mean well-being at work (Hakanen, 6, 2011). (Hakala, 2016, p. 10)

In the report of the Ministry of Social Affairs and Health, 'Työhyvinvointitutkimus Suomessa ja sen painoalueet -terveyden ja turvallisuuden näkökulmasta' says:

From the point of view of health and safety in occupational well-being research in Finland, in the publication occupational well-being refers to the worker's ability to cope with

his or her work duties, influenced by his or her physical, mental and social condition, workplace function and factors. Well-being at work is also influenced by other factors such as employment, wages, employment contract, private and family life, financial situation, life changes and other environmental events. (The Ministry of Social Affairs and Health, 2019, p. 9)

Wellbeing at work can be approached from many angles and there are many things that can be broken down into more detailed ones. A good example of this is given by the Ministry of Employment and the Economy's key aspects of well-being at work introduced in the Työelämä 2020 project:

Finns believe that a good work atmosphere, motivating work and the ability to influence the content and job description of one's work are the most important factors in well-being at work. In addition, the vast majority of Finns, 96 per cent, believe that each employee must take responsibility for the well-being of his or her work community. The results can be found in the Made by Finland study by the Finnish Labor Association. According to Finns, well-being at work stems from a good working atmosphere, motivating work and the ability to influence one's own work. Instead, salary and career advancement remain as factors of well-being at work. Finns see the responsibility for the well-being of their work community as the responsibility of every employee. Particularly the youngest and oldest groups of respondents emphasized the importance of their own responsibility. Almost the same number, 93 per cent of Finns, believe that organizations must take responsibility for the well-being of their employees even in difficult economic times. This was particularly the opinion of the female respondents, with the exception of the youngest and oldest age groups.

The work atmosphere is very important for well-being at work, and previous studies also show that companies that invest in personnel and product development are more profitable than others, says Jokke Eljala, Research Manager at the Finnish Labor Association. It is interesting that productive workers are the most satisfied workers and the other way around, that is, satisfied employees are more productive. Many studies have shown that well-being at work seems to be the foundation of everything, and by developing it, organizations and companies can achieve better results, Eljala continues. According to Finns, work creates well-being. This was the opinion of 94 per cent of Finns, especially men on both ends of the age bar and women over 35. Finnish work is based on cooperation and trust. It is a source of well-being that will keep us on the world map for the next 100 years.

Working and sharing together and helping other people create new ideas and well-being, Eljala sums up. The Finnish Institute of Occupational Health's report on young workers' working life expectations also supports these results from the Finnish Labor Association survey. When we asked young people about their views on a good workplace, workplace issues topped the list, says Auli Airila, a senior researcher at the Finnish Institute of Occupational Health.

What do you think are the most important factors for well-being at work?

1. Good working atmosphere 52%
2. Motivational work 37%
3. Ability to influence the content and job description of one's job 29%
4. Secured workplace 24%
5. Flexibility in reconciling work and leisure 22%
6. A manager who trusts his subordinates 21%
7. Possibility to use own strengths 20%
8. Cozy and functional working environment 16%
9. The Spirit of Doing Together 16%
10. Good colleagues 15%
11. Caring Supervisor 14%
12. Possibilities for self-development 13%
13. Good salary 12% (Työelämä 2020 project, 2019)

4.2 Contributing to and improving well-being at work

According to the Finnish Institute of Occupational Health, “well-being at work is the responsibility of both the employer and the employee. Together, they maintain and develop well-being at work”. The Occupational Health Institute advises that:

Promoting well-being at work is always done in cooperation between managers, supervisors and employees. Other key players are labor protection and shop stewards. Occupational health care is an important partner in maintaining workplace well-being. Well-being at work is the sum of many different factors. It arises mainly in everyday work. Occupational well-being cannot be achieved through health shocks that are detached from work. Well-being activities are cross-cutting and long-term. It addresses, for example, personnel, the work environment, the work community, work processes or management. Wellbeing at work affects the organization's competitiveness, financial performance and reputation. Well-planned wellbeing investments can pay off in multiples. Studies show that well-being at work has a significant positive relationship with business performance indicators such

as productivity, profit, customer satisfaction, lower employee turnover, sick leave and accidents.

According to the Finnish Institute of Occupational Health, “in a well-being work community:

- be open and trustworthy
- inspired and encouraged
- being cooperative
- giving positive feedback
- keep the workload in control
- dare to talk about problems
- maintain operational capability in situations of change”

These are ways to influence and increase well-being at work. However, in order to best work on wellbeing at work, managers, supervisors and employees need to understand how wellbeing at work is structured and what role each plays. Once the fundamentals and roles are understood, then factors that affect well-being at work, such as work absorption, work ability, stress, physical and mental strain, insecurity, occupational safety, and blurred concepts of work and leisure can be affected. Wellbeing at work is built when an employee starts in a company. (The Finnish Institute of Occupational Health, 2019)

SÄÄDÖKSET JA SOPIMUKSET TUKENA



Figure 13. Occupational health institute orientation on occupational well-being

The employee is contracted and given a job description. When starting out, the induction should include issues related to work and the work environment, as well as industry legislation and safety issues. The familiarization introduces the company, teams, colleagues and the rules of the company. The task and job description should be structured in such a way that the employee's working capacity is sufficient for the job.

Riitta Viitala (2015, p. 213), refers in her book; *Henkilöstöjohtaminen – Strateginen kilpailutekijä, työkykytaloon*:

Widely popular in Finland, the model developed by the Finnish Institute of Occupational Health summarizes the factors affecting work ability in the workplace. It has been called the Työkykytalo (Ilmarinen 2003). Elements of Työkykytalo are:

- health
- know-how
- motivation, attitudes and values
- work, work community and organization

The Occupational health institute itself sees that:

Health and function are its first floor. Physical function, mental and social function and health together form the basis of working capacity. Expertise is on the second floor. It is based on basic education and professional knowledge and skills. Continuous updating of knowledge and skills Lifelong learning is important. The importance of this layer has been emphasized in recent years, as new skills requirements and areas of expertise are constantly emerging in all industries. Values, attitudes and motivation are on the third floor. On this floor, the reconciliation of work and non-work life also meets. My own attitudes towards work have a significant impact on my ability to work. If the work is perceived as meaningful and suitably challenging, it strengthens the ability to work. If work is a compulsory part of life and does not meet one's own expectations, it weakens working capacity. With age, work and pension attitudes change and can lead to quitting work or early exclusion. The management, work community and working conditions are on the fourth floor of the house. This layer represents the workplace in a concrete way, and the working and working conditions, work community and organization belong to this layer. Supervisor work and leadership are also a key part of the floor: supervisors and managers have the responsibility and responsibility to organize and develop the workplace capability of the workplace. Working ability is about the compatibility and balance between human resources and work. The working capacity house works and stays upright when all floors support each other. With age, significant changes occur in the lower layers

of the individual's resources. The fourth layer, work, is changing rapidly and does not always take sufficient account of the human ability to respond to change. The fourth layer, which has often become too heavy, weighs down on the lower layers with bad consequences. All floors of the house should be constantly developed during the working life. The goal is to ensure the compatibility of layers as people and work change. Naturally, the individual is primarily responsible for his or her own resources. The employer and supervisors, for their part, are responsible for the fourth floor of the house: work and working conditions. (The Occupational health institute, 2019)



Työhyvinvointiin vaikuttavia tekijöitä (Manka 2011)

Figure 14. Occupational health institute orientation on occupational well-being

Well-being at work is influenced by the fact that all factors have been taken into consideration and tried to influence, as well as the fact that the recruitment has been successful and the person feels that the job is meaningful, enthusiastic and enjoyable, and empowering - to get the job done. These can be achieved through good orientation, open communication, and the understanding that success requires the input of both employee and supervisor. Managers and supervisors need to see their own role as contributors to success and understand how well-being at work is built.

5 HUMAN RESOURCE MANAGEMENT

The purpose of this chapter is to ponder and find things in managerial work and leadership that are relevant to the issues being studied:

1. What in managerial and HR leadership has an impact on keeping staff satisfaction at a level that motivates staff?
2. How can management and HR management engage the staff so that turnover is at a level that does not harm the business of the company?
3. How can managers help build a confident and open work culture?

According to Pauli Juuti, " most experts associate the roots of human resource management with 19th century industrialization. They believe that HRM was born out of the patriarchal leadership that was prevalent in the early days of industrialization. The importance of the early days of industrialization is still evident in the organizations of our country. " (Juuti, 2015, p. 15),

Sinikka Vanhala and Monika von Bonsdorff made the following observation:

HR researchers (e.g., Delery & Doty 1996) have long debated which one is better at improving organizational performance: individual good HR practices or bundles of HR practices. An example of such a bundle of performance-related practices is the construction of a motivational reward system. In a situation where the entire HR system is built so that all HR practices are mutually supportive, the term internal fit is used. Another important discussion concerns the extent to which HRM and practices should be linked to an organization's business or service strategy, rather than using universally recognized, universal HR practices. This is called strategic fit or external fit. The third aspect relates to the observed differences between industries, sectors, and countries and groups of countries (the so-called contextual approach), which has contributed to questioning the universal thinking of personnel practices (Stavrou et al. 2007). The application of good or best staffing practices is guided by the perception of their universality. (Vanhala & von Bonsdorff, 2012, p. 121)

They have also highlighted good practices:

One of the most well-known lists of good HR practices is presented by Jeffrey Pfeffer (1998). It consists of seven sections:

- Job security
- Selective recruitment of new employees
- Self-directed teams and decentralized decision making
- A remuneration system that is proportional to the performance of the organization

- Extensive staff development
- Systematic reduction of status differences and barriers
- Broad dissemination of information on the organization's finances and performance within the organization. (Vanhala & von Bonsdorff, 2012, p. 122)

From the employees' point of view, good staffing practices are thought to improve the quality of working life and have a positive social and psychological impact. Good HR practices also have their downsides. Increased stress due to work efficiency has generally been identified as a key issue. The roles of HR and supervisor should be clear. These roles also play a role in corporate culture. This study does not call into question the fact that good human resource management also has an impact on company performance and profitability.

5.1 Impact of managerial work on well-being at work

There must be the willingness and ability to learn more in the work of supervisors. A manager must find the ability to lead and do so, taking into account the people he or she is leading and their needs for leadership. The supervisor must be able to observe and take into account the differences between his teammates. He must also have the self-knowledge and ability to accept criticism, to deal with emotions and to intervene in difficult matters. The manager also needs to have good communication skills. These are the topics Pekka Järvinen has written in his book, *Ammattina esimies*. According to Sinikka Vanhala and Monika von Bonsdorff (2012, p.133) "Managers play an important role in mediating formal or planned personnel practices (Harney & Jordan 2008; Purcell & Hutchinson 2007)".

