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Towards Satisfied Users:

Study of User Satisfaction on Intranet of Kemi City

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ABSTRACT

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This thesis studies the user satisfaction of Kemi City employees regarding the Intranet provided by the IT department of Kemi City. The general aim of the study is to find out what problems the users have with the Intranet and to suggest updates and improvements to the IT department to develop the Intranet to be user friendlier..

The method used in this study is a questionnaire arranged online for the users of the Intranet. Theoretical part is divided to two chapters, first one studying users and user based design theories and the second part studying intranets and their technology from both general point of view and the point of view of Kemi City. The empirical research was arranged online during autumn 2009. The questionnaire received 140 replies out of approximately 450 reached employees and the conclusions of the study are based on the questionnaire results.

The questionnaire results show that there are both positive and negative experiences with the Intranet. Many employees who felt the service to have negative aspects to it, often expressed their exact problems in the open-ended questions. The information collected with the questionnaire is helpful in terms of knowing the exact problems the users have with the service as well as updating the Intranet to be user friendlier.

Keywords: User, User Satisfaction, Usability, User Based Design, Intranet, Web-based Service Design.

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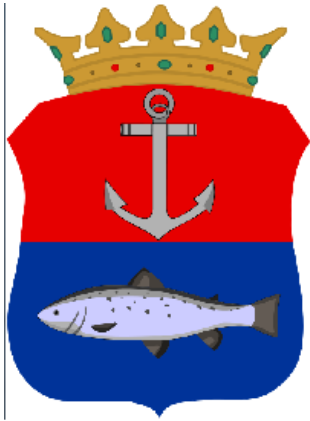
1 INTRODUCTION

The Introduction chapter introduces the City of Kemi and especially the IT department where the thesis work was initiated. The introduction chapter also introduces the research questions, objectives of the study and the methods used in the study, together with the basic structure of the thesis.

1.1 Kemi City IT Department

The City of Kemi is a city located at the Gulf of Bothnia, Lapland Finland. The city has 22399 inhabitants as of 31, December 2011. The City council of Kemi has currently 48 members. The City has several departments for example the health, social service and the head office of the municipal area departments. All of the departments have a manager unique to their respective departments.

I worked for the IT department of Kemi City during summer 2010. The thesis was assigned by the IT department of Kemi City. The IT department staff had received negative feedback concerning the Intranet from the city employees. Since I was working with close collaboration with the IT staff of Kemi City, they requested me to conduct an online questionnaire to find out what exact problems the city employees have with the Intranet service provided by the IT department. The results of the questionnaire would work as a base for the future updates on the Intranet service. The function of the Kemi City Intranet is only discussed on general level instead of discussing the technical characteristics of Intranet. The exact content of the Intranet of Kemi City is left out due to confidentiality reasons.



Picture 1. The crest of Kemi City

1.2 Objectives and Research Questions

The first objective of the research is to be able to point out to the IT department of Kemi City the problem areas the users encounter with the Intranet. The second objective is to provide the IT department of Kemi City with the users' suggestions concerning the improvements in the Intranet services.

In order to achieve the objectives, the following research questions are addressed in this thesis:

What are the specific problems the Kemi City users meet when using the Intranet service?

Which aspects of the Kemi City Intranet system should be changed and in which way to make it user friendlier as well as increase the usability of the service?

To answer these questions, a questionnaire survey was conducted online to collect data from the users. The questionnaire aimed to find out what problems users face when using the Intranet service and what kind of suggestions the users have for improving the Intranet service.

1.3 Research Methodology and Data Collection

The questionnaire was conducted to have a good information base for the research and to enable me to avoid my own opinions and experiences about the Intranet from affecting the results of the study.

In order to complete the thesis, data was collected from printed and electronic sources to form a suitable theory base for the main research. The theories have been divided to two major chapters. The first theory chapter focuses on theories of user (Kuutti 2003, Parkkinen 2002), usability (Krug 2006, Agarwal 2001, Kuutti 2003, Nielsen 2000, Sinkkonen, Kuoppala, Parkkinen and Vastamäki 2006, Clason and Ek 1998) user satisfaction (Kuutti 2003), and user learning processes (Kuutti 2003, Sinkkonen et al. 2006). The second theory chapter studies the basics of intranet (Clason and Ek 1998, Kennedy, Littlejohn and Costanzo 2007, Nielsen 2000), the aspects of intranets (Nielsen 2000, Clason and Ek 1998) and the chapter also takes a look at the technology of intranets in general (Bargas-Avila, Lötscher, Orsini and Opwis 2009, Muller 2002, Nielsen 2000) and also from the point of view of the Intranet of Kemi City. The questionnaire was conducted to build an information base for the research from the users of the Intranet. After the data collection process, the study of customer satisfaction was performed using methods discussed below.

