

Product: Work well-being guide for Comforta Mäntsälä

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<p>The aim of this thesis was to obtain information and ideas from supervisors and employees in Comforta Mäntsälä and based on those results, create an overall view of work well-being in that company at the moment. Those results were utilized while creating the work well-being guide, which was asked to do by the manager, for the willing to increase employee's well-being at work.</p> <p>This is a product oriented thesis, based on the "work well-being guide" product. All the employees working in that company, had a change to answer the query. Results were utilized in different stages during the process and also in the final guide. The query was implemented 21.10.2019 - 24.10.2019.</p> <p>The results indicated that one's own feeling about well-being at work was mostly good. The majority of the respondents said to be fully motivated for working in that company. Risk factors of the workplace were listed by the respondents in the query. Among other things "hurry" and "unilateral working position" were listed. Good suggestions for avoiding those risks were given by the respondents, who made it easier for supervisors.</p> <p>The guide shares information between the employees and supervisors. Facts about well-being, employee's opinions and ideas and also hints that were given for both parties are combine in the guide.</p> <p>By utilizing this guide, the company has a great chance to increase their well-being at work.</p>	
Keywords Well-being, Work, Occupational safety, Motivation	

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1 INTRODUCTION

This thesis addresses the well-being and ways to improve it in a work place and it was commissioned by Comforta Oy (Mäntsälä) which works in textile industry. The thesis examines a guide, that was made for Comforta Oy which was generated as a product during the thesis process.

The aim of the product (guide) is to share information about well-being and areas of it, between supervisors and employees. It shares ideas and examples of possibilities to increase own individual well-being at work, but also in free time. There is also information about work community and how to create a good working environment, together.

Nowadays, people have started to pay more and more attention to well-being at work, because it has been found to have positive impact for the productivity of Company. Good well-being at work also affects to decrease sick absences. It is said, that if you invest one euro for employee's well-being at work, you will get six euros back. Good well-being affects among other things to coping at work. Both, employer and employees are responsible to promote well-being at work. Employer has to take care of the safty things in the work environment, good leadership and equal treatment of employees. In turn, the employee is responsible of own individual working ability and maintaining of professional skills. (Sosiaali- ja terveystministeriö / Ministry of social affairs and health)

The theoretical part of the work is more deeply well-being at work, definition of it and review of work well-being stairway model, created by Päivi Rauramo. The main idea of the model is to describe the basic human needs in relation to work and the effect of these needs to motivation of employees and also overall well-being.

There is also researched information about work engagement and definition of it. At this research, they studied how work engagement and its opposite, job boredom, are related to various indicators of flourishing individuals and teams.

As a background job for the guide, a query for employees about well-being was conducted in google forms. The answers and results were used in the creating and implementation stages of the project. The query was voluntary and the results were treated anonymously.

The aim is that the employees actually utilize the guide, that they read it thoughtfully, to make a difference. There is lot of good advices, that could be helpful for many people, if they have enough interest getting to know it.

2 WELL-BEING AT WORK

2.1 Definition of well-being at work

Work well-being is the foundation to healthy, safe and productive work done by professional employees and work communities. In an organization that is well managed, the employees consider their work worthy and rewarding and the work supports their general control of life. (Työturva, 2011)

Work well-being arises from the work atmosphere, individual perspective to work, organizational structure and leadership. However, work well-being can be defined in many ways. This is how The Finnish Institute of Occupational Health (i.e Työterveyslaitos) defines it:

“Well-being at work means safe, healthy and productive work that is done by skilled employees and work communities, in a well-managed organization. Employees and work communities experience their work as meaningful and rewarding, and they believe work supports their life management.”
(Työterveyslaitos 2018)

According to (Virolainen 2012, 9, 52.) work well-being has become a key topic in organizations recent years. Employees have begun to pay more attention to enjoying work and well-being at work, instead of a high salary or other benefits when choosing the work place. Employers have also started to invest in the well-being of their employees.

The actions of the employer are important to support work well-being. No one has to fear inappropriate behaviour, sexual harassment or bullying. Employer is a leading example, motivator and a contributor of team spirit. (Tarkkonen, 2012, 23-24) However, the employer cannot be made responsible for the well-being of the employee on its own. Individuals are responsible for their own lifestyle and habits, and for complying rules and guidelines at work. (Virolainen 2012, 12.)

Different training and education possibilities, meaningfulness of work, supportive and consistent leadership, feedback and trust are found to increase well-being at work. (Manka, Hakala, Nuutinen & Harju 2010, 7.)

2.2 “Spiral of Inspiration – Innovative and flourishing work communities” research and development project

”The aim of the “*Spiral of Inspiration – Innovative and flourishing work communities*” research and development project is to identify, in the spirit of positive work and organizational psychology, key resources and strengths of Finnish workplaces. These resources are thought to foster and maintain work engagement, a state of optimal work well-being, so that each and every employee is able and willing to use their full potential to get most out of their work, and contribute to the renewal and success of their organizations. This capacity is vital in today’s ever-changing work environment.” (Hakanen, Harju, Seppälä, Laaksonen & Pahkin, 2012.)

They explored 12 job resources involving task- and team-related as well as organizational resources. As an individual resource, they examined professional self-efficacy. As special resources and novel work life concepts they investigated servant leadership and job crafting, and their role in the success of individuals and teams. In addition, they studied how work engagement and its opposite, job boredom, are related to various indicators of flourishing individuals and teams.

During the first stage of the project they gathered a large sample of survey data from 87 organizations located in various parts of Finland. Altogether 11 468 professionals of various fields (including over a thousand supervisors and managers), belonging to one of over a thousand teams in their study, responded to the questionnaire. Public and private, as well as third sector organizations were represented.

The findings showed among other things that work engagement was experienced frequently in the participant organizations and job boredom was quite rare. Job crafting was not very common yet, and was primarily seen in employee efforts to learn new skills and develop their expertise at work. According to the respondents’

overall assessments, their teams were performing quite well, but there was still room for improvement in their innovativeness.