Marjo-Riitta Ristikangas and Vesa Ristikangas have discussed leadership in their book 'Valmentava johtajuus'. According to them (2010, p.17), "Real success comes from combining the basic mission and objectives of an organization with the individual needs of the employee. Then working together has a purpose." In the book they state:

In order to keep motivated talents in the house, attention must be paid to their leadership. The opportunity for continuous growth and development is valued because learning is an intrinsic value for them. We need discussion and listening, asking good questions, and appreciative feedback. Alongside the feedback from the supervisor, the feedback from colleagues is also appreciated. (Ristikangas & Ristikangas, 2010, p. 19)

According to Marjo-Riitta Ristikangas and Vesa Ristikangas:

If there was no leadership, we would live in stagnation. Leadership is needed so that groups move and reshape, at best, work in the same direction and build cooperation. Leadership

is a group phenomenon that always involves influencing one another. Similarly, managerial work is an organizational role that does not automatically include leadership. May be a manager, but others in the group have leadership. Leadership has at least the following features (Northouse2004, paragraphs 1-5):

1. Leadership is a process
2. Leadership is always about power and influencing people
3. Leadership is manifested in a group context
4. Leadership is in some way related to achieving a goal
5. Leadership can grow and develop. Leadership is a choice
6. Leadership involves a desire to lead
7. Leadership involves taking responsibility. (Ristikangas & Ristikangas, 2010, p. 28)

Their view is that: The effects of non-conductivity are manifested as sickness absence, insomnia, depression, even heart attacks (Nyberg 2009). At the organizational level, decision-making stumbles, customer relationship management is retrenched, and stakeholders are left behind. When non-management is established as part of the entire organizational culture, the adverse effects multiply. The reputation of the organization suffers, the resources of the work community are not utilized and results are not produced - and, above all, the employees do not good. Why? Because there is no desire to lead. (Ristikangas & Ristikangas, 2010, p. 33)

The theses seem to have a popular topic on the impact of managerial work on well-being at work, a search on Theseus gave 742 related documents, even though it was limited to higher polytechnic material, while the subject 'staff satisfaction' found 81 documents. When you search for 'the importance of managerial work', there are already 1433 documents related to the search, so you can say that managerial work has been studied from many angles. In her thesis, Kaisa Andersson has focused on issues that influence the well-being of supervisors at work:

There are two options when it comes to developing leadership in organizations. The first is the development of the leadership capacity of the leaders and supervisors involved in the management work, and the second is the definition of the organization's objectives, policies and contents. Because immediate supervisors play such an important role in perceived well-being at work, developing their leadership skills is a very important way to promote well-being at work. Improving the quality of managerial work is a key way to promote well-being at work, and one of the key tools here is manager training. It has been found that managerial coaching can have a positive impact on employee well-being, for example, in stress levels and sleep quality. (Donaldson-

Feilder, Munir & Lewis 2013, 155-174.). (Andersson, 2018, p. 37)

Supervisors can be trained and coached, but they must be receptive and have the desire to develop. When organizing training and coaching, management should ensure that supervisors are given the opportunity and time to digest and implement new things. Management and supervisors also always have the opportunity to learn new things themselves and follow new research and trends. You can bring new things, for example, to managerial meetings and discussions with your own teams. According to Kaisa Andersson's thesis, the most influential have been the interaction and leadership styles of the superiors, empowerment, fairness, fairness, inspiration and motivation.

A supervisor's impact on well-being at work is built on the fact that the person who builds the ability to work is ready to support the employee's health, professional skills, values and contribute to working conditions, work content and requirements, the work community and the organization. The supervisor must also intervene and act if he or she notices a decrease in working capacity. The supervisor also needs support in his or her job and the supervisor has the same rights to well-being and good working ability as his or her subordinates. Managerial know-how consists of knowledge, skill and will.

5.2 Managerial effect on engagement

Jasmin Pham in her thesis deals with the definition of commitment:

Employee commitment refers to the employee's commitment to the company, its values and goals. Commitment can be emotional, continuous or normative. Commitment to an organization means a positive attitude of the employee towards the organization, a strong belief in its goals and values, a desire to do its best for the organization and a desire to remain in the organization. (Lampikoski 2005, 46; Moon 2016; Michelsson, Kinnunen & Laaksonen 2017.) When employees are committed to a company, competence remains in the company and turnover is reduced.

Jasmin Pham continues:

Commitment is the goal-oriented creation of a relationship between leaders and staff to ensure that the staff feels connected to the organization, is satisfied, and wants to remain in the organization. Commitment strengthens persistence and reduces willingness to trade. (Haapanen 2013, 12-20; Moon 2016.) Commitment can be made to the organization, to a specific unit of the organization, to the team or to the work itself (Lampikoski 2005, 51). (Pham, 2019, p. 6)

However, everything is based on the psychologist Abraham Maslow's theory of needs and understanding both the mapping and the ability to meet the needs of the employee, and the fact that there are differences between employees in which needs are most influenced and desired engagement.

Wellbeing at work and employee engagement are influenced by many things. It is important how the recruitment takes place and how the employee feels when they start. Are there clear enough messages about what the job is about. You also need to pay attention to what kind of reception a new employee will get when starting. The working environment, framework and tools must be in order and allow the employee to succeed in their own work. Supervisors and HR have their own roles in orientation and the work community as a whole. The job description should be provided to the employee as soon as he / she starts and reviewed with the employee to clarify his / her role. The employee needs to think about themselves in the company and in the work community - so it's nice to come there. The basics create security where it's good to build. The employee must trust that the employment contract is in order and that the agreed matters are being followed. You need to be able to trust that salary matters and those that affect the employee, such as working hours and holidays, are verifiable and correct. When engaging a person, it is important that the manager knows his or her subordinates and recognizes their differences. Each employee has his or her own priorities, values of his or her own, and expectations of the job, company and work community. Different life situations also influence how one feels, what is important and how one can influence employee engagement.

According to Riitta Hyyppä (2014), " A manager can influence employee behavior and the means of motivation management and interaction ". The supervisor should also pay attention to how to lead people, how to organize work and how the content of the work is structured. The employment is clear and employees are given job descriptions. The rationale for decisions and changes should be opened as much as possible and the subject discussed. The supervisor must be up to date and strive to do things right and with high quality. The manager should open up to the employees the vision and strategy of the company and how each role has its place in this strategy and how the employee's own contribution can influence the company's performance and set goals. Employees also want to influence things that affect their own work, and the supervisor must give employees the opportunity to be heard.

5.3 The role of the manager in an open and confident work culture

The employee should trust the supervisor and how a supervisor succeeds in building an open and confident work culture also depends on how well he or she succeeds in his or her supervisory work. The manager is expected

to have good communication skills, and listening is also an important part of the supervisor's work. Trust and confidence in the supervisor is enhanced by the fact that the supervisor is knowledgeable and up-to-date. Employees also expect feedback on their actions, and utilizing this is an important management tool for the supervisor as it is part of the motivation and can be used as a reward. Positive feedback should be provided on a daily basis, at least at the team level, for example thanking the team for their work or if the given goals have been achieved. Giving such positive or constructive feedback requires practice and skill. Constructive feedback is about giving feedback on work performance or practices. Giving constructive feedback is more challenging because it also has to be equal for all employees and giving it in a constructive and constructive way. In this case, the employee must also be given the opportunity to discuss the topic and the supervisor to be prepared for the feedback to go to the employee's emotions and to react appropriately to the employee's feelings.

Trust is mutual. For employees to trust a supervisor, the supervisor must have confidence in their employees and demonstrate it. Confidence can be demonstrated, for example, by taking responsibility and delegating some tasks to the team. You can also give the team responsibility for eg achieving goals and self-guidance. Leadership can be a coaching job to develop team members and spar for better results. Leadership supports thinking and creativity. In addition, a discussion of issues is created so that there are many different points of view. Discussions are opinionated, critical, visual, creative, emotional, and all of this seeks to engage and develop team and individual skills. Through discussion, things are viewed differently and they dare to challenge and create something new. Then employees also see that having the courage to bring things up affects things and increases openness and confidence.

In order for trust to be on both sides and for superiors to trust their team, subordinate skills must also be considered. Leena Hurri has considered subordinate skills in her thesis:

Since the early 2000s, organizational citizenship has also been considered as a counterweight to leadership skills. The first definitions of subordinate skills in international scientific literature can be found in the early 1980s. Smith, Organ, and Near (1983) demonstrated that organizational effectiveness is assured when employees exceed their responsibilities to help their colleagues and achieve organizational goals. For this kind of committed work behavior, those researchers used the term Organizational Citizenship Behavior (OCB). According to Keskinen (2005b, 20), organizational citizenship can be thought of as having the same features as the concept of Citizenship, which is more familiar to us Finns. Good organizational citizenship, and thus subordination, is assumed to include the duty to ensure workplace comfort, the rational

use of resources, co-operation with colleagues and supervisors, expressing opinions to advance matters, and active participation to promote workplace issues. Ristikangas (2008, p.230) also states that good behavior, greeting, courtesy, due listening, respect for the other, avoidance of bullying and sexual harassment is common to all members of the work community. These are general life skills that are part of the work community skills and can be required by all members of the community. (Hurri, 2011, p. 48)

The OSH (Työturvallisuuskeskus) has approached subordinate skills well by addressing workplace skills, which include both managerial skills and subordinate skills. This illustrates the need for both and when they are in order, it is easy to maintain confidence and open discussion.

6 COMMITMENT

Employee engagement is influenced by many factors, including whether employee values and company values are integrated, leadership, role, job description, development, and for some, career opportunities, rewards, appreciation, and the work community. These are just examples and this study seeks to identify the key factors that make Bring staff committed and how they can be influenced.

Key points of motivation:

- The organization must ensure the basics of the employment relationship, ie observe contracts and laws
- Salary must be paid on time, correctly and in accordance with contracts and laws. Salary is also related to the fact that the employee feels that the salary corresponds to his / her skills, contribution and responsibility.
- Working hours are reasonable and flexible
- Working conditions - all the things that affect well-being at work

Commitment also seeks to ensure the capability of the organization. Hille Korhonen and Tytti Bergman, in their book 'Johtaja muutoksen ytimessä' (2019, p. 74), mention that " an experiment was made in the IT industry, giving some of them bonuses in cash and some of them in entertainment. Those who received the latter appreciated more their reward, felt less, injustice, and were more satisfied. "

Appreciation has an impact on many things, including commitment and an open work culture. According to Hille Korhonen and Tytti Bergman (2019, p. 98), " Feeling of lack of appreciation is also easily created if people do not feel noticed". According to authors (p.99) "appreciation is, along with trust, key themes in everything. Employees also need to value each other.

The manager shows a pattern in it". Employees have no sense of appreciation if management is not visible and give the opportunity for interaction to occur. Management and supervisors should communicate appreciation and understanding of everyday problems.

Posture and enthusiasm create a sense of unity and a sense of commitment. Supervisors and management must have the courage to encourage and thank. Here too, the supervisor must be a model for everyone and make a difference in his or her own actions and get everyone involved in a positive, enthusiastic and supportive atmosphere.

According to Tiina Saari and Pasi Pyöriäinen:

In principle, motivation arises from simple things that return to justice and respect for the other person, but which, in practice, may be halfway. There are many reasons for this: hurry and time pressure, tight company competition, investor impatience, scarce resources and staff shortages. These eat up the well-being of the employees and at the same time the preconditions for the success of the company. Also, ongoing organizational changes and uncertainty about the future of one's job and workplace are eroding the basis for employee engagement. (Saari & Pyöriäinen, 2012, p. 41)

Also they emphasize that:

The theoretical definition of commitment includes the assumption of an employee's desire to remain part of the organization and to work towards shared goals and values. A committed employee sees their own goals and those of the organization as common, strives to do their job well and wants to continue working. (Cohen 2007; Mowday et al. 1979; Porter et al. 1974). (Saari & Pyöriäinen, 2012, p. 42)

In the study by Tiina Saarinen and Pasi Pyöriäinen, issues affecting customer service personnel at the call centre include:

- Security and safety
- Appreciation of work
- Salary
- Good work atmosphere and team spirit

Their (2012, p. 52) study of expert work also reveals an "ambitious attitude and enthusiasm towards the content of work" and "the relevance of work".

On the other hand, commitment has its own challenges. Tiina Saarinen and Pasi Pyöriäinen have wanted to highlight:

While employee engagement is undoubtedly an important prerequisite for the success of an organization, the reverse is the need for renewal. The unit has managed to hold on to its

experts even too well: there is no new blood on the staff.
(Saari & Pyöriäinen, 2012, p. 55)

Deloitte follows and researches various trends and provides information on current affairs and trends on its website. According to a 2015 study, the biggest challenges facing companies today, globally, are in organizational cultures and employee engagement. Kevin Kruse's article on the Forbes website also discusses employee engagement and sees that a happy or satisfied employee does not mean he or she is committed, but if the employee has an emotional commitment to the company, it has an effect. Emotional commitment comes when an employee cares about their work and the company.