As was discussed above the main method used for this study is the questionnaire method. Questionnaire is suitable for research situations where there are only few topics to inquire and many respondents (Järvinen & Järvinen 2000). To effectively collect data for the research, I worked in close collaboration with the IT department to conduct a questionnaire online for the users of the Intranet. The advantages of questionnaire include the opportunity to collect wide range of information, saving in time and effort in acquiring the respondents' replies (Hirsjärvi & Remes & Sajavaara 1997). Questionnaire method also carries disadvantages. The questionnaire based researches are considered to be shallow and theoretically simple (Hirsjärvi & Remes & Sajavaara 1997).

In the view of reliability of the results, it is recommendable to send the questionnaire to the whole population (Kananen 2008). The respondents' answers to the questionnaire provide the basic information in answering the research questions. The data received from the questionnaire is mainly quantitative but it also included open-ended questions to add qualitative value to the research. Data collected through a survey is usually studied in a quantitative manner (Hirsjärvi & Remes & Sajavaara 1997). The quantitative questionnaire results work as a base to find out how many users find the Intranet troublesome and which aspects of the Intranet are the most difficult to use. The open-ended questions data provide an outlet for the users to express their own ideas towards improvement of the Intranet as well as an outlet for them to express their views concerning the parts of the Intranet they find most problematic.

The questionnaire was sent to the whole population that uses the Intranet which is approximately 450 people. The validity of the results was therefore maximized but it needs to be remembered that this action still does not guarantee 100% reliable results (Kananen 2008). The questionnaire was available to all employees of Kemi City. The questionnaire was online for two weeks and a notification was sent to all employees of the City by email along with instructions on how to answer the questionnaire questions. To increase the number of respondents, the amount of questions in the questionnaire was kept low. It was agreed upon with the IT department and me to have less than 20 questions with as few open-ended questions as possible. The final number of questions in the questionnaire was 17 with five open ended questions and 12 multiple choice questions. Since the questionnaire was conducted online and the respondents were not required to fill in any personal information about them, the respondents were expected to reply in truthful and honest manner. In other words, the questionnaire was anonymous and the results were dealt with confidentiality.

2 USERS AND USER BASED DESIGN

The theoretical part of this thesis discusses theories that are relevant from the point of view of the study. The theory discusses user, user learning process, user satisfaction, and usability and user experience as well as basic information regarding intranets in general level and from the point of view of Kemi City. The following chapter focuses on discussing the concept of a user as well as introducing the theories of user satisfaction, usability, user friendliness, and user experience.

2.1 User

It is important to discuss here what a user means in the context of intranets and how and how a user works. Kuutti (2003) suggests that when designing a new user interface it is important to know the average user as well as possible. There are several ways to learn to know what users want. For the purposes of this thesis, a survey was arranged online to find out what the users of Kemi City Intranet require from the service.

Along with knowing users, it is also important to learn their working methods regarding the service. Kuutti (2003) suggests that one of the easiest ways of learning the working habits of users is to observe their methods of working.

According to Kuutti (2003), there are mainly 4 different types of users as follows:

- Primary
- Secondary
- Tertiary
- Staff that develop and maintain the application.

The primary users are the basic users of the application that are in a direct contact with the application. The secondary users do not use the application personally but they might receive notifications or feedback from the application without using it themselves. The tertiary users are the users that are not in any contact with the application personally but their work is affected by the data added to the application or any events within the

application. The users that maintain and develop the application are enabling the access and use of the application to the other users (Kuutti 2003.).

Most of the user types are easy to recognize, the only exception being the tertiary users. In the case of Kemi City, most of the employees who responded to the questionnaire are primary users who have firsthand knowledge on the program and have been using it regularly while working. Some secondary users are also represented in this study, i.e. the users who receive memos and information published in the Intranet from their co-workers. Tertiary users are the only users that cannot be easily recognized in this study since they do not use the Intranet themselves and only the action of others within the Intranet affects their work. Tertiary users are often unaware of the effects the Intranets have to their work. A few tertiary users replied to the questionnaire since the link was also sent to the employees of Kemi City via email. The IT department of Kemi City represents the maintaining staff of the Intranet. The exact experiences the users have will be discussed later in this thesis.