They also investigated how various factors associated with the structural elements of the organizations (e.g. number of personnel, industry and ownership), changes that have taken place (quality of change, economic stability), terms of employment (work role, hours per week), and socio-demographic background information (age, gender, education, marital status, number of children at home) were related to the success of employees and teams. They were particularly interested in exploring how job resources created by the work communities themselves explained flourishing as compared to the aforementioned elements. The findings clearly showed an overridingly positive relationship between job resources and job crafting (first), as well as positively perceived changes (second), and thriving of individual employees and work communities as compared to other factors. Job demands were less important in this respect than job resources.

”The findings also showed that there were no generation gaps in employees’ commitment to work, or to their organization, or in their desired work career length. Furthermore, the factors associated with commitment, turnover intentions and desired retirement age were similar across age cohorts. Overall, employees of all ages were strongly committed to their work, which in combination with the high levels of work engagement is a strength that is worth fostering in the participant organizations.”

Based on their findings, they conclude that every workplace has its strengths and the potential to further fuel the flourishing of their employees and teams. Job resources and work engagement can together form a highly powerful strategic success factor for the whole organization! (Hakanen, Harju, Seppälä, Laaksonen & Pahkin, 2012.)

2.2.1 Work engagement

Work engagement is defined the following way: authentically positive, emotional and motivational state that employee’s feel for their job, (Schaufeli, Salanova,

González-Romá, & Bakker, 2002; suomeksi Hakanen, 2002; 2011) illustrated by three interrelated dimensions: "vigor", "dedication" and "absorption". Vigor can be defined as experiences of energy and perseverance. Employee wants to invest in working and likes to go to work. Dedication is experiences of enthusiasm, inspiration, pride and meaningfulness of the work. Absorption can be defined as focusing to work and becoming absorbed in it.

Work engagement is known to be quite permanent, comprehensive and longlasting condition. Although work engagement is quite new concept of work well-being, it is already investigated in several contexts in Finland, but also abroad during the past decade. Based on previous research it is known that work engagement has several positive consequences for individuals, but also for organizations. (Leiter & Bakker, 2010; Albrecht, 2010) People who feel the work engagement is found to be more involved their work and workplace than others. (Hakanen, Schaufeli, & Ahola, 2008b)

2.3 Work well-being stairway model

Päivi Rauramo designed a work well-being stairway model. It describes the basic human needs in relation to work and the effect of these needs to motivation of employees and also overall well-being. This model is based on the Maslow's hierarchy of needs (psychological theory created by psychologist Abraham Maslow from United States of America), which is comprised of five basic needs. (Rauramo 2008, 34.)

The model was created to help develop work community's, individuals and organization's well-being step by step. Individual is most healthy and creative, when all those needs are fulfilled. (Rauramo 2008, 33-34.)

2.3.1 Psycho- physiological need

According to (Rauramo 2008, 35.) this is the lowest level of the stairway, basic human needs, which consists of physical and psychological well-being. Health is a resource which should be valued. It can be influenced with a healthy lifestyle such

as regular exercise, good-quality nutrition, reasonable use of alcohol, non-smoking, enough sleep and water drinking. (Rauramo 2008, 60.)

Human body needs challenges and strain to stay healthy. Work should not be too difficult, heavy or unilateral. The work should not either be too light or easy, it must correspond to the employee's qualities as well as possible. Combination of work and leisure activities creates the overall strain for employee. At this lowest step of stairways, needs are in order when employee's work is proportionate to the free time. (Rauramo 2008, 37.)

2.3.2 Safety need

Second step in stairways is safety needs. It means physical feel of safety, occupational safety, psychological and moral safety, and health related safety needs. (Rauramo 2008, 31.)

Everyone at the workplace is responsible for the common safety. Everyone should promote it with own actions. (Kesti 2013, 41.) Colleagues are supported and helped in a good and safety work community. Everyone is also treated equally, communication skills are good and the atmosphere is supporting and positive. (Rauramo 2008, 109-110.) Every work community should have own rules and guidelines. Those rules should have followed by each worker in the community. Rules and guidelines does not exist for eliminating problems but it is easier to determine how to continue in case someone is treated wrongly. (Rauramo 2008, 117.)

2.3.3 Need to belong

Third step in the stairways is need to belong. That is the natural quality in people. Everyone wants to be part of the community. (Rauramo 2008. 122.) The most important values at the workplace are team spirit, openness and trust. The need to belong consists of a caring atmosphere which also supports the employee. (Rauramo 2008, 35.)

Organizational atmosphere, leadership style and the work community forms an entity of work atmosphere. Everyone at the work community has right to be treated well. Good work community might affect and increase one's self-esteem. (Rauramo 2008, 123-125.)

2.3.4 Need to being appreciated

The need to being appreciated is the fourth step in the stairway. It is seen in practical actions. Everyday actions related to the need to be appreciated could be for example fair feedback, salary or rewarding. Experiencing and receiving appreciation is a prerequisite for development and preservation of self-esteem. (Rauramo 2008, 143-144.)

2.3.5 Need for self-actualization

Last and fifth step in the stairway model is need for self-actualization. This need is based on the human desire to be more and better. Humans desire to discover new skills, learn new, try and exceed limits and also grow as a person. (Rauramo 2008, 32-33.)

It is important for the well-being at work and productivity, that the employee learns to plan and develop own work, environment at work, ways of working and that he/she handles the use of required equipment's at work. (Rauramo 2008, 160-161,169.)



Figure 1. Work well-being stairway (työturvallisuuskeskus)

2.4 Comforta Oy

Lindström Oy (est. 1848) is a textile service supplier. Lindström needed a subsidiary to start the hotel textile service. They established Comforta Oy in 2001 for that duty. At the moment Comforta has nine service points in Finland. One of them and also the biggest of them is located in Mäntsälä. (The guide is made for employees working in Mäntsälä.) Eight other service points are located in Helsinki, Vantaa, Turku, Tampere, Jyväskylä, Pietarsaari, Oulu and Sodankylä.