Figure 15. Stairs to well-being at work by Rauramo

Päivi Rauramo's work, *Työhyvinvoinnin portaat* (2004) and *Työhyvinvoinnin portaat: viisi vaikuttavaa askelta* (2008), utilizes the motivation theory of the theorist Abraham Maslow (1943), according to which human needs form a hierarchy. *Työhyvinvoinnin portaat* by Rauramo is another way of approaching wellbeing at work and commitment. The first is basic psycho-physiological needs, such as workload. Second is the need for security, which is employment and working conditions. The third is the need for joining, which is the work community, management and networks on the part of the organization and, for the employee, flexibility, acceptance of diversity and pro-development. The fourth is the need for appreciation and the fifth is the need for self-realization. Rauramo's *Työhyvinvoinnin portaat* has also been utilized in the material of the Finnish Center for Safety and Health and in the workbook on the wellbeing at work pages.

Now, however, it seems that Abraham Maslow's motivation theory as well as Rauramo's Työhyvinvoinnin portaat should be rewritten or at least updated. Recently, news and surveys have addressed the Z-generation and their expectations of working life. Talouselämä's online publication dealt with issues that emerged from a survey of ServiceNow, a provider of digital services. Some of the hopes were the same as in previous generations: professional growth (37%), interesting work (27%) and good pay (26%). Young people expect more interaction and feedback, even on a weekly basis. They look forward to having fun at work. It has also clearly been shown that young people value freedom more, so they want flexibility in working life, both in their daily work and in how they spend their time working over the year. It can also be seen that some also miss the freedom to decide where to work. For some young people, safety means something other than what it means to another or to their parents. They do not feel that part of security is a stable job or that a steady income is needed that can shorten a bank loan. There are young people who do not want to commit themselves, both to work and to material, but who value freedom.

What is worrying is that young people have a great deal of fatigue and even burnout. In an article in Helsingin Sanomat (11/12/2019):

Statistics Finland's (Tilastokeskus) publication 'Digiajan työelämä – työlötutkimuksen tuloksia 1977-2018' deals with the working conditions of Finnish wage earners and the changes that have taken place over four decades. Recent research has focused particularly on the effects of digitalization. More than half of survey respondents say that digitalization has increased the speed and efficiency of work, with over a third reporting that workloads have increased.

Talouselämä reported (December 11, 2019), "According to Kela's statistics released on Wednesday, the number of recipients of guarantee pension in October 2019 was 104,600. Business Insider, in an article on its website (13/12/2019), discusses the 'circulation' in America, where young people try to earn enough in a short amount of time, such as when they are 30, to leave work. They are ready to compromise on things, even eating. No longer are you looking for a bigger house or car, but less is enough. Environmental issues have also taken on such a large role that they revolutionize the way we think about goods and needs. And as consumption decreases, so does the economy. Worldwide trends, environmental awareness, consumption, etc. do not go hand in hand because in China, Asia in general, South America and Africa the standard of living is still rising, so commodities are in demand.

7 THE WORKING CULTURE

Corporate and work culture have an impact on how people feel and what motivation they have. Pauli Juuti (2015, p. 24) sees that "Our work culture is built on a division of tasks and hierarchy within traditional organizational thinking and a clear distinction between the internal and external world of the organization". According to Pauli Juuti (2015, p. 25), communication and communication are distorted by contradictions and mistrust. Work culture also includes equality, value, initiative, responsibility, communication, and in many companies, values reflect the kind of work culture we want to have.

Hille Korhonen ja Tytti Bergman in their book 'Johtaja muutoksen ytimessä' writes:

How do you know that the desired renewal has progressed? The first signs are usually a change in speech. You will begin to hear new terms related to a new issue from the mouth of the staff at different levels of the organization. When you hear the subject neutral or even positive, then the reform has already taken a significant step. When a person realizes what a new situation is, he or she begins to mirror his or her own work and begins to speak differently. As speech changes, thinking and attitudes also begin to change and eventually change the way they act. (Korhonen & Bergman, 2019 p. 31)

The whole work community has an impact on the work culture or what kind of work culture is shaped. Insurance companies have raised concerns about people's well-being and staying in work that their support measures for companies also include well-being issues and guides. Ilmarinen emphasizes in its guide:

Respecting well-being at work is also the responsibility of every employee. It is no longer enough that the work is done well. Work community skills must also be in order. One of the success factors of the organization is the effective cooperation. Effective collaboration can be influenced by everyone's own attitude, enthusiasm and their own interaction skills. Members of the work community must respond to the set goals by committing to them and appreciating their own work and that of others. When the work community understands the strategic goals set by management, it is easier to commit to them. There must be a good level of confidence in both the employer and his colleagues. Each member of the team can keep this concerns raised by unclear objectives and disadvantages of working in the conditions. Work and work-related issues can be developed together. Responsibility for

managing well-being at work rests with management and supervisors, but successful leadership also requires a working and committed work community. (Ilmarinen, 2019, p. 6)

7.1 Appreciation and trust

Appreciation and trust are important in an open atmosphere. Attention must be paid and efforts must also be made to ensure that the confidence gained is not lost. Feedback from employees should not be belittled or misused. Also, the information should not be filtered, because then the information changes along the way. Employees should also dare to bring out the things that go wrong. According to Hille Korhosen & Tytti Bergman:

The willingness to have an honest and open discussion must be demonstrated frequently and in many places. It must be encouraged and even required. Practical examples must show that it is desirable behavior and has no negative consequences. (Korhosen & Bergman, 2019, p.105)

According to Rauramo's 'Työhyvinvoinnin portaat', valuation issues within the organization are; values, operations and finances, rewards, feedback and performance discussions. For an employee, appreciation is created; an active role in the operation and development of the organization. According to Rauramo's staircase model, appreciation can be assessed by: job satisfaction surveys, financial and operational results.

It should be noted that the Y generation has a new way of seeing what builds trust. Their expectations are transparency as part of building trust and shared leadership, new forms of collaboration and blurring of boundaries (Pentti Sydänlakka, 2009).

7.2 Communication

Communication is an important part of an open atmosphere. Proper communication strengthens employee satisfaction and commitment. Communication is often the part of the personnel survey where there is always room for improvement. Hille Korhonen & Tytti Bergman (2019, p. 110) have attached many things to communication. " All communication in the everyday life of the work community: decisions, gestures, words. When you integrate each measure and project into a larger renovation package, the message gets through, "According to them (p. 111)," Two-way communication is particularly important. Ask, ask, ask! And listen, listen, listen! Asking straight is often the key to understanding the real situation and thus getting the right information. It is not always easy to get straight answers. An open and honest approach will get people involved. "

In order for the message to reach all employees and open to them, the communication must be diverse and repetitive. The versatility of communication includes written and digital communication, oral communication, body language and presence. All of these messages are meant to promote interaction, and the message should be consistent, no matter how you communicate.

Hille Korhonen & Tytti Bergman have dealt with management presence and open interaction. According to them, management's communication channels are:

- Physical presence - workshops, visits and events
- Web Communications - videos, blogs, and other posts
- Goal setting and reward
- Staff inquiries
- Staff training
- External communication and marketing

Communication success could be tracked by various metrics, but what matters is who wants to communicate and how they communicate. In communication, it is also worth considering the point from which you want to communicate; from a corporate, employee, customer / stakeholder, process, renewal, or financial perspective. The message can also be sustained from a social or environmental perspective. It is also essential that what is meant by communication is defined and that the communication is clear and thought-out to the target group.

8 DEVELOPMENT PROJECT QUESTIONNAIRE

To make Bring a more open organization, change is required. Bring itself is revolutionary and change is a way of working and doing business. We can only compete with our competitors by being a flexible, evolving and customer-oriented logistics company. Bring does not strive to be in the comfort zone, but strives to be something other than the competitors. The competitive situation is challenging as logistics is changing and there will be companies looking to create something different from the traditional and something new. To a large extent, these are based on digitalisation and its maximum utilization. A couple of years ago, Bring had a program to get more staff involved in brainstorming and developing something new. Good ideas were received and some were put to the test, but now this has been less so due to the Group's own ERP projects and the fact that Finland has wanted to be a pilot in new services for customers. In the future, it would be good to involve the staff again in brainstorming and developing services, which would increase the motivation of the staff.

Bring's work culture is already quite open, but we want to keep it that way and improve the employees' courage to talk to their supervisors about all

things and bring up any flaws. An open atmosphere requires trust, requires some reform of the work culture, and is even helped by multichannel communication. The goal is to get unfiltered feedback and ideas. The change is not too great because the situation regarding openness is quite good, but we also need open communication when the employee feels that the only way to develop, or for some other reason, is to look for work at another company. When you want to change, be aware that it takes time. Things need to be looked at and repeated because others take time to internalize and the message has not yet reached everyone. Renewal is always slow. It would be a good idea to move forward with more openness and employees talking about things they didn't want to talk about earlier and not filtering the message.

8.1 Bring's own staff survey

8.1.1 Staff survey 2016

The Group conducts a staff survey approximately every two years and is usually conducted in the autumn. In 2016, there were 28 respondents, or 93% of the respondents. The result was 73/100, falling short of the target and the Group's result.

The questions were divided into 11 sections:

- Motivation
- Competence
- Appraisals/security
- Organizational framework
- Healthy working environment
- My team/unit
- Business focus
- Local leadership
- Attractive workplace
- Customer/earnings focus
- Ethical and social responsibility

The total number of questions was 65. In comparison with other Group companies and countries, Finland had room for improvement:

- The amount of work corresponds to my work capacity
 - I can take breaks during the working day (in addition to lunch)
 - Having an appraisal during the last 12 months
 - My work is not too physically demanding
 - I have had a safety training during the last 12 months with my supervisor

Better yet than others were:

- I am satisfied with the quality of the previous appraisal

- I think our company has a good reputation
- I have the equipment I need to get a good result
- My unit will learn from the experiences of other units
- At my unit, we are constantly working to improve and improve the way we work

Things that were perceived as strengths that can be considered to influence staff engagement:

- Over the past 12 months, working conditions have not caused me sick leave
- No one in my unit has been bullied or harassed in the last 12 months
- I take responsibility for my own health so that I can do my job well
- There is no discrimination in my unit
- I am satisfied with the quality of the previous appraisal

Things that were challenging and need to be developed for Finland in 2016 were:

- I have the opportunity to develop (through new jobs, training, responsibility, project management, etc.)
- My tasks are varied enough
- I have enough opportunity to influence my own work situation
- Everyone in our unit is responsible for sharing knowledge and experience with one another
- My unit is open to new initiatives

After the results, the material was discussed with management, supervisors and staff. Supervisors made SMART plans and created a folder for supervisors to collect material for supervisors. It was discussed with supervisors that all employees should have a job description and a list was prepared for supervisors and HR for induction. The supervisor has the rights to mepcon (personal data and absences of his or her team members) and the rights to Flexim, which approves employee hours.

8.1.2 Staff survey 2018

The next employee survey conducted by the Group was in the autumn of 2018. The survey included 33 people and the response rate was 100%. Earnings were 81/100 and better than those of the division and better than the group as a whole.