Parkkinen (2002) points out that the users are people who have no knowledge on how a system works or its limitations but who want to achieve something with the resources they have found. That is why it is important to design the Intranet service in a way that it does not require the users to know anything about the technical aspects of the application. This recommendation is also relevant for the case organization in this study.

2.2 User Learning Process

When a new application is introduced to a user, the user enters a learning scenario. According to Kuutti (2003), there are two major ways to learn, i.e. by conscious studying or learning via experiences. Both of these learning methods are effective and most people learn new knowledge or practises with both methods. Usually new computer applications require conscious studying if the user has no previous knowledge of how the computer applications might work. If the users have previous knowledge of using similar applications as the new one, they can apply the existing experience to learn the new application. Currently the IT department of Kemi City does not offer the employees any

courses or teaching regarding the Intranet. Familiarizing the employees to the Intranet service could encourage the employees to use the service. This kind of method to familiarize the users with the application also presents an opportunity for the employees to ask questions about the aspects they find most troublesome.

Kuutti (2003) discusses that there are 3 different types of learners:

- Visual
- Auditory
- Kinesthetic.

Visual learners tend to learn new knowledge based on visual experiences. Auditory learners learn mostly by hearing. Kinesthetic learners learn by doing. According to Kuutti (2003), the Visual learner is the most common type of learners. However, there also is a significant number of people who learn by other methods. Most learners possess characteristics from all learning methods. However, one of the characteristics is often the dominant one. The use of images, sounds, and animations are discussed later.

The old experiences the users have are active in the background during a learning event (Sinkkonen & Kuoppala & Parkkinen & Vastamäki 2006). This means that the users will apply what they know from earlier experience to the new application to see if the earlier experiences have a similar effect. Developers of new applications must keep in mind that any negative memories of previous experiences with similar applications can have a negative effect to the users' willingness to learn the new application (Sinkkonen & Kuoppala & Parkkinen & Vastamäki 2006). The existence of this kind of possible negative response to a new learning process must be acknowledged. This sort of response brings focus to the design of user interfaces.

In view of computer software, there is often several ways of completing a certain task. Users have the tendency to stick to one method they have often used for years. Since often a more effective method of completing a certain task is present than the one used, it is important that these different methods are taught to the users. The applications can be

designed in a way that these methods for task completion are clearly visible to the users. The explanatory design of applications is discussed later in the visual design chapter.

In this work I recommend the IT department of Kemi City to help the users to learn how to use the Intranet. The most important aspect is to update the service to better meet the users' need but it cannot be expected from the users to learn the updated Intranet by themselves. Most of the employees work in fields of business where they rarely use the computer and therefore, it would be advisable to instruct the employees with the usage of the Intranet.

2.3 User Satisfaction

In order to understand the research in this study, one must first understand what user satisfaction is and how user satisfaction influences the experience the users have while using the service.

When a user is satisfied with a product or service they receive, they are more likely to promote the experience than if they were dissatisfied. Since the development of the Intranet is managed by the IT department alone, they do not have any competitors to be concerned about. It is, however, important to focus on satisfying the users they currently have to increase the usage of the Intranet.

Kuutti (2003) states that it is virtually impossible to satisfy all users. This is often the case when the application is used by such a wide range of people that it is mostly impossible to form a clear picture of average user. In the case where the population using the application is so variable, it is important to aim to satisfy as many of users as possible.

It is very important to measure user satisfaction in order to have statistical information on the user satisfaction of the employees of Kemi City. The user satisfaction was measured through an online questionnaire which was arranged for the answering the research question two in order to achieve the objectives of this. The results of the questionnaire and the conclusions drawn from the replies are discussed further below in this thesis.

2.4 Usability

To be able to study the Intranet service of Kemi City, the concept of usability needs to be defined. In this chapter the concept of usability is studied from the point of view of Intranet services.

According to Krug (2006), usability means making sure that something works well. This makes the whole idea behind the concept of usability seem very simple. Since Intranet works mostly to the same standards as the Internet, many of the rules can be directly applied when designing Intranet usability. Agarwal (2001) defines usability as the experience users have when they come to a website looking for something. This definition makes usability to be quite close to the meaning of concept of user experience. The experience of usability can be anything from unpleasant to pleasant. The managers of any Intranet should try to develop their sites towards a user friendlier direction. Kuutti (2003), states that usability as a characteristic of a product describes how fluently a user uses the functions of a product in order to reach their intent. Since the users have variable experiences and skills with computers, the designing of the Intranet can be difficult in terms of usability, also at the IT department in Kemi City.