In Mäntsälä, there are 95-120 employees together, but about 20 at a time. They work in three shifts. 6am to 2pm, 2pm to 10pm and 10pm to 6am. Most of the time there is one shift working, except Sundays. The laundry comes from different hotels and accommodations (from Helsinki metropolitan area, Lahti, Porvoo, Kotka, Kouvola, Lappeenranta and Hanko) and it will be returned fresh and clean. There is different kind of duties in this process, but the main idea is to wash and service textiles. In one year, they wash and sort approximately 10 000 000 kg laundry in Mäntsälä.

Comforta has good values, they are profitable growth, long term customer relationships, responsibility and also enthusiasm and joy of learning. In Comforta

they want to do their best against climate change. They repair broken sleeves instead of throwing away and they give new life to used linen, 88% of textile waste is recycled. They also recycle water and energy in the washing process. (Lindström. 2018. Sustainability report.)

Their goal is to create value for their customers in everything they do. Creating excellent customer experiences is at the core of their business. The way in which they generate value for their customers must always be responsible according to their values. (Lindström. 2018. Sustainability report.)

For them as a textile service company, sustainability is built upon the decisions they make and the steps they take – every day and together. These actions, these moments of caring, can be big or small choices to save Earth's resources and to treat people better. "It does not matter how huge or how tiny these acts are – they can always have an impact." In this way, they enable their customers to make sustainable choices too.

Turnover of Comforta was 38,1 million euros in 2018. Company's equity ratio was 56,5 % and it employ 415 people. (Lindström. 2018. Sustainability report.)

For the future, they have "strategy 2025, We care – We shine – We grow". They asked their employees and their customers to tell what kind of company they would want Lindström (also Comforta) to be in yhe future. This is what it looked like:

"We should be driven by passion and learning new, with our culture inviting us to do things together without unnecessary boundaries. We should base our development and innovation in our customers' needs, combined with our industry understanding. We should do this together with our partners, making sure all our operations are sustainable and transparent. With our services, we should help our customers to care for environment, leaving a sound and healthy planet to the next generations. We have a long history of which we can be proud of and the willingness to learn and develop, to utilize the new opportunities handed to us to ensure our future growth. By 2025, we all together have made Lindström a forerunner in enabling our customers be more sustainable by providing easy-to-

use textile rental services in our selected markets and growth segment areas. Our understanding of people and the environment have enabled us to develop new services based on digitalization and circular economy. We care, we shine, we grow – by working together we make sure our customer's meet and succeed in their needs, time after time.

Because in the end, it's all about people.” (Lindström. 2018. Sustainability report.)

We care – We shine – We grow

Välitämme ihmisistä ja maapallosta innostamalla ihmisiä loistamaan ja yrityksiä kasvamaan kestäväällä tavalla.

Meilla on intohimo kehittyä
Välitämme maapallosta
Olemme haluttu yhteistyökumppani
Vahvistumme

STRATEGIC GOALS

MUST-WINS

Olemme toimialamme edelläkävijä
Palvelumme ovat asiakkaillemme helppokäyttöisiä
Ratkaisumme ovat vastuullisia ja ympäristöä säästäviä
Kokonaisprosessimme toimivat saumattomasti

VALUES

Kannattava kasvu | Pitkäaikainen asiakassuhde | Vastuullisuus | Innostus ja oppimisen ilo

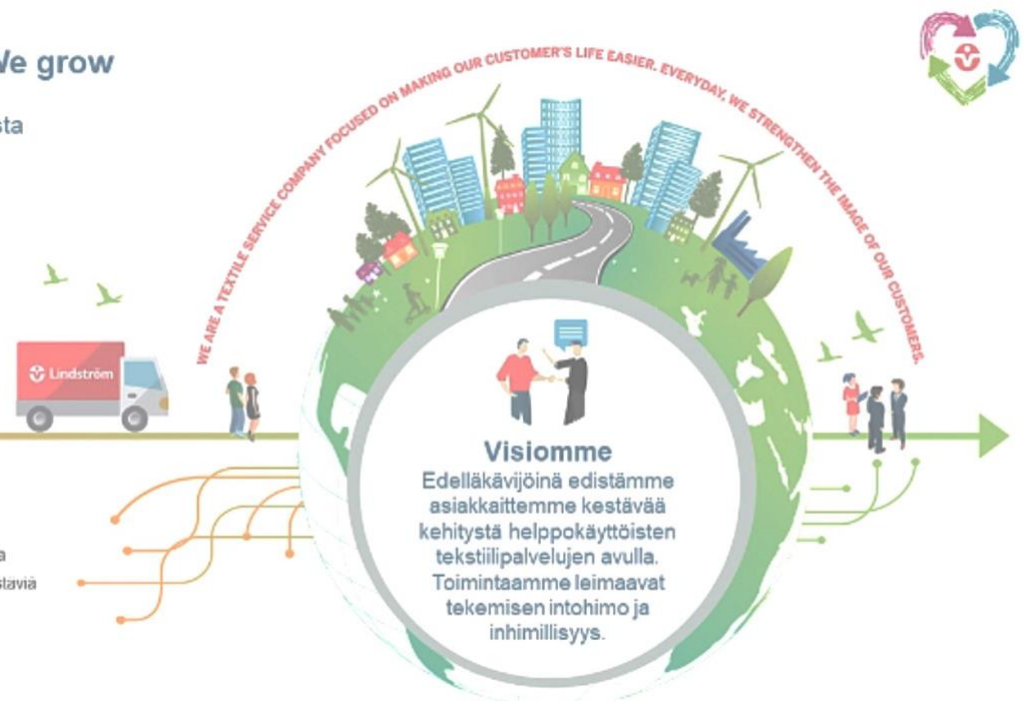


Figure 2. Strategy 2025



Figure 3. Highlights of the year 2018. (Lindström sustainability report 2018)

2.5 Comforta Mäntsälä as an operating environment

I know this company and service point in Mäntsälä quite well. I started to work there in summer 2016 as a summer worker. I continued working there as an extra worker after that summer. I did occasional shifts when I had time for school to earn some extra money. I also visited there, couple times lately, to get an idea what things I should include into my wellbeing guide.