Questions related to the same 11 sections as in 2016:

- Motivation
- Competence
- Performance appraisal / security
- Organizational framework
- Healthy working environment

- My team / unit
- Business focus
- Local Leadership
- Attractive workplace
- Customer / earnings focus
- Ethical and social responsibility

The total number of questions was 64. In comparison with other Group companies and countries, Finland had room for improvement:

- If I experience ethical issues at work, it is natural for me to discuss it with a colleague or supervisor
- My work is not overly psychologically stressful
- I have had enough of the activity-related education and training
- I feel that the company is committed to ensuring that its employees remain committed
- Having an appraisal during the last 12 months

Better yet than others were:

- I have enough knowledge / skills to recognize the health risks associated with my job
- The physical working environment at my workplace is good enough
- I can use my knowledge and skills in my work
- My unit is actively working to prevent personal injury
- I think our company has a good reputation

Things that were perceived as strengths that can be considered to influence staff engagement:

- I am satisfied with the quality of the previous appraisal
- My supervisor is available when needed
- My work is not too physically demanding
- The issues, goals and actions agreed in the development discussion have been followed
- I have enough knowledge / skills to recognize the health risks associated with my job

Things that were challenging and need to be developed for Finland in 2018 were:

- I have the opportunity to develop (through new jobs, training, responsibility, project management, etc.)
- Everyone in our unit is responsible for sharing knowledge and experience with one another
- At my unit, we are constantly working to improve and improve the way we work
- I have enough opportunity to influence my own work situation
- My unit is open to new initiatives

The target for the personnel survey is 80/100 by 2020, which is what we hope to achieve and work to do. The subject of this study is also what issues affect Bring's staff and what is behind the answers. What are the root causes and those that really matter to staff satisfaction, motivation and commitment, so finding and improving things requires communication and action. For improvement, HR and each supervisor will make an action plan, which will be discussed in the next section.

8.1.3 The action plan 2019

After the 2018 staff survey and when the results are published, each supervisor must make an SMART plan (plan of action).

Supervisors are attached as follows:

- The results are ready - now what? Display unit results
- Employees have spent time surveying and are expected to take the results seriously. It is not the job of the supervisor to work alone. Present the results to your employees, work together to identify priorities and agree on what to focus on and ensure that actions are followed up.
- Remember that results processing should be collaborative, with the goal of developing unit and work environment
- Reports from the Employee Perspective Survey are intended as tools to support dialogue and improvement.
- The goal is not high grade but rather employee confidence and good experience with such surveys.
- Before inviting your employees to look at the results of your department or unit, it is important that you think about what you want to convey and where you want to focus.

There are some successful attribute keywords that can be used as a starting point to create useful steps. The term "SMART" is introduced. SMART consists of the first letter of each keyword, which together form a good and useful indicator:

S) Specific: The measures should be specific and concrete - not general or abstract. Describe concrete actions.

M) Measurable: Measures should be measurable, meaning that it should be possible to verify whether or not progress has been made.

A) Agreed: Everyone should agree that a particular action is the action we want to take. In particular, it is important that you accept the measure. The agreement also implies the appointment of a person responsible for the practical implementation of the measure.

R) Realistic: Measures should be realistic as far as practicable, taking into account the financial situation, personal resources, resistance and time available, etc.

T) Timing (deadlines): Deadlines should be set for the commencement and completion of enforcement. Some measures may be of a more permanent nature. Both time-limited and more permanent measures should be evaluated within a specific timeframe.

In 2019, particular attention has been given to measures to prevent accidents at work and where there is bullying at work, and this has also been highlighted when the action plan is drawn up.

What if we get low scores on bullying or discrimination issues?

- Bullying and discrimination are things that are not acceptable in the workplace. As a leader you should take such feedback seriously. At the same time, you should act prudently and respectfully.
- Employees have responded to the questions as observers (“I don't know...”) rather than reporting themselves. The fact that multiple respondents respond that bullying / discrimination does not necessarily mean that many employees will experience it. Respondents may have the same thing when answering a question. However, many answers mean that it is visible.
- Suggested actions if the results of these questions are low: Describe the organization's assistance and support opportunities and encourage you to seek help. As a leader, you should be available to employees who have a problem and eventually seek help.
- Report formal support and whistle blower channel.
- Use it as a topic in your next PLUSS interview.
- As a general rule, such matters should be dealt with in a secure framework rather than in a group discussion during the meeting.
- Do not use pressure to identify who is acting if they do not want to bring it to themselves. It is not always necessary to identify the victim or offender, but to facilitate healing.
- Preventive measures are important.

The timetable for these action plans was that each manager should have their own team action plan made by the HR portal by the end of February 2019 and all improvement suggestions were given a timetable for when the necessary actions were taken.

After the supervisors had gone through the staff survey results with their team and set targets for 2019, the targets were still being reviewed with the superiors, management and HR on the scene. The topics that were discussed and action plans in the teams varied from one department to another. Improving communication was the most desirable suggestion for improvement. In storage and terminal work, physical well-being and the right tools, fluency in processes such as waste recycling and security are of

great importance. Other departments came up with feedback, leadership, clarity of processes, progression / change of tasks, and training.

Managers take things forward and HR improves and guides:

- Training / course of things. For training that is more expensive or leads to a degree, HR has made a form that agrees the training between the company and the employee. The form was submitted to the supervisors.
- Provides training for supervisors, in cooperation with Varma, and these were held in spring 2019.
- Open positions are first communicated internally
- Training and information on occupational safety issues will be improved in cooperation with the occupational safety manager.
- Supervisors should pay attention to their own communication within the team and between departments.
- HR strives to increase communication on common issues.

8.2 Appraisals

PLUSS debate, or development debate every year. Performance reviews starting at the turn of the year, first with the Group management and then with the rest of the management. Performance reviews are held with employees in February and the purpose of the performance review is to set goals for the coming year and to discuss employee matters in general. The development discussion uses the HR Portal, which contains group-defining questions and defines KPIs. The portal also fills in a CV and inquiries about the employee's interest in working in other countries, for example.

There will be a second round of development discussion in the autumn and a discussion on how things have gone. Feedback is provided as well as reviewing whether the KPI goals have been met. For management, performance reviews should be held by the end of October.

8.3 Työkaari-project 2017

When the results of the 2016 staffing survey were worrying, Bring took the opportunity to participate in the Pilot Project of the Finnish Institute of Occupational Health, Veritas and Diacor, the Age Leadership for All Career Steps (Ikäjohtamista kaikkiin työuran vaiheisiin) pilot.

Goals of Ikäjohtamista kaikkiin työuran vaiheisiin pilot:

1. Strengthening workplace skills for managing disability and well-being at work (information)
2. Strengthening work-based development (skill)
3. Enhancing cooperation between experts on safety, health and workplace safety at work (cooperation)

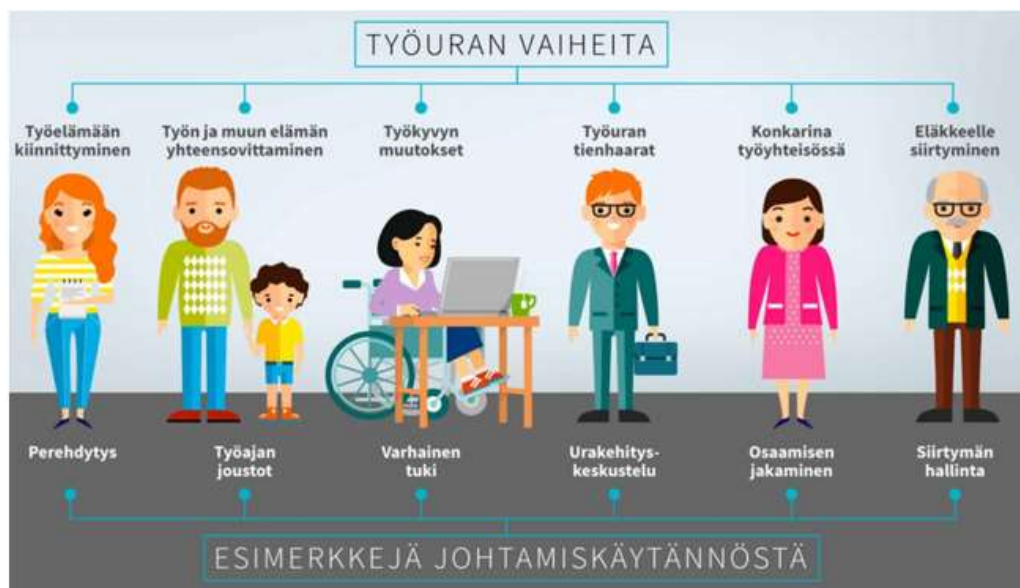


Figure 16. Career phases

<https://www.ttl.fi/tyoyhteiso/ikajohtaminen/>

Bring embarked on a pilot project because:

- For warehouse / terminal work, a person can also come directly from elementary school, but this requires special familiarization with the supervisor and HR.
- Bring is aware that the necessary workforce can be found in groups whose mother tongue is not Finnish and in this case they have to pay attention to many things, such as orientation, career issues, coping and communication.
- Part of the job is physical, so the physical and hectic pace of work in all departments requires that attention be paid to coping and getting back to work.
- The competition for employees is going to get tougher in the future, so Bring wants a reputable employer below and one of the things that we do now is take into account the life stages of the employees and the adjustment of working and leisure.

Again, a questionnaire was launched that highlighted areas for improvement, such as leadership at different stages of life, opportunities for competence development, and job modification and work organization.

| Tulokset ja suositukset | | | |
|--|-------|-------|-------|
| Ikäjohtaminen | 63.2% | 21.1% | |
| Työuran ja työssä jatkamisen suunnittelu | 43.9% | 36.8% | 19.3% |
| Työn hallinnan varmistaminen: osaaminen ja | 55.3% | 34.2% | 10.5% |
| Työaikajärjestelyt | 40.4% | 35.1% | 22.8% |
| Työn muokkaaminen ja työjärjestelyt | 52.6% | 28.9% | 18.4% |
| Työterveyshuolto ja terveystarkastukset | 13.2% | 68.4% | 18.4% |
| Terveellisten elämäntapojen ja elämänhallinnan edistäminen | 36.8% | 47.4% | 15.8% |

Figure 17. There were 19 people who responded to the Darbkaari project

The questions concerned age management, career planning, planning for continuing work, career planning, job management, working time arrangements, work adjustment and organization, occupational health and medical examinations, and the promotion of healthy lifestyles and life management. The part marked in black is where there is room for improvement (keen beginner), pink is the baseline (good baseline) and yellow is the part where the staff has been satisfied (developers).

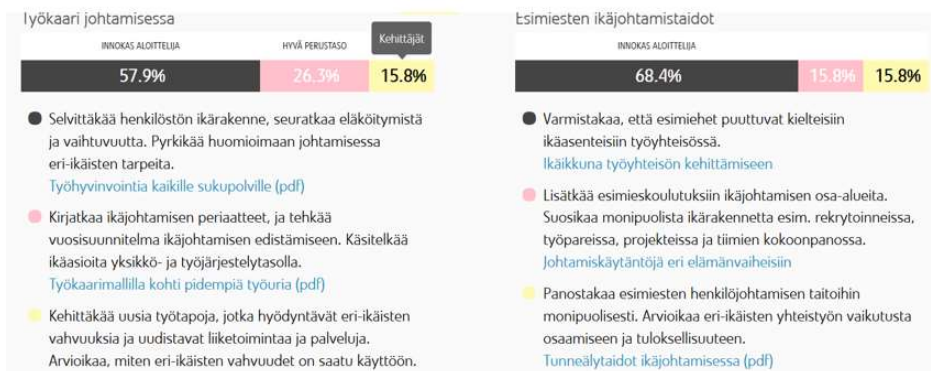


Figure 18. Results for age management questions

With regard to age management issues, it was felt that the supervisor would need to improve his or her age management skills. In general, the situation in work cycle management is better, although 57.9% felt that there was room for improvement here. For the enthusiastic beginner, it is recommended that the company investigate the age structure of its personnel, monitor retirement and turnover, and seek to address the needs of different ages in management.