Krug (2006), states that a web page should be self-evident and users should not have to spend too much time on an Intranet page trying to find out how it works. According to Nielsen (2000), if user does not learn to use a web page in less than one minute, they will establish it to be a waste of their time and leave. Poor usability on a web page forces the user to spend unnecessary time on trying to find what they are looking for and this time spent on unnecessary searching delays the completion of the task in hand (Krug 2006). If unnecessary time is spent using the application, it can harm the productivity of the employees. Also low usability can cause the users to avoid using the application completely. The issues of poorly functional Intranet should be dealt with and avoided in order to build a functional service from the point of view of the users. The users of Kemi City Intranet gave feedback on some aspects of the Intranet in the questionnaire. The feedback will be discussed later in this thesis.

Sinkkonen, Kuoppala, Parkkinen and Vastamäki (2006) states that Usability Engineering is a set of theories and methods that aims at making interaction between user and apparatus more efficient and pleasant. If the users find the Intranet to be difficult to work with, the experience tends to reduce the users feel to visit the site completely and therefore the advantages that could be achieved from the use of Intranet remains low (Sinkkonen et al. 2006.)

It is important to keep in mind that the users are individuals. According to Sinkkonen & Kuoppala & Parkkinen & Vastamäki (2006), people use products in different ways and have very different ingrained habits. Therefore, one of the largest challenges in usability design is to fit the functions of the product to suit all users. Where one user can adopt new ways of working and learns to use existing tools in new ways fast, the learning process can take much longer in the case of another user. These differences in user adoption can make the introduction of new methods and tools a challenge. Some users prefer to learn the use of new applications on their own and other users prefer to learn when the methods are taught by another person (Sinkkonen et al. 2006.). If any major changes are made to the Intranet of Kemi City, it is possible that the changes and the directions on using the new applications should be made familiar to the users in the form of training. When users are familiar with the new application, they can be expected to use the application more often and with successful results. The level of usability is dependent on both individual skills of the user as well as the design of the Intranet itself.

There are a few key points to be kept in mind when designing a functional Intranet. According to Krug (2006), the users tend to focus on words and phrases that seem to match with the task at hand, current personal interests, and the trigger words that are currently hard-wired in the nervous system. The design of the Intranet is one of the most important factors that define the usability of software and intranets. When all the aspects of the Intranet are easy to find the whole usability of the Intranet is increased.

2.5 User Friendliness

User friendliness is a characteristic of a product which gives users a feeling that they are using a valuable and useful tool to aid them in their day-to-day work. When user friendliness of a product or service is high, the process of adopting new tools is less challenging. When a user feels that they save time completing a certain function, they more easily accept changes (Clason & Ek 1998). When a product is user friendly, more people are likely to want to learn to use the product rather than use the older possibly less effective method. It is important to remember that if the user friendliness is low, the users may lose their will to use the service completely. (Clason & Ek 1998.)

2.6 User Experience

User experience is a concept closely related to usability. However, usability is the general concept, the concept of user experience refers to a personal opinion about a certain product, service or event. Experiences vary between the users. Intranet developers should aim to develop a site that gives a pleasant user experience starting from the first visit. Improving user experience starts from improving the usability of the service. The user experience a user gains from using the Intranet service depends on the usability of the Intranet. Since all users cannot be expected to have the same user experience related to a new service or a product, it is one of the biggest challenges of design to release a product with as few negative user experiences as possible. The theory that all users learn in different ways can be applied to user experience study. If the user for example has poor eyesight, there should be an option for that particular user to find audio instructions to using the service. It is also common for the services to have larger font text for those users.

Donoghue (2002) points out that the user experience is a major part of the value of any firm that uses the Internet as a distribution channel, and will continue to play an important role in the increasingly networked world. This rule can be applied to the situation of Kemi City. It is very important to build and manage a network that serves the employees of the City according to their needs. A functional Intranet can be a valuable tool for the employees to share information, contact each other and find out about what is going on

within the different departments of Kemi City. The recommendations for the situation of Kemi City can be found later on in this thesis.