I like the environment there. People are nice and kind. It is easy to start working there as a new employee. People are helpful and they answer your questions. It is easy to learn all the habits and things in that kind of environment.

2.6 Employees at Comforta Mäntsälä

There are 95-120 employees at Comforta Mäntsälä. During the summer time, the number of employees is always more than 100. Some of the people are working

40 hours per week as a permanent employee. There is also lot of people who has eight, 16 or 24 hours per week contract. It is possible to have 0-40 hours per week contract, extra worker. You come and go depending the need of employees. There is a lot of possibilities and that is why this workplace is perfect for people with different backgrounds.

While I was working there, I talked to people and I realized that all of them has their own reasons to work there. There are young mothers, who are studying, and beside it they work once a week in Comforta to earn little bit more money. There is older people who could retired, but still want to work to get the retirement pension bigger. Some people started as a summer worker, but after graduation from highschool they did not get in any school or they did not even know where to go or what to do next, so they stayed. Some people might have another workplace, but they want to do occasional shifts in Comforta.

People come from different reasons and different backgrounds and it is awesome how employers manage to organize something for everybody. There is also different kind of duties so they need people with different skills.

Most of the employees work as a textile worker. In every shift four of them are organizing the dirty laundry and putting it in to the washing machine. Others are in "clean side" and they mangle, fold and pack all the items. There is also one person who is in charge of the shift. He/she decide who is working where. If something happens, he/she report employers.

There is also maintenance man in every shift. They maintain and repair all the machines, trolleys and different kind of things that could broke. They are in charge of laundry detergents, they put it more when it is out and they destroy the poison barrels. It could be small or huge thing that broke, they fix it.

Of course, there is a customer service team also. They are mostly at the office. They answer questions and customers can make extra orders from them. Sometimes they visit customers, so they see the reality, where all the towels and bed sheets goes and how they use them. They also tell all the mode of operations, if there is dirty towel or bed sheet is wrinkled etc.

Then there are supervisors who has most responsibility. They organize the work shifts, interview people and hire them. They do everything related to employees.

There is so many different duties. I wanted to make this wellbeing guide so that everybody could get help of it. Some people are mostly standing at one place the whole eight hours and others might go everywhere all the time.

3 THE AIMS OF THE PROJECT

Supervisors from Comforta Mäntsälä asked me to do a guide with information about well-being at work. I liked the idea, because well-being over all is really important subject to me. It was also win-win situation. I already knew the workplace and what the job is in practice, so it was easy for me to start thinking what things they could do better and what they should change in their operation. And at the same time, I was lost with my thesis subject. Luckily, both won.

The purpose of the thesis was to create a guide, which could help the readers to get more information and ideas about well-being at work and also in free time. The guide is also some kind of link between the employees and the employer. There is ideas and suggestions from employees to employers and correspondingly information and tips from employer to employees. Some people might feel hard to tell own opinions or suggestions. This guide was a great opportunity for them to tell their opinions anonymously. For the employer the guide is a great platform for telling the facts and information, that is not necessarily obvious for everybody, for example about employer obligations and the rights and benefits of employees.

One of the reasons why I created this guide was to increase the feeling of belong and team spirit. It is important that everybody can feel to be safe and important at work. In the guide, I bring up how the employer is obliged to treat everyone equally and with propriety. I also remind how everyone can affect to the environment at work by own attitude and actions. Sometimes small, but important things might pass out of mind, like saying thank you or giving a praise to someone. However, these small things construct the entirety, which can significantly affect for one's well-being at work.

The goal is, that if i did this inquiry for the employees again, I could see from the answers, that they have more knowledge about well-being and the responsible questions of it. More and more people feel, that their well-being and motivation at work is excellent. It would be great if as many people as possible could utilize the tips of the guide in their own everyday life and possibly get relief and energy for worklife but also for the free time.

Creating and maintaining a work environment, which is comfortable, is really important for mental health. There is tips in the guide, aimed for the people, who does not know, how every individual can affect for the environment at work by own actions. When the atmosphere is positive and employees feel good, it is nicer to work. It is also nicer for new employees to start working in a place, where things are in order.

Of course, one of the most important goals is, that the product is as the company hoped. If the order of this product is satisfied with the output, then I have succeeded in my aim. I also hope that the guide is helpful for people who read it. I hope that the guide is interesting and people actually read it instead of just browsing.

It would be great, if I could benefit the guide somehow later, in a different project or part of a different kind of bigger picture.

4 PROJECT PLANNING

4.1 Ideation stage

The idea for this project started so that the supervisors from Comforta (Mäntsälä) knew that I am starting to plan my thesis. They proposed that I could do a well-being guide for their company's service point. I was excited about the idea immediately, because well-being overall is important thing for me. I knew the operating environment and I knew what kind of work assignments employees have, what the work requires physically and mentally and problem areas that need to be fixed.

I started to think those problem areas, that should be fixed in somehow. I utilized my own experience when I was working in that company. I started to think what factors affected my well-being at work as an employee. I ponder, is the employer caring for employee's well-being or is it more important to be as productive company as possible, no matter how all the employees feel. I realized that things are good, but there is always something that could be better or at least it is worth to try to make a change. Some of the employees has started recently, some of them has been doing this same job even decades. I thought what motivates people to work years at same place, things can not be bad at work then? Or does the employee settle for the situation what's on offer, no matter how the own mental and physical well-being are.

Why some of the employees wants to stop workin already after couple months? Is it because of the workplace, atmosphere at work, lack of motivation or what? How employer could build a workplace and environment, where people likes to stay many years? What should be done that the team spirit and community are so strongly present, that nobody felt itself outsider or lonely?

I started to create my work through these questions. I sometimes thought in my imaginary that I am supervisor. I tried to think different things from the perspective of supervisor. What is important from her point of view? What are the things that should be focused on and what are less relevant? What should I do for my employe's that they feel good at work? Can I create new kind of operating model

of well-being at work? How can I measure the well-being of my employees? Should I ask it straight, when everybody probably lies that things are good, because they are afraid to tell about grievances.