Figure 19. Planning for a career and continuing in work

In disability risks, anticipation was perceived to be a better model, but 42.1% felt that there was room for improvement. The recommendation here is to assess work-related hazards and identify significant risks of disability. These are made, but there should be more information about safety and what has been done before it. Security issues should be discussed

more frequently and in different forums. More attention was needed on career planning for those approaching retirement age. This is true that not enough attention has been paid to this because the average age is low.



Figure 20. Career Planning and Continuation Planning (Individualisation of Development Discussions)

The company has annual performance reviews, which are held for those who started in the first quarter, and are also scheduled to have a lighter discussion with everyone else. The discussions were not 100% so there is room for improvement. However, the recommendations provide good guidance for development discussions such as working ability, strengths, skills development needs, and improving managerial communication skills.

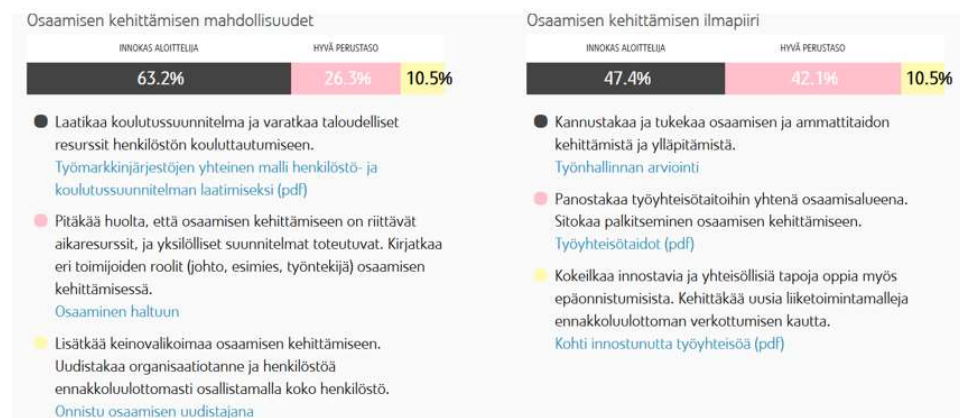


Figure 21. Ensuring job management: competence and professionalism

Skill development is part of Bring's development debate, but it would be good for supervisors to make written training plans and seek financial approval from management for the plan, but it would help to improve the results if they were also handled more with the staff.

Discussions should also look at the employee's own responsibility for developing skills and planning, so that he or she actively seeks alternatives.

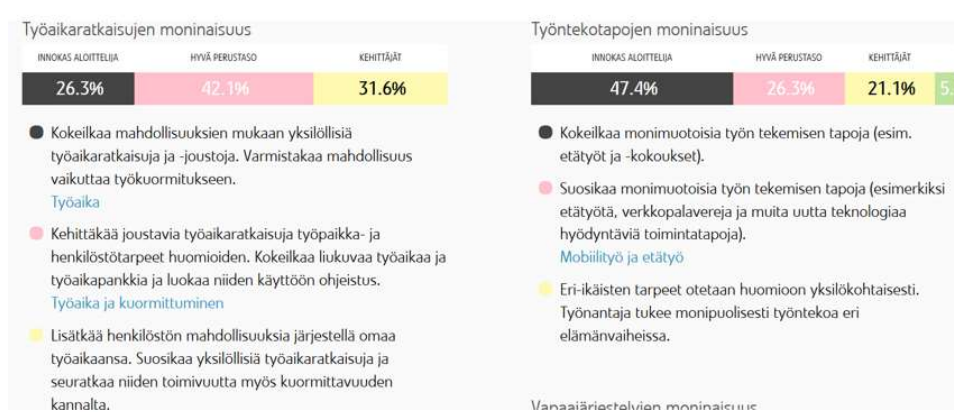


Figure 22. Working time arrangements

Working time solutions and flexibility are already in place, but not everyone has started or seen to be flexible, because terminal work, for example, requires being there. While telecommuting and meetings are suggested for a variety of working methods, Bring's tasks are partly physical, requiring presence, so not everyone succeeds and has been reluctant to put some of their employees in an unequal position. It is also good to communicate and discuss these issues with employees.

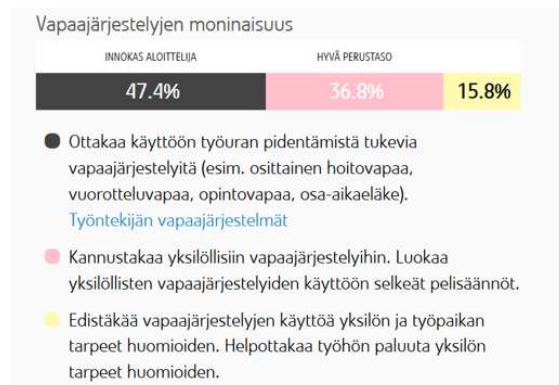


Figure 23. Arrangements for working time (Diversity of leisure arrangements)

With regard to the diversity of leave arrangements, it is recommended that leave arrangements be made in support of longer working lives. Bring enjoys longer vacations for some, but it is difficult to make free arrangements given the size of the organization, but on the other hand nobody has spoken. For this question, it is good to discuss with staff whether they have any expectations, as 47.4% of respondents would expect more but have not previously appeared.



Figure 24. Job editing and work organization

The answers are sometimes interesting and it is difficult to get to the bottom of why this is the case. 57.9% feel that life and age have not been taken into account. At Bring it is allowed to be absent when the family situation demands with a full pay. It is also possible for you to work as much as you can with full pay. Financially supported, efforts have been made to recognize that the employee has been able to reconcile work and current private life. Bring employs an early support model and has sought to accommodate and modify work tasks where necessary. However, a small organization limits what it has to offer if there is a need to completely change jobs. It is not possible to inform other employees about the work being done or how much it has been done because it is covered by the privacy policy and discussions and changes are made with the individual and the aim is not to become aware of others.

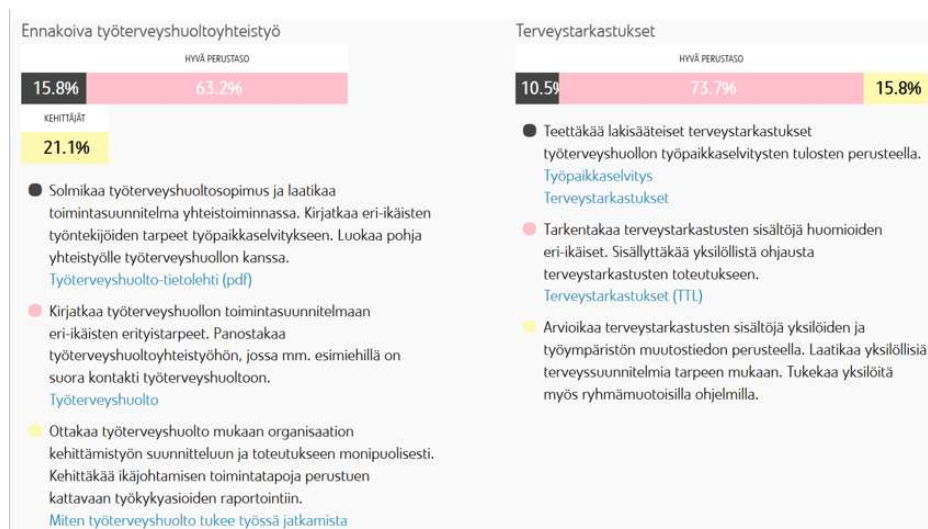


Figure 25. Occupational health and medical examinations

An action plan has been drawn up with the occupational health care company and is visible to all.



Figure 26. Occupational health and medical examinations

Health promotion has been supported by stimulus benefits and fitness days. The company has sliding working hours, which it has also been hoped will encourage employees to move and exercise.

During the spring and early autumn of 2017, pilot-related meetings were held, with superiors, management, HR and the OSH committee attending. As a result of these meetings, a list of things that were started to be implemented was obtained.

Below are the Bring goals for 2017 and what was done:

- Introduced regular manager meetings and agreed how to distribute common material and tools for managers; information, hours and holidays.
- Updating induction: Managers and HR have lists that advance the induction and the induction process with supervisors 15.11.17
- The Early Support Model and Skills Development were communicated to all employees and the Early Support Education and Training Model was available to supervisors 18.10 and 23.11.2017
- The OSH committee updated the risk assessment and distributed it to everyone.
- Common small things to do. Going to bowling and eating in the spring of 2018. There was a reflector day and there were delicacies at Easter, donuts and shimmers on May Day, roses for Women's Day etc.

8.4 Employment pension insurance company survey in early 2018

At the beginning of 2018, we changed our employment pension insurance company Varma and as part of the change, we conducted a well-being survey with Varma. This step was considered that at least every half year to obtain a good feedback personnel to respond to real time as possible.

By responding to Varma's occupational well-being survey, employees provided valuable information on the company's strengths, areas for improvement, and ideas and wishes for developing the operations. Employees answered about 30 multiple-choice questions on the following topics:

- Strategy, objectives and actions
- Knowledge and work community
- Leadership and motivation
- Health and life situation

Employees also had the opportunity to post open comments on each theme.

This survey showed what had been done in the framework of the Työkaari project in 2017, as well as the work done on supervisors. One important factor has been the emphasis on supervisors' work and the responsibility of supervisors for their own role, whereby HR's role is to support supervisors in their role.

Table 4. The following table clarified the role:

| VASTUUT / TEHTÄVÄT | | | | | | |
|--------------------------------|-------------------------------|--|----------------|----------------------|--|---|
| Rooli | Päivittäin | Viikoittain | kuukausittain | Neljäsnes vuosittain | Vuosittain | Tarvittaessa |
| Esimiehet | | | | | | |
| Esimiestehtävät: | Resurssit | Tuntilistojen hyväksyntä Työajan seuranta (myös saldojen seuranta) Lomien ja sairaspoissaolojen seuranta | Tiimipalaverit | | Kaikilla on päivitetty työnkuva Kaikilla on tarkempi tehtävä analyysi MTI-kyselyt ja Smart suunnitelma 2* vuodessa PLUS-keskustelut | Rekrytointi Tiedottaminen uudesta tai lähtevästä työntekijästä sekä tiimin tapahtumista Ohjaaminen työhöntulotarkastukseen Työntekijän tarvikkeiden tilaaminen (myös tietokone) Huolehtii työntekijöiden muistamisista (syntymäpv, vauvan synt, jne) Työtodistus |
| Operatiiviset tehtävät: | Päivittävät työt tulee tehtyä | Raportointi | Raportointi | | | |

The survey was answered by 30 employees and 7 supervisors / management representatives. The result was 37/40 and current job satisfaction was 8.4 / 10. There was dispersion between departments.

Työhyvinvointikysely

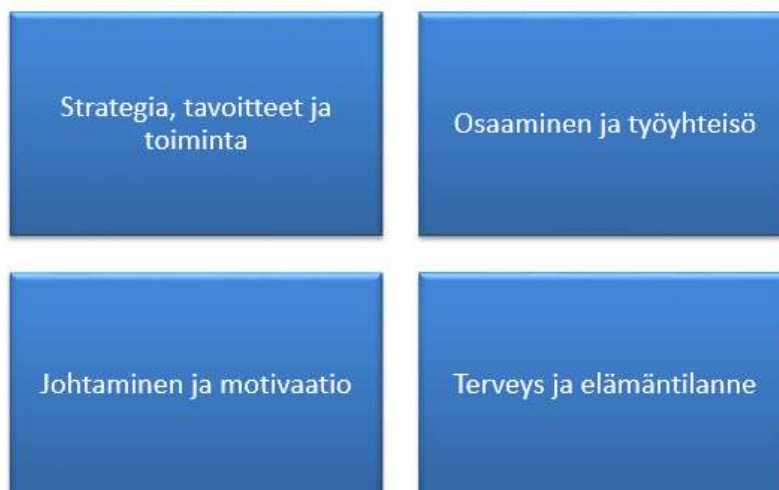


Figure 27. Various aspects of Varma's occupational well-being survey

Varma's occupational well-being survey had four sub-areas to which the employees responded. The areas map out the knowledge and knowledge of the staff so that the insurance company can identify the risks and what support the company needs.