3 INTRANET AND WEB-BASED SERVICE DESIGN

Following theoretical part of this thesis focuses on Intranet, its technology and aspects that can be found within intranet services. The theory is studied in general as well as from the point of view of Kemi City. In order to understand what is Intranet, it is of vital importance to study the definition and technology of Intranet.

3.1 Definition of Intranet

In order to understand the topic that this thesis discusses, the concept of intranet needs to be discussed. According to Clason and Ek (1998), intranet pages often look like any Internet web page and the only difference between the two can be found in the contents. Nielsen (2000) discusses the difference between intranets and the Internet by stating that intranets are used by the employees and the Internet is used by the customers. Intranets are in almost all cases much larger than the public Internet pages of the organization. Information included in intranet environments are often meant for internal use only whereas information found in ordinary Internet web page is public. Intranets are often used as an internal solution to communication and information sharing needs in an organization (Clason & Ek 1998). Clason and Ek (1998) also advise the organizations to decide between intranet and internet depending on the type of information they wish to share and their target audience. Clason and Ek (1998) also state that a functional Intranet is beneficial to any large organization. When the organization has a functional Intranet to share information and keeping contact between departments and employees, the productivity of the organization is increased and the employees spend less time to complete their respected tasks. (Clason & Ek 1998.)

Intranets represent a part of a larger ecosystem that includes information technology such as productivity tools, Internet sites, extranets, IT applications, and even older forms of organizational information (Kennedy, Littlejohn and Costanzo 2007). The Intranet system of Kemi City includes many of these features and is designed to aid the employees with their work. The employees of Kemi City can use the Intranet to search for information they need. All of the forms and documents needed are stored in the Intranet and can be found

there when needed. The Intranet of Kemi City also includes discussion forums for internal communication. The development of Intranet towards user-friendlier way is important in Kemi City. A functional Intranet is a key asset for any community whether it is a city or a company. The same rules of the Intranet function can be applied to all these cases.

3.2 Technology of Intranet

Intranet functions on the same transmission protocol as the Internet. Intranets are usually based on common Internet technologies such as TCP/IP and HTTP protocols, naming conventions, and mark-up languages (Bargas-Avila & Lötscher & Orsini & Opwis 2009.) Intranet can be in either internal closed local network use or on a secure and encrypted website that can be accessed with personal user name and password (Muller 2002). If an Intranet exists as a static website, it does not require back-end application server but if dynamic content is required, the back-end server is essential for the function of the Intranet (Muller 2002). Currently the Intranet of Kemi City works as a local area network but user names and passwords are used to secure the network from outsiders.

Usually Intranet technology is provided by the company's IT department or an outsourced company (Muller 2002). In the case of Kemi City, the Intranet is provided by the IT department of the City.

Nielsen (2000) suggests that the organization should have people who understand the technology of the Intranet and also has knowledge on what kind of hardware the employees of the organization use. This type of knowledge in an organization aids when designing what kind of content the updated application should include and if it is even technically possible to implement (Nielsen 2000).

3.3 Aspects of Intranet

Intranets may include an unlimited number of aspects and functions. Intranets are usually designed to fit the needs of an organization and the aspects included in the service will be added according to those needs.

Nielsen (2000) stated that the three most important aspects of Intranet service are index, search function and news. These 3 aspects ensure that once Intranet grows in size and when the amount of information within the Intranet is so high that any specific information is nearly impossible to find manually, the information can still be found by using a logically structured index or a search function. Effective search function is an extremely important aspect of an Intranet. (Nielsen 2000.) Search function helps the users to easily find the information they are looking for, this is especially important when a user is looking for information which might not concern their own department. Clason and Ek (1998) also mentioned that buying a powerful and functional search engine is often much easier than manufacturing one. A search function enables the users to find and use information which is added in to the Intranet by another department. All these 3 aspects discussed above cannot be found from the Intranet of Kemi City, and the user satisfaction survey results pointed out that some users have a need for some of these functions and they should be added to the service. The exact issues the users had will be discussed later in this thesis.

Nielsen (2000) also suggests that Intranet has to be actively maintained and updated. Failure to maintain the Intranet will result in the Intranet having outdated information for the users which will result in the users losing their trust towards the Intranet. This may reduce the users need to use the Intranet which will make the Intranet lose its position as the major tool of information exchange within the organization. (Nielsen 2000.)

Intranet should be designed to be different to any public website the organization has. If the design of the Intranet is too similar to the public web page of the organization, it may be possible that the employees will confuse the two pages and pass on confidential information to the public.