These questions inside my head helped me realize, that maybe I could benefit this in my product. I want to make a guide, that is a link between employer and employee. I want to give a change to everybody to tell their own opinions. It is easier to make changes if employer has a knowledge what employees think, hope and above all, how they feel.

4.2 Draft stage

I started to plan the ways, that I get employees to answer questions as openly and truthfully as possible. I decided that the best way is to make a query, that can be done anonymously. Then employees probably answer more honestly.

I decided that I implement the query in Google Forms, because it can be done anonymously and I get all the answers quickly. I started to think the cover letter, where is information about the query. I planned that I send the query link and the cover letter to the supervisor. She could go and pick employees one by one to fulfill it, when they have time for it.

In my imaginary, I settled in supervisor and employee role alternately and I thought the questions that I wanted to get the answer. I also thought which is more useful for me, written answers or multiple choice questions. I realized that it is maybe better to ask couple bigger and more important questions than lot of questions that are not that relevant. Maybe employees answer more deeply in to couple questions. I thought myself answering the query. If answering the questions took lot of time, I probably could not ponder my answers deeply enough. I would answer shortly something.

I also planned the content for the guide. I ponder, what subjects could be good to include it. I was searching information about the things that affect well-being overall and well-being at work. I started to draft the table of contents. I discussed

with supervisors and told them about my plan. I asked their hopes and ideas of the product?

I got a suggestion that I should include pictures with instructions about break exercise movements in to the guide. I started to think the movements, that are possible to do in a small room and without equipments. I tried to pick up movements that has good benefits, even doing them just a short time.

I wrote down the things that I should discuss with the supervisors. What information they want to include in to the guide and what are the main things they want me to intervene. I tried to think ideas and hints that I could gave. I thought answers in to my own questions. How the motivation of the employees could be increased? How the well-being at work can be promote? Could employees affect more to the things that touch them?

4.3 Implementation stage

I ended up that the guide consists the following parts:

- Definition of well-being at work
- Promotion of well-being at work and in free time
- Break exercise
- Workplace ergonomics
- Occupational safety
- Motivation
- Break exercise pictures

I decide that it is the clearest, if I add to the end of every section “my own hint.” I added there my own suggestions, ideas and opinions about every topic. At its best, those hints could be useful for employer, but also for employees. Some of the hints are based straight to the facts and part of them are based to my own experiences, ideas or thoughts what I personally would do.

I did query and the cover letter for it. (Attachment 8.2 & 8.3) I was in touch with the supervisor and we agreed, that she go ask her employees one by one to answer the query, if they want to. (It is not mandatory) I got the answers after four days,

then everyone who was willing to do it, has done it. I was able to start implement my product better. I settled in to employee position again when I was pondering what should I write in to the cover letter. It has to be clear why this query is done, where the results are used, who has created the query and is it possible to answer anonymously.

I decide to add part of the answers in to the guide, so that employees get an idea what their colleagues think and what is the overall opinion about things. I tried to organize this guide, so it is as clear as possible. I also know, that all the employees are not originally from Finland, so I tried to avoid difficult words and different kind of sayings, that everybody could understand as much as possible.

I thought, does the implementation fits to the purpose of the product. I sent the unfinished work to the supervisor multiple times, to make sure that it seems suitable and that it is what they wanted. I asked if they want the layout of the guide to be “official looking” or rather “funny and relaxed”. They wished the second option, so I finished my product by adding a laughing washing machine picture on the cover of the guide. The supervisor told me, that they will put the guide on the table in their “coffee break” room, then employees have time and chance to read it while they are having their coffe- or lunchbreak.

5 THE DESCRIPTION AND RESULTS OF THE PROJECT

5.1 Introduction

Wellbeing at work is important thing if you think about the meaningfulness, motivation and healthy. Supervisors likes employees who are motivated and healthy, so they want to invest wellbeing at work.

This guide is made for people working in Comforta Mäntsälä, to increase the wellbeing at work. This guide contains hints for employees and supervisors, those hints are mostly based on different facts, but some of them are just my own suggestions. I created the query to employees so that supervisors could utilize the results of It, while figuring out the ways to develop the environment.

The idea of this guide is to share ideas between employees and supervisors, so that both benefit from it. This is how they could have an environment that is safety and welcome for everybody. Everyone has the right to experience safe and comfortable at work, where is supportive, happy and brisk atmosphere. Everyone is equal. As a united and knowledgeable team, it is possible to achieve the top!

I wrote about wellbeing at work, I told what it is and examples how to increase it. I also pointed that it is important to feel good in free time also. I told about break exercises and benefits of it. I gave them example pictures with instructions. There is also information about workplace ergonomics and occupational safety. I wrote about motivation and how does it affect to the motivation if people is working only because of the money.

At the end of every section is my own hint. I gave them ideas what they could change or do in a different way. Some of those hints are based on facts and some of them are just ideas that I would try myself.

5.2 Results

I told what wellbeing at work means and what it is made of. I also included parts of the query answers in to the guide. There is question “how could you describe your wellbeing at work?”.

I ended up to put this question in to the query, because all the answers are good information for the supervisors. It is also for employees to see what their colleagues think.

There was, five options to choose from. “Excellent, good, moderate, poor and really poor”.

I got 24 answers in to this question. Luckily 20,8 % of them choose the option “excellent.” 66,7 % of them choose “good” which is also pretty amazing. Only 12,5 % selected “moderate” but no one choose “poor” or “really poor”.

Miten kuvailisit omaa työhyvinvointiasi?