Työtyytyväisyyteni tällä hetkellä!



Figure 28. Staff satisfaction at the moment of the survey

Staff satisfaction in general, just answering the questionnaire. The result was very good when done in early 2018. The result shows that efforts have been made since 2015 to improve employee well-being and the result has begun to show.

The following is a more detailed discussion of what Varma's personnel survey asked and how the staff responded. The questions are different from what Bring's personal questionnaire has been so the answers have provided new insights and a bit of new perspectives.

Strategia, tavoitteet ja toiminta



Figure 29. Answers to questions about strategy, goals, and actions

Issues related to strategy, goals and operations needed to be improved from the corporate side, in the communication of objectives and changes. The most successful was the implementation of the mission, responsibilities and authority. It is positive that the employees have experienced that development tasks are taken seriously.

Osaaminen ja työyhteisö



Figure 30. Answers to knowledge and work community questions

When asked about their skills and the work community, the staff was relatively satisfied (4.1-4.4 / 5). It was felt that the atmosphere was good, the work was going well and the skills corresponded well to the demands of

the job. On the positive side, knowledge-related issues had improved since 2107 when compared to a survey conducted in the context of the Cycle Project.

Johtaminen ja motivaatio

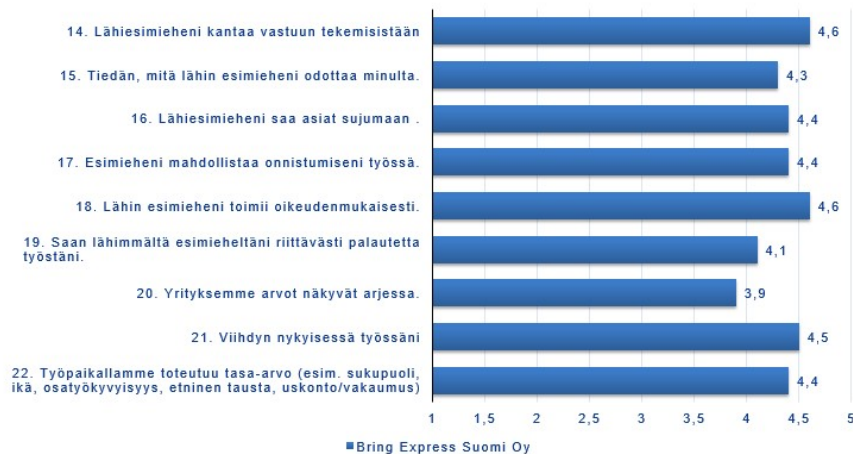


Figure 31. Answers to leadership and motivation questions

Leadership and motivation were examined in nine separate questions. Employees felt that they were comfortable with their current job and that their immediate supervisor acted fairly and was responsible for what they did. The person to be improved, in turn, has been perceived to have been through the values and how they have been perceived in everyday life. Values have been reviewed and shared, but there would clearly be a need to look at how to touch your own job and everyday activities. The best way to do this would be to apply values through teams. Employees also needed feedback from their superiors.

Terveys ja elämäntilanne

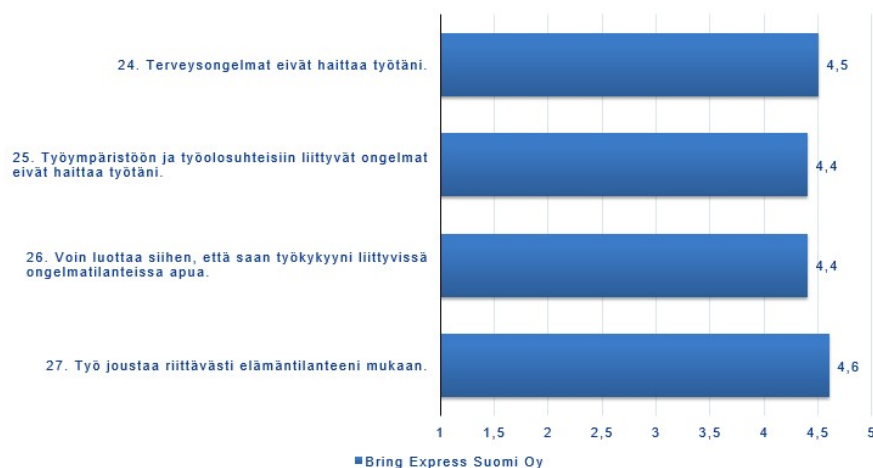


Figure 32. Answers related to health and life situation

When asked questions about health and life situation, employees were somewhat satisfied with their situation (4.4-4.6 / 5). Varma's personnel survey shows that the results have also improved in the sense that the company is flexible according to the life situation, compared to the survey conducted in 2017.

Osa-alueiden keskiarvot

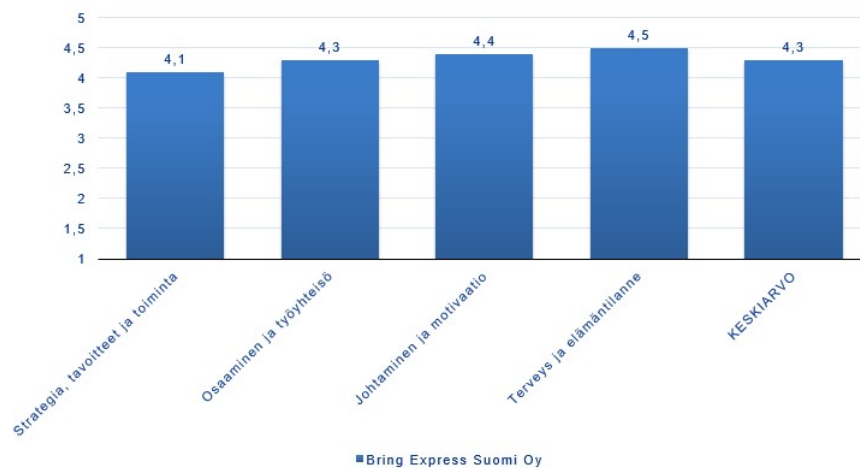


Figure 33. Average of responses for all sub-domains

There were four sub-areas and the most successful were the health and life situation in the sub-area. Based on the responses, the areas of strategy, objectives and action would have the greatest potential for improvement.

In the individual questions it was felt that the best results were achieved, for example. (4.4 to 5.0 / 5.0):

- My basic mission is clear to me
- I know my responsibilities and authority
- We have a good working atmosphere
- My immediate supervisor is responsible for what I do
- My immediate superior acts fairly
- I enjoy my current job
- Your immediate supervisor makes things happen
- My supervisor enables me to succeed at work
- Equality at my workplace

Health and life were also considered good.

Things to improve were:

- I know the immediate goals of my workplace
- I am adequately informed about changes in my workplace
- Our company values are reflected in everyday life

Based on this survey, there was room for improvement in general communication, and as managers review common issues in team meetings, HR can also improve on highlighting issues, and what Bring's values, goals, and guidelines can translate into for all staff.

Management and supervisors are aware that many changes have taken place since then. The Group has updated its strategy and its organization. From the beginning of 2018, the departments were also cut and staff have reported that the workload is significant compared to the number of staff. When the staff is small and everyone has a well-defined job description but there is a shortage of litters, it feels like staffing well. Only busy periods, vacations and sick leave make it hard.

8.5 Survey of the Occupational Health Center in 2019

In addition, the Pulse questionnaire was introduced in 2019, which is a questionnaire provided by Terveystalo to its personnel. The pulse survey is conducted four times a year.

The introduction of the survey was also a wish of the Group for more frequent monitoring of employee satisfaction, which is an addition to the Group's once a year survey.

Background on Pulse:

- As part of the Healthy Workplace (Terve Työpaikka) business model, from May 2019, Terveystalo will provide its corporate clients with a free opportunity to follow the experience of their employees in the functioning of the work community and in management activity. The snapshot is built on a light nine-question Healthy Workplace Pulse questionnaire.
- The invitation to the survey will be sent to the e-mail address on the Terveystalo Patient Information System employee card, the address given by the employer to the occupational health service for the purpose of providing occupational health services.
- The questionnaire is answered through My Health. The employee receives personal feedback as soon as they respond. The summary enables the employee to follow the development of his or her well-being at work and thus develop his or her work community skills spontaneously. The employer will receive a group report for consideration in the steering group if there are at least 20 respondents.
- Using the information generated by the survey, we can work together to better design occupational health priorities. It also provides a low-threshold way to gather feedback and engage the entire organization in the development of the work community and leadership.

Pulssi measures work community functioning and leadership:

- The questionnaire asks you to comment on statements about the work community, leadership and work ability.
- Claims look at social support, work community flexibility, and individual empowerment in the work community.
- Leadership statements map a supervisor's ability to motivate, organize work, set goals, and create role clarity. The sense of justice that results from the manager's actions is also explored.
- Employer image is created through experience of commitment and work relevance.

Pulse-claims:

- I feel good about going to work.
- I know what is expected of me in my job.
- I can achieve my goals.
- Get help or support from my colleagues when needed.
- I am proud of my work.
- My supervisor treats employees fairly.
- I can influence decisions that are important to my job.
- I want to continue to work for this employer.
- Ability to work Estimate. Evaluate your ability to work on a scale of 1-10.

The first survey was conducted in the spring of 2019, even though it was known that the results might reflect a project for a new ERP system that began at the beginning of the year. Finland was a pilot in the implementation of the new ERP system and it was also evident in the project's challenges.

In the spring of 2019, the first survey was conducted but no report was received, with only 13 participants. As a result, the results had not become an enterprise level report. Most of the answers are in green, so the results look good and don't worry about them. An occupational health nurse was met in September 2019 to discuss the outcome of Bring's work and, in particular, his supervisors had received good feedback. They also discussed what are the factors that make a difference, staff comfort and well-being. He said the feedback that came with his work was:

- Listening to the employee
- Supporting
- Communication
- Security
- Working community
- Information

In the fall of 2019, 23 out of 31 people, or 74%, participated in the Pulse survey at Terveystalo. The pulse result improved from the spring. Occupational well-being has remained fairly stable at the time of the previous measurement, but working capacity was felt to have improved.

Positive experiences were:

- My supervisor treats employees fairly
- I know what is expected of me

Things to develop and the things the company should respond to are:

- Get help or support from my colleagues when needed
- I am proud of my work
- I can influence decisions that are important to my job
- I want to work for this employer in the future

The results have now been reviewed with management and supervisors and distributed to employees. Managers also get results in team meetings and try to get feedback on things that show that the staff is not as satisfied as they could be.

In-depth inquiries into deteriorated areas were conducted in early November 2019. The questionnaires were distributed to the staff as an attachment to the e-mail and in paper form. A week was allowed for answering and the forms could be returned to a closed return box, one in the terminal and the other in the social space. 30 forms were requested but only 8 were returned.

The questions sought more information on what should be done differently to:

1. colleagues would support and help,
2. the employee would be proud of their work,
3. allow employees to influence matters that are important to their job;
4. employees would like to continue at Bring,
5. and at the same time, they asked what motivated them, what matters most to employee satisfaction and how to build a confident and open work culture.
6. the things that came up in the survey results were that:
7. must be a job description,
8. clear processes and division of labor between individuals and departments;
9. communication and information flow should be improved, both by the company, management and superiors, and between departments
10. adequacy of resources

9 SUMMARY AND FOLLOW UP

In summary, Bring has generally sought to respond to the theory of needs of psychologist Abraham Maslow. For basic needs, we have been able to provide stable pay and thus financial security. Employees also enjoy occupational health care with both lunch and refreshment benefits. Ergonomics is also taken into consideration. We have been able to respond to some psychological needs, such as the need for belonging and appreciation, because many feels that Bring has a good working spirit and nice colleagues. Many have also made friends, which are an important part of social cohesion. At Bring, employees have been able to progress and have been given training. But there is still room for improvement.