24 vastausta

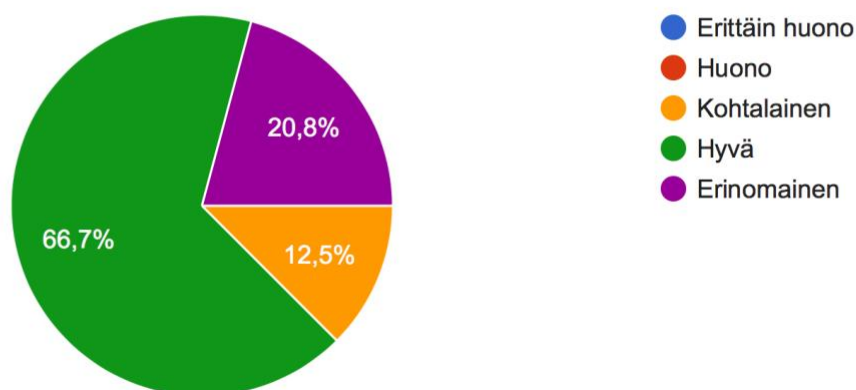


Figure 4. Query answers

I also asked them to write down changes that has to be done or new ideas to increase the wellbeing at work. The point of this was that employers has a concrete list of things that need changes or new ideas that they could took into practice

“Could employer help you to feel better at work?”. I got 23 answers in to this question, 87% of them was “yes” and 13% “no”. I was amazed about that 13% who thought that employer cannot help in any way.

Voisiko työnantaja auttaa näissä asioissa?

23 vastausta

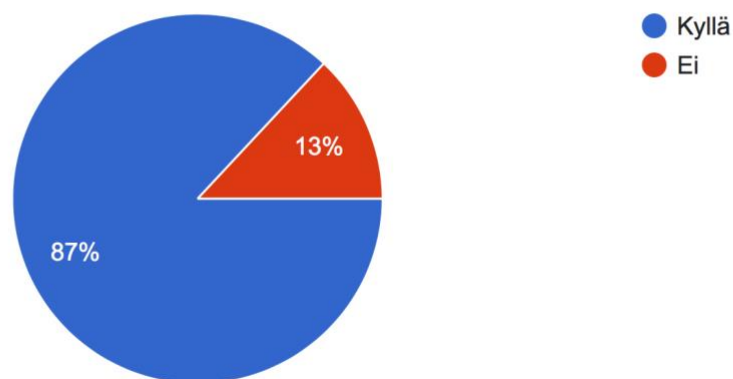


Figure 5. Query answers

I interview one of the supervisors and asked about the benefits they have in that company. She told me that there is a possibility to do break exercises in every shift and the timing for that is seven minutes. Usually there is one person of the employees who instruct it for others. According to her (supervisor) that seven minutes is the maximum time they can use for it, otherwise the efficiency of production decreases. Everybody who works there as a permanent employee get “ePassi” with a value of 100 euros once a year. ePassi is a finnish innovation that supports employee wellbeing. The money can be used for different sport places such as swimming hall or bowling. There is also a possibility to use it for culture for example theatre or movies. Part time workers the value of ePassi is 50 euros. In

addition to this Comforta gives all service points X amount of money, depending the number of employees. Usually it is 40 euros per person. That money is spent for some kind of activity that increases wellbeing and team spirit. One of the supervisors told me that they would like to organize an opportunity for free gym training or once a week badminton together or something like that. It could be easier to start doing something if it is free.

Then I gave my hint which was: "Money that comes from Comforta should be used every year. (now it is not) If it is too much work for supervisors to organize something, they could select one person from employees to organize it. A day spent together outside the workplace, could help employees, to get to know each other better, as human beings not only as employees. Versatile activities could also help people to find new hobbies or interesting things.

Any idea or thing that increases wellbeing at work is not too small. That is why I thought that it should be foregone conclusion that the money is used. If the reason why they have not use it is that supervisors does not have time, then delegate to someone else, but do not waste the opportunity!

I wrote that wellbeing at free time is also important, because that reflects to the wellbeing at work also. I gave a hint based on the facts that I read from mannerheimin lastensuojeluliitto:

If you feel tired after your work, instead of staying at sofa, go outside for a walk or to the gym. Cook your own food instead of eating convenience food. If you do not have time to cook every day, then prepare the food into the food boxes one day and you can just take one box from the fridge on your way to work. This is how you know exactly what your food contains. Remember also to eat every 3-4 hours, so that your energy level will not drop. When you do some sports or benefit exercises and eat healthy, then it is easier to fall asleep at night. Repeating this, you are energy and ready to work. Then you also have energy to meet your friends and spend time with your family. That is also important for your mental health and well-being.

I also gave my own opinion about the break exercise:

Break exercises is really cost-effective way to increase well-being at work. It can be done without any equipment's, but the benefits of it are huge. It improves blood circulation, reduce body pain and tensions and brings a refreshing feeling.

In addition to seven minutes long break exercises in every shift, there is possibility to do even a little stretching at the coffee break or during the lunch break. If there is no one willing to instruct that break exercise it should be still possible for everybody to use seven minutes for own individual stretching etc. I justify this hint with my discussion with the supervisors about the lack of break exercises. I also included pictures with instructions of break exercise movements in to well-being guide. I told employees to use them if they do not have any ideas what to do. These movements are easy, simple and possible to do in a short time.

(Attachment 8.1)

I pointed out, that it is possible to do break exercises without equipment's, but if you want variations, you could try wood sticks or resistance elastic bands. I wrote that, if you feel "wrong kind of pain", doing these movements then stop. Pain is the way how your body is telling you what you should not do. If that happens then do not continue without asking help from professional.

This guide contains information about ergonomics. I wrote what it is, what it means and how does it affect people's well-being at work. All the information is based on the facts, that I read from työterveyslaitos.

I also read from superliitto about the obligations of the employer and based on that I wrote information of workplace ergonomics to the employees.

I suggested that instead of employers creating new things and better choices alone, they should take employees (or at least some of them) with them and try to figure out the ways for better workplace ergonomics. Employees knows the practical part better, because they are concretely working there. It is important to have their point of view also. I also reminded employees that if they have any ideas for better workplace ergonomics or if they notice any grievances of it they should go and tell supervisors about it.

Based on facts, that I read from työturvallisuuskeskus, I wrote information about occupational safety:

“Occupational safety means that physical, mental and social working conditions are ok in the workplace. Anticipating dangerous situations and factors that disadvantage ability to work, employer can guarantee a safe working environment and prevent damage. In a safe work environment worker’s physical and mental qualifications are noticed. Employer has to ensure that machines and equipment’s used in work, are valid for purpose.”

I talked with supervisor. She said that, In Comforta Mäntsälä, they write down every “it was close” situation. They go thru these situations and they try to find the ways to avoid these things in the future. This is how they try to minimize accidents at work. It is easier to avoid incidents, when potential risks are known.

I gave a hint to employees based on the facts that supervisor told me. I wrote that, if something happens to you (for example “it was close” situation”) you should go and tell supervisor about it. Describe the incident in as much detail as you can. They write it down. If you have an idea how to avoid that incident in the future, you should tell it too. As an employee it might be easier to come up with solutions, because the practical part of the work is known.

I also included a list of query answers. Employees told the risk elements from the workplace that they have noticed. The idea of this is that, supervisors can easily get information and concrete things that have to be changed.

- Hurry
- Repetitive and unilateral movements
- Back pain because of the low countertops
- Dust and sand that fly from among the laundry
- Strain injuries
- Contusions from trolleys

I read facts about motivation from lääkärilehti and I wrote information for the employees about it:

“Motivation at work is important for the well-being. Motivated employee enjoys working and feel important. If work is only a source of money, employee is rarely motivated to work as good as possible while challenging, versatile and/or responsible work can get employee motivated. Employees want to feel themselves good, valuable and capable human being. If work is not interesting, then there should be something meaningful in free time. Work that has become easy or boring can be made more meaningful with new challenges and learning new things, for example. Motivation is also influenced by the work community. Everyone influences the atmosphere at work with their attitude and actions. You can decide to start speaking more positively. Instead of complaining, you can find and suggest solutions to improve things.”

I asked employees in query how motivated workers they are. I got 24 answers. 62,5% of them choose “fully motivated”, 37,5% said that they are “little bit motivated”. Luckily no one choose option “Not at all motivated”.

Kuinka motivoitunut olet työhösi?

24 vastausta

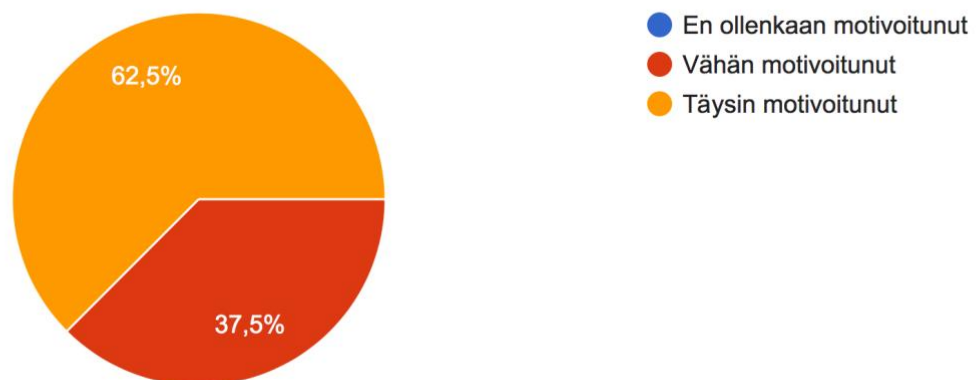


Figure 6. Query answers

I started to think how to increase the orange area in the future. How to motivate people? I talked with a supervisor from different options and we shared ideas. I ended up with suggestions:

-Motivation could be increased, if employer choose “worker of the month” in every month and that person could get a gift card for massage or free night at the hotel for example. This is how employees get something that encourage for good work.

-Getting a positive feedback and hearing “thank you” are also important for the employees, so they can feel themselves valuable and important.

6 DISCUSSION AND CONCLUSIONS

I started to think answers of the query and how reliable source of information it is for me. There might be different kind of reasons that affect to the answers. I wonder, does everybody understood the questions? Mostly them, who does not speak fluent Finnish.

I was thinking while planning the query, that should I accomplish it also in English? I talked with the supervisor and she said that it does not help. They have tried to tell some information in English, but people from Estonia and Thailand understand Finnish better. That is why I ended up to do it in Finnish. I also asked after they have done the query, that was there any issues with the language or something like that. Supervisors told me that at least no one asked help for them. I didn't get any phone call or email either.

I also ponder, why did not everybody answered in every question? Maybe the reason for this is the language barrier? If they did not understand something, so they skip the whole question, or if they just did not know what they should answer. But why they did not then answer that "they don't know"?

I was amazed, that so many employees wanted to skip answering this query. I would have gotten more versatile results, if more employees would have answer it. I ponder that could it be possible that employer could "force" all the employees to answer? But then, I wouldn't trust those answers, if the query is fulfilled against own will. I also doubt, that it is illegal. At least, now I know, that those who answered, wanted to do it and I trust that information that I get from them. Little misunderstandings are of course possible.

If I implement this query later again, for example after one year, it would be interesting to see what kind of answers I would get. I wonder, if more people would answer then. I could talk with the supervisor and suggest that I could implement this query later again. I would like to see has the guide been helpful, has it increased employees knowledge about well-being at work or has it bring a positive impact in practise.

It might be hard for employees to go and say their idea face to face, so this was great opportunity to get own opinion out. Next time I would make it more clear for the employees, that this is the way how you can actually change things or say what you think, if it is hard to do it alone. I guess there are many people who has something to say, but skipped the opportunity to answer questions.

I also started to think that maybe supervisors could implement this kind of query once a year, maybe more and more people would answer, when realizing that things actually might change if more people hope so. I could help them to create the query, based on this one, so they could use the same one every year. It would be interesting to get some kind of data from employees and then watch how the answers have changed. I guess it is not going to be too hard for supervisors to organize the query, but benefits of it could be really good. The query could be done at the end of annual well-being day, then people could also suggest their hopes for the next well-being day.

I am a bit disappointed for the lack of answers of my query. The results could have been so different if more people would have answered. Next time, I have to cooperate more with the supervisors and figure out the way how to get more answers. Google forms was simple and easy way to do it and I guess it would be possible to use it also in the future.