9.1 Reflect on analyzing surveys and interviews

In the studies, the results showed that external motivational factors, such as salary, benefits and position in the job, were in order. The working conditions were also not one that would have received negative feedback. The result of the questionnaires was that there was room for improvement regarding intrinsic motivation factors and some respondents felt that some psychological needs were not met, ie there was room for improvement in interdepartmental work. The supervisor-subordinate relationship is not the best, the supervisor has not been able to clarify the goals and performance evaluation, feedback practices, remuneration, performance reviews and career development were inadequate. Some workers also feel that not all physiological needs are taken into account, that there is too much work and no time for rest or recovery.

After receiving additional responses from the employees, we interviewed HR and all supervisors to gain their insight into research questions and employee feedback.

The interviews were a good one, both with the HR assistant and the superiors. It became clear that listed topics below already exist, but they need to be informed and communicated again.

- A template already exists for the job description
- Material exists on processes
- There is already a list for induction, both for the supervisor and for the HR
- Development discussions (PLUSS) will be held for everyone in the first quarter of the year and follow-up discussion in the fall. People who have started in the second quarter will be considered a lighter version of the development discussion
- The development interview is documented in a web-based program and the program also fulfills a CV and career aspirations. These aspirations as well as supportive training will also be discussed in the development debate.

- Targets are always set at the beginning of the year and KPIs are also included
- Material for managers is compiled in their own folder

What clearly needed an improvement also on the basis of HR and managerial discussions is communication. Going through company results more often would also be necessary because a sense of security is an important part of commitment. Even when employees have expectations of additional resources, it is best to talk about things openly. Outcome and KPIs are facts that are good for framing discussions because decisions and solutions need to be explained and where they are based. And most of all, when things are perceived to have an impact on the staff, they should go through with the staff and listen to what they have to comment on and have an open discussion. Some of the issues have been communicated to employees via email and a few times in shared meetings, such as strategy and values, but these should also be clearly addressed in team meetings.

Communication at Bring is:

- HR, management and managers share information via email
- Mylink, although most communications are in Norwegian because it is a corporate language.
- Team meetings
- Joint meetings between HR and superiors
- Meetings of the Labor Protection Board and info on these
- Management Group Meetings

Not all issues discussed here are disclosed to staff, but matters concerning staff should be disclosed. For the time being, we do not intend to adopt new digital work environments and ways of communicating, but rather stay within the tools that the Group has outlined.

Bring has a small organization, so communicating should be easy, but you still need to make sure that communication is visible, diverse, and visible to all departments. Therefore, Bring should use multiple channels for information sharing and interaction. Meetings between different groups and meetings would be a good way to increase interaction. These groups include: management, supervisors, team leaders, HR, the HR committee and the OSH committee.

It has been shown by all that communication should be made more effective and there are many things that should be communicated more. Such topics include new customer relationships and positive customer feedback. These things have an impact on the sense of security, stability and pride, and can influence whether an employee wants to continue in the company. In these contexts, appreciation for those involved can also be shown, which is a positive signal to all employees. Sales and superiors could introduce more and more rewards through various means, which would also increase goodwill and cohesion.

The interview also looked at managers' expectations of HR for 2020 and what could support them in their next year as a manager. On this basis, a preliminary HR plan for 2020 was made. At the end of November, HR visited Tyel Insurance Company and discussed issues such as risks and the overall increase in mental health issues in Finland and the increasing number of employees leaving work. We also discussed that supervisors play a big role in employee well-being and also have an impact on work culture. Managers need support in their job and HR can think about more training and support. We agree to come back in February 2020 and make more detailed plans for 2020.

Many of the issues discussed above will be immediately influenced by improving communication. To this end, a communication plan for 2020 has been made and reviewed with management, distributed to supervisors and staff. Working life is in transition. The company also needs to be prepared for this change, as part of the process, companies need to be ready for employee mobility because not all engagement tools will work for millennials, but must prepare teams, job descriptions, hustles and familiarity to make employee turnover as smooth as possible. Admittedly, additional requirements can be placed on supervisors and companies as people get older, retirement age increases, and these people are part of future staff and should be kept in work for as long as possible.

The study concludes that communication is a major contributor to employee satisfaction, motivation, commitment and a confident and open work culture. Above all, regular, diverse, interactive and open communication. And that is what Bring will be working on in 2020.

9.2 Extension Development proposals

In addition to improving communication, efforts must be made to develop managerial work. According to the interviews, superiors did not want change in their own work, although they play the biggest role in well-being at work, how to keep staff satisfaction at a level that motivates and engages staff and builds a confident and open work culture. There is a clear contradiction with feedback from employees.

Supervisors should ensure that each employee is briefed and receives a job description in writing upon commencement. The supervisor should also go through with his team to make it clear to everyone what the company strategy is and what it means for team members. The manager must influence the commitment of the employees by doing their own work, taking into account work organization, influence and development opportunities. He also gives enough feedback, rewards and investment in interaction. The manager is also expected to lead. Supervisors need to take the time to work with the team on how to lead the team. They also need to think critically about their own managerial work. Managerial work is not easy as the

world of work and business is changing to such an extent that change management is nowadays part of the basic skills of a manager. Therefore, supervisor training should be continuous.

Helka Pirinen mentions, in the foreword to book *Esimies muutoksen johtajana* (2014), that "Leading people to change is about doing the basics. The employee wants to be able to influence change, achieve success, and feel worthy and necessary". According to her, "Authenticity, openness and directness are the keys to change management". Change, which today is more or less, requires confidence to succeed, so it is important to achieve it anyway. Competition in the logistics industry is fierce, so getting teams involved in an open, courageous and imaginative way to work will help the company change a little at a time and take a lead over competitors.

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Interviews:

13.11.2019 Miljaana Koskela

19.11.2019 Matti Tiainen

19.11.2019 Janne Partanen

20.11.2019 Petri Toivonen

20.11.2019 Pekka Lehtinen

Appendix 1

List used by HR for orientation

Perehdytyksen alkamispäivämäärä:

Seurantakeskustelun päivämäärä:

Perehdytettävä

Perehdyttäjä

Perehdytyksen organisoimisesta vastaa lähiesimies.

Tehtäväkohtaisesta perehdyttämisestä vastaa yksikkö. Tukitoiminnot osallistuvat perehdytysprosessiin.

Merkitse rasti ruutuun, kun asia on opastettu.
Muuta tai täydennä luetteloa tarpeen mukaan.

| Tehtävät asiat ennen työntekijän aloittamista | Vastuu | Opastettu |
|---|--------|-----------|
| Työsopimuksen tekeminen | HR | |
| Työsuhteen muoto | HR | |
| Koeaika ja sen merkitys | HR | |
| Irtisanomisaika | HR | |
| Lopputilin maksaminen ja vuosilomakorvaukset | HR | |
| Palkka ja palkanmaksu | HR | |
| | | |
| | | |
| Edenred-kortti | HR | |
| Verokortti | HR | |
| Työntekijän ilmoittaminen Postenin HR:ään | HR | |
| Työntekijän perustaminen palkanlaskentaan | HR | |
| Kulkukortin tilaaminen ja henkilön perustaminen Fleximiin | HR | |
| Henkilön perustaminen työterveyshuoltoon | HR | |
| | | |

| Työsuhteasiat | Vastuu | Opastettu |
|--|------------------|-----------|
| Työajan seuranta | HR | |
| Työajat, työvuorot, ylityöt, tauot | HR /esi- mies | |
| Lomat | HR | |
| Sairauspoissaolot, ilmoittaminen, seuranta | HR | |
| Muista poissaoloista sopiminen ja ilmoittaminen | HR | |
| Noudatettava työehtosopimus | HR | |
| Työsuojeluorganisaation esittely | HR | |
| Työterveyshuollon esittely | HR | |
| | | |
| | | |
| Yritysesittely | Vastuu | Opastettu |
| Yrityksen toiminta-ajatus ja liikeidea | HR | |
| Yrityksen arvot | HR | |
| Yrityksen omistussuhteet | HR | |
| Ympäristö- ja yhteiskunnalliset asiat | HR | |
| Organisaatiokaavio | HR | |
| Pelissäännöt sosiaalisessa mediassa viestimiseen | HR | |
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| Toimintatavat yrityksessä | Vastuu | Opastettu |
|--|--------|-----------|
| Käytöstavat työyhteisössä | HR | |
| Vaitiolovelvollisuus | HR | |
| Tietoturvallisuus | HR | |
| Täsmällisyyden merkitys | HR | |
| Varhaisen tuen malli | HR | |
| Päihdeohjelma | HR | |
| Epäasiallinen käyttäytyminen, työpaikkakiusaaminen ja häirinnän ehkäisy-toimenpiteet, toimenpiteet häiriötilanteissa | HR | |
| Henkilöstöpolitiikat | HR | |
| Konsernin eettiset ohjeet | HR | |
| | | |

| Turvallisuusasiat | Vastuu | Opastettu |
|---|---------|-----------|
| Omaan työn ja työympäristöön liittyvät riskitekijät | esimies | |
| Pelastussuunnitelman läpikäynti | HR | |
| Kokoontumispaikka | HR | |
| Hätäpoistumistiet | HR | |
| Alkusammutuskalusto | HR | |
| Väestönsuoja | HR | |
| Toimintaohjeet hätä-, uhka- ja poistumistilanteissa | HR | |
| Ensiapupisteet ja toimintaohjeet tapaturmissa ja sairauskohtauksissa | HR | |
| Ennakoivan turvallisuustyöskentelyn esittely ja turvallisuushavaintojen tekeminen | HR | |
| Kulunvalvonta- ja hälytysjärjestelmä | HR | |
| Omaisuuksien suojaus ja valvonta | HR | |
| | | |

Appendix 2

The list used by the supervisor for orientation

Perehdytyksen alkamispäivämäärä:

Seurantakeskustelun päivämäärä:

Perehdytettävä

Perehdyttäjä

Perehdytyksen organisoimisesta vastaa lähiesimies.

Tehtäväkohtaisesta perehdyttämisestä vastaa yksikkö. Tukitoiminnot osallistuvat perehdytysprosessiin.

Merkitse rasti ruutuun, kun asia on opastettu.