I am pretty pleased about the layout and clarity of the product. It is easily readable and simple. The answers of the query left me sad, or actually the lack of the answers. I got 24 answers and that is about 1/3 of the number of employees. Luckily, I got good information from those, who answered. If i implment the query again, I would propably do it in a different way. I would talk with the supervisors and ask their opinion how to get as many answers as possible. Is it possible to do a lottery between the respondents and the winner gets some kind of prize? Would it be enough motivational way?

I was amazed the number of employees who thought that employer can not help them with their work well-being. I talked with supervisor and she told me different

things that Comforta offers for employees to increase their well-being. I hope this misunderstanding can be fixed with this guide.

The result is that employer, the order of the product, was pleased. They got lot of good ideas and concrete things that has to be changed. Employees also liked that they got new information and that they were able to see the answers of the query, they got a knowledge what their colleagues think.

Like I said, I am pretty pleased for my product, it was well recieved, so I reached the goal. It is clear, that the guide is a link between employer and employees, just like I wanted. I took it for granted, that everybody wants to answer my questions, but I learned, that I can not take anything for granted. I would have think more specifically how and where I implement the query, if I would have known that some of the people does not want to answer it. While doing the guide, I learned to realize that things, that are obvious for somebody, are not obvious for everybody. It is better to repeat familiar things, than assume that however, everyone knows anyway.

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8 ATTACHMENTS

8.1 Break exercise movements

1 Rintakehän avaus & pyöristys



-Seiso kapeassa haara-asennossa selkä suorana. Tuo käsivarret selän taakse, ota käsistä kiinni. Pidä hartiat alhaalla. Ojenna rintakehää kohti kattoa.

-Pyöristä selkä. Vie käsivarsia vartalon eteen ja anna selän pyöristyä. Myös pää painuu eteenpäin venyttäen niska.

2 Kylkivenytys



- Ota kapea haara-asento. Taivuta ylävartaloa sivulle ja kurota kädellä pitkälle yläviistoon. Säilytä lantion asento suoraan eteenpäin. Tunne venytys kyljen lihaksissa.

3 Rintalihasvenytys



-Aseta toinen käsi seinää vasten, pidä hartia alhaalla ja kyynärpää noin 90 asteen kulmassa. Kierrä vartaloa pois päin seinästä. Tunne venytys rintalihaksessa.

4 Hartiavenytys



-Vie kädet selän taakse. Ota toisella kädellä venytettävän hartian puolen ranteesta kiinni. Kallista päätä kohti vastakkaista hartiaa. Tunne venytys hartiaassa.

5 Varpaille nousu + käsien puristus nyrkkiin



-Seiso jalat hieman erillään toisistaan. Lähde nousemaan päkiöille täydellä liikelaajuudella, eli nouse niin ylös, kuin liikkuvuutesi nilkassa antaa myöten. Pyri nousemaan Isovarpaiden päälle. Tällöin nilkkojen asento pysyy hyvänä. Puristele kämmeniäsi nyrkkeihin samanaikaisesti, jotta saat veren kiertämään myös käsiin ja sormiin.

6 Kyykky



-Seiso ryhdikkäästi jalkaterät lantion leveydellä. Kyykisty viemällä takapuolta taakse ja ojenna kädet eteen. Varmista, että polvet ja varpaat osoittavat samaan suuntaan ja pää pysyy samassa linjassa rangon kanssa. Ojenna polvet ja lonkat hallitusti alkuasentoon.

7 Hartioiden pyöritys taaksepäin



-Seiso selkä suorana käsivarret rentoina sivuilla. Nosta olkapäitä ylös ja pyöräytä ne taakse laajalla kaarevalla liikkeellä.

8.2 Work well-being query

Työhyvinvointikysely

Lomakkeen kuvaus

☰

Mitä työhyvinvointi mielestäsi tarkoittaa?

Lyhyt vastausteksti

Kenellä on mielestäsi suurin vastuu työhyvinvoinnistasasi?

Minulla itselläni

Esimiehilläni

Muu...

Miten kuvailisit omaa työhyvinvointiasi?

- Erittäin huono
- Huono
- Kohtalainen
- Hyvä
- Erinomainen



Miten pidät huolta työhyvinvoinnistasi vapaa-ajalla?

Pitkä vastausteksti

Mitkä tekijät vaikuttavat mielestäsi työhyvinvointiisi?

Pitkä vastausteksti

Voisiko työnantaja auttaa näissä asioissa?

Kyllä

Ei

Mitä muutoksia/uudistuksia toivoisit
työnantajan tekevän yleiseen työhyvinvointiin
esim. ergonomia liittyen?

Pitkä vastausteksti

.....

Onko työpaikallasi riskitekijöitä esim
rasitusvammiin, kipuihin tai työtapaturmiin?
Mitä?

Pitkä vastausteksti

.....

Kuinka motivoitunut olet työhösi?

En ollenkaan motivoitunut

Vähän motivoitunut

Täysin motivoitunut

8.3 Cover letter for query

Hei, olen Armi.

Ehkä tunnetkin minut, sillä olen työskennellyt tässä yrityksessä. Olen tekemässä opinnäytetyökseni työhyvinvointiopasta, jonka tarkoituksena on jakaa tietoa ja ideoita työntekijän sekä työnantajan välillä. Opas tulee sisältämään myös vinkkejä oman työhyvinvoinnin parantamiseen sekä tietoa muun muassa työntekijän oikeuksista ja etuuksista.

Loin kyselyn, joka auttaa minua saamaan tarvittavaa tietoa opasta varten. Kysely on anonyymi, eikä minulle, esimiehille tai tietokoneelle jää mitään henkilötietoja, emmekä pysty jäljittämään vastausten kirjoittajaa. Voit huoletta vastata täysin rehellisesti ja avoimesti. Toivon, että vastaisit jokaiseen kohtaan ja mahdollisimman totuudenmukaisesti.

Esimies antaa sinulle linkin, jota klikkaamalla pääset aloittamaan kyselyn. Mikäli sinulle tulee jotain kysyttävää, voit olla yhteydessä minuun.

Kiitos vaustauksistasi!

-Armi Häkkinen

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045133**38