Muuta tai täydennä luetteloa tarpeen mukaan.

| Tehtävät asiat ennen työntekijän aloittamista | Vastuu | Opastettu |
|---|---------|-----------|
| Tietokoneen, tarvittavien ohjelmistojen ja pääsyoikeuksien tilaaminen | esimies | |
| Puhelimen hankkiminen ja liittymän tilaaminen | esimies | |
| Työpisteen järjestäminen ja siivoaminen | esimies | |
| Henkilöstön tiedottaminen uudesta työntekijästä | esimies | |
| Henkilön ohjaaminen tulotarkastukseen | esimies | |
| | | |
| Yksikkökohtainen perehdytys | Vastuu | |
| Esimies, työtoverit ja heidän tehtävänsä | esimies | |
| Asiakkaat, muut sidosryhmät ja heidän odotuksensa | esimies | |
| Tiimin toimintatavat | esimies | |
| Tiimipalaverit, tiimin sisäinen viestintä, yhteiset mailboxit jne. | esimies | |
| Tiimin kontaktihenkilöt yrityksen ulkopuolella esim. pääyhteistyökumppanit, kansainväliset kollegat | esimies | |
| Pääyhteistyökumppaneiden tiedottaminen uudesta työntekijästä | esimies | |
| Tiimin tavoitteet | esimies | |
| Palveluasenne ja asiakaskeksisyys | esimies | |
| | | |

| Omat tehtävät | Vastuu | Opastettu |
|---|---------|-----------|
| Omat työtehtävät ja vastualueet | esimies | |
| Työohjeet | esimies | |
| Henkilökohtaiset päätavoitteet | esimies | |
| Oman työn merkitys kokonaisuuteen, sisäinen yhteistyö | esimies | |
| Koneiden, laitteiden ja järjestelmien käyttö | esimies | |
| IT-tuki ja toimintaohjeet häiriötilanteissa | esimies | |
| Oman työn kehittäminen ja laatu | esimies | |
| Vioista ilmoittaminen | esimies | |
| Mistä ja keneltä saa lisätietoa tehtävästä ja tukea työskentelyyn | esimies | |

| Työpaikan tilat, siisteys, työympäristö | Vastuu | Opastettu |
|---|---------|-----------|
| Sosiaalitulat | esimies | |
| Kulkutiet | esimies | |
| Pysäköinti | esimies | |
| Terminaalialueella kulkeminen | esimies | |
| Suojavarusteet terminaalissa kuljettaessa ja työskenneltäessä | esimies | |
| Siisteys ja järjestys | esimies | |

Initial Discussion Form for HR

Lähtökeskustelulomake

Nimi:

Päivämäärä:

Yritys/Osasto:

Alkuperäinen kiinnostus/motivaatio Bringillä työskentelyyn

Tunsitko Bringin entuudestaan?

Mikä meissä oli kiinnostavaa/houkuttelevaa työnantajana?

Miksi alun perin halusit tehtävään, jota hoidit Bringillä?

Täyttyvätkö odotukset työsuhteen aikana?

Työsuhteen alku ja perehdytys

Jäikö rekrytointiprosessista mieleen jotain erityistä?

Koitko olleesi tervetullut? Miten se ilmeni?

Saitko perehdytystä? Oliko se laadukasta ja riittävää?

Mikä olisi kokonaisarvosana perehdytyksestä: (1-paljon parannettavaa, 3-3n osaa sanoa, 5-hyvä)

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| | | | | |

Mitä tulisi muuttaa tai parantaa?

Työn sisältö ja kehittyminen

Vastasiko tehtäväkuva odotuksiasi?

Mikä työtehtävissä oli mielenkiintoista ja mielekäästä?

Mikä ei ollut mielekäästä?

Oliko sinulla mielestäsi vaikutusmahdollisuudet työhön tai asioille Bringillä?

Miten oltaisiin voitu antaa lisää vaikutusmahdollisuuksia?

Miten työtä olisi voinut/ voisi kehittää?

Koetko saaneesi mahdollisuuksia kehittää osaamistasi (koulutus ja työssä oppiminen)?

Mikä olisi kokonaisarvosana työnsisällöstä tai kehittämisestä: (1-paljon parannettavaa, 3-3n osaa sanoa, 5-hyvä)

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| | | | | |

Mitä tulisi muuttaa tai parantaa?

Esimiestyö ja organisaatio

Saitko riittävästi tukea esimieheltä ja kollegoilta?

Mitä ajattelet esimiestyöstä?

Onko sinulla ajatuksia/ kehitysideoita henkilöstöasioihin liittyen? Esim. osaamisen kehittäminen, työhyvinvoinnin kehittäminen?

Koitko arvostusta? Tai kenen osalta? Kenen osalta olisit kaivannut arvostusta?

Onko johtaminen ollut kannustavaa?

Mikä olisi kokonaisarvosana esimiestyöstä: (1-paljon parannettavaa, 3-3n osaa sanoa, 5-hyvä)

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| | | | | |

Mitä tulisi muuttaa tai parantaa?

Viestintä

Miten koit viestinnän Bringillä?

Kolme tärkeintä asiaa, jossa meidän tulisi parantaa?

Mikä olisi kokonaisarvosana viestinnästä: (1-paljon parannettavaa, 3-3n osaa sanoa, 5-hyvä)

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| | | | | |

Bring työpaikkana

Kolme parasta asiaa?

Kolme tärkeintä asiaa, jossa meidän tulisi parantaa?

Mitä ajattelet palkasta ja henkilöstöeduista?

Mikä olisi kokonaisarvosana Bringistä työpaikkana: (1-paljon parannettavaa, 3-3n osaa sanoa, 5-hyvä)

| | | | | |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
| | | | | |

Paluu

Tunnelmat työsuhteen päättyessä?

Lähdön syyt?

Mitä oltaisiin voitu tehdä toisin, jotta olisit jatkanut Bringillä?

Kävittekö odotuksiasi läpi kehityskeskustelussa?

Voitko ajatella palaavasi meille töihin? Millaisiin tehtäviin?

Miten hyödynnän lähtökeskustelua?

Lähtökeskustelun tarkoitus on päättää työsuhte muodollisesti niin, että molemmille osapuolille jää hyvä mieli. Se tarjoaa myös mahdollisuuden molemminpuoliseen oppimiseen.

Poislähtevän osalta lähtökeskustelu tarjoaa mahdollisuuden antaa rehellistä palautetta työhön ja työntekoon liittyvistä asioista. Työyhteisölle lähtökeskustelun anti voi toimia oman toiminnan tarkastelun lähteenä. Organisaatiolle se toimii usein viestinä kehittämiskohteista, on sitten kyse esimiestyöstä tai organisaatorakenteesta.

Esimiehen tulisi nähdä lähtökeskustelutilanne organisaation osaamispääoman lisäämisen kannalta; siinä on hyvä tarkastella työntekijän organisaatioon jättämää "jalanjälkeä" ja tuomaa lisäarvoa. Ohjeita lähtökeskustelun käymiseen

- Käy läpi lähtijän kanssa tärkeimmät savutukset hänen työssään ja mitä osaamista lähtijä on työnantajalle antanut työtehtävässään olleessaan.
- Ole aito ja johdonmukainen.
- Viesti yksiselitteisesti. Mieti, millainen temperamentti lähtijällä on ja sovita viestisi sen mukaan.
- Tunnista oma tunnereaktiosi ja syyt niiden takana. Vaikka työntekijän lähtö harmittaisi, älä syyttele tai vähättele häntä.
- Pysy asiassa. Älä ota puheeksi asioita, joista ette aiemmin ole puhuneet.
- Jos pyydät kritiikkiä ja saat sitä, älä väitä vastaan tai puolustaudu.

Terveystalon Pulssi: the in-depth questions of the survey

Pulssikyselyn syventävälomake

Jotta saamme lisäinfoa pulssikyselyn tuloksista ja jotta voimme vaikuttaa juurisyihin, toivomme teidän vastaavan lomakkeessa oleviin kysymyksiin.

Kaikkiin ei tarvitse vastata, jos juuri nyt ei ole näihin kohtiin kommentoitavaa, mutta olisi hyvä saada sinulta myös palautetta yleisesti esim itse olet tyytyväinen mutta tiedät että jotain toivottaisiin tai yleisesti on tullut palautetta. Kaikki info mitä saadaan auttaa siinä, että voidaan viedä asioita eteenpäin.

Lomakkeen voi täyttää käsin kirjoittamalla ja lomakkeita on saatavilla lisää HR:stä, tai jos haluat täyttää wordin ja printata niin sekin onnistuu. Palautelaatikko on ainakin keittiössä. Mitä useampi vastaa ja saadaan avointa palautetta, niin sitä paremmin voimme huomioida työntekijöiden näkemykset. **PALAUTUS: 18.11. mennessä.**

Osasto (vapaaehtoinen):

Olen ylpeä työstäni:

Mistä olet ylpeä työssäsi tai työskentelyssäsi Bringillä?

Jos et ole, niin miksi näin?

Mitä tulisi muuttaa tai parantaa?

Voin vaikuttaa päätöksiin, jotka ovat tärkeitä työni kannalta:

Mihin koen, että voin vaikuttaa?

Mihin haluaisin vaikuttaa?

Jos koet että et voi vaikuttaa, niin miksi koet näin?

Mitä tulisi muuttaa tai parantaa?

Saan tarvittaessa apua tai tukea kollegoilta:

Missä saat tarvittaessa apua tai tukea?

Jos koet, että et saa tukea, niin miksi näin?

Miten saisi muutoksen aikaiseksi ja mitä pitäisi tehdä, että tilanne paranisi?

Haluan jatkossa työskennellä tällä työnantajalla:

Jos haluat, niin miksi?

Jos et halua, niin miksi?

Mikä pitäisi muuttua, jotta haluaisit jatkaa Bringillä?

Mikä sinua motivoi työssäsi ja on kaikkein tärkeimpiä asioita, jotta haluat jatkaa Bringillä:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Mitkä ovat mielestäsi asioita joilla on suurin merkitys henkilöstötyytyväisyyteen Bringillä:

1. _____
2. _____
3. _____
4. _____
5. _____

Miten rakentaa luottavainen ja avoin työkuulttuuri Bringillä?

1. _____
2. _____
3. _____
4. _____
5. _____

Onko jokin viesti tai terveiset, jonka haluisit välittää johdolle tai esimiehelle?

Communication plan for 2020, for information to all staff

BRING EXPRESS SUOMI OY

Viestintäsuunnitelma 2020

Tässä suunnitelmia, joilla koitetaan parantaa viestintää sekä kommunikointia työntekijöiden, esimiesten, HR:n ja johdon välillä.

Viikoittainen viestintä tapahtuu:

- ✓ tiimien viikkopalavereissa,
- ✓ esimiehet infoavat kaikkia Bringiläisiä esim. henkilöstömuutoksista sekä muista ajankohtaisista asioista joista on myös muiden osastojen hyvä tietää,
- ✓ HR infoaa koko henkilöstöä koskevista yhteisistä asioista

HR järjestää esimiehille ja johdolle yhteisiä palavereita joissa on tarkoitus käydä läpi ajankohtaisia asioita. Näitä palavereita pyritään pitämään kuukausittain tai kahden kuukauden välein.

Neljä kertaa vuodessa kootaan info kaikista osastoista, johon esimiehet toimittavat materiaalin.

Johto infoaa henkilöstöä noin kahdenkuukauden välein. Läpikäytäviä asioita on esim. yrityksen tulos, KPI:t, turvallisuushavainnot, sairauspoissaolo %, ympäristö, asiakkuudet ja muut, ajankohtaiset, asia.

Henkilökuntakomitealla, jota vetää HR ja jonka jäsenet edustavat sekä toimistoa että terminaalia, on myös osa kommunikaatiota henkilöstön ja johdon välillä. Henkilötoimikunnalla on mahdollisuus työskennellä henkilökunnan viihtyvyyden puolesta.

Turvallisuus asioissa ja näistä viestimisestä iso rooli on työsuojelutoimikunnalla. Työsuojelutoimikunnalle kuuluvia asioita on mm. Työsuojelun toimintasuunnitelma. Työsuojelutoimikunnan kanssa on käyty läpi mm:

- ✓ Työterveyshuollon sopimus
- ✓ Työterveyshuollon toimintasuunnitelma
- ✓ Työterveyshuollon kela-hakemukset
- ✓ Päivitetty päihdepolitiikka
- ✓ Päivitetyt ohjeet koskien sairauspoissaoloja.

Pyritään saamaan Mylink käyttöön, niin että suomen omia sivuja saisi päivitettyä. Osaa asioista viedään myös ilmoitustauluille, alas terminaaliin ja keittiöön. HR pitää F2F jokaisen työntekijän kanssa.

Tiimipalavereihin toivotaan kutsuttavan HR:n, työsuojelutoimikunnan jäseniä tai johtoa, jos on sellaisia asioita, joihin kaivataan lisätietoja tai halutaan keskustella heidän toimeensa liittyvistä asioista. Tiimien väliset palaverit auttavat myös selvittämään mm prosesseja sekä käytäntöjä.