3.4 Characteristics of a Functional Web-based Services

Parkkinen (2002) discusses that web-based services were originally designed and developed by people who were used to exchanging information in text form only. The

public became interested in web browsers that could also send and receive pictures along with text. This was a turning point in designing web-based services. This change made the services more approachable for non-experienced computer users.

Any new service should be designed in a way that it is functional. All web-based services can include several types of data including text, pictures, animations and videos. These data types can be displayed in several ways.

Parkkinen (2002) recommends that any text used in a web-service should be short and informative. Usually users do not want to read long texts on web pages to find out the information they need. Short and informative texts aid the users to find what they are looking for. The short texts can lead the user towards more information if the user needs it.

Pictures are used to draw the users' attention to certain parts of the web page. Usually users first see the pictures and only after that they focus on any text present on the web page. Parkkinen (2002) recommends that pictures used in a web service should be representing items that exist in the physical world and are present in the life of the user. It is also important that the pictures fit and work well in web-based use. Kuutti (2003) warns that the meaning of certain images can be interpreted differently depending on the users' cultural background. Pictures however are not tied to languages. Where text is understood if the user reading the text understands the language the text was written in, pictures require no language or even reading skills to understand. Many images are not tied to cultures and are understood all over the world, and for example a picture of a flame represents fire and a picture of a drop represents water. (Kuutti 2003.) Usually web pages use the combination of an image and caption to make sure the user understands exactly what the function does.

Animations include both videos and animated pictures. Animations are an effective way to capture the users' attention. However Parkkinen (2002) warned that many experienced web users know that often animations are misleading and are often disregarded. Parkkinen (2002) recommends that the users should be presented with clear ways to skip the animation, returning to the start of the animation and a way to browse through different parts of the animation. Nielsen (2000) recommended that once animations are used on a

web page, it would be wise to have the animation run its course and then stop. It is often difficult to focus on the rest of the page if there is an animation moving on the edge of the users' vision.

Data can also be displayed with sounds or charts. The use of that kind of data should be considered before applied in real use. Both of these data types carry risks. Not all users have working sound display technology attached to their computer and therefore any sounds present in a web service are not heard while using the service. The use of charts carries a risk that the information presented in the chart will not be understood by the user. It is important that the charts are made in a way that they are understood by all possible users of the web service. (Nielsen 2000.)

3.5 Visual Design

Human vision is the most important sense used when using a web-based service. Information and functions presented in a web based service should be easily recognized by the users with their vision only. Web designers realize this and have designed many ways to highlight important parts of a web page in a way that it attracts the users' attention to that specific part.

Visual Design is a characteristic of a product that is designed when the product is nearly finished. It is important to arrange a solid foundation for the service before the visual aspects of the final product are designed. It is important to know how users view the product. In western countries people often pay attention to the left side of a web page for example; this comes naturally due to western habit of reading from left to right. Users attention can be drawn to other parts of the page first with the functions mentioned earlier such as large texts, pictures or animations. (Kuutti 2003.) Kuutti (2003) discusses that using this kind of methods to attract the users' attention to other parts of the web page can cause unnecessary strain on the users perception process. From this we can conclude that it is advisable to arrange the information on web page in the order of importance with the most important information on the left side on top of page and the less significant information lower and to the right side of the page.

It is important to acknowledge certain ways to draw the users' attention to important parts. Using boldfacing on a word in the middle of a text draws the attention to that specific part of the text. It is also sometimes used to capitalize the whole word; however that is not recommended since generally capitalized texts are considered to be shouting. (Kuutti 2003.) Use of capitalized texts can cause a negative reaction to that specific information (Kuutti 2003). Kuutti (2003) discusses that the users' attention can be drawn using movement. Movement on the edge of our vision is especially strong. The designers should however avoid using flashing images which can in worst case scenario cause epileptic seizures (Kuutti 2003). Flashing images can also be considered to be aggravating when the user is trying to focus on some other part of the web page. Colors are also used to capture the users' attention. When a web page has been designed to have very subdued colors, the users' attention can be easily caught with stronger colors. Kuutti (2003) also discusses the use of empty spaces as a method of drawing the users' attention. If a web page has an image surrounded by empty space, the users often pay attention to the image in the middle.

Sinkkonen et al. (2006) list the following rules in designing visually appealing service:

- Use black text on white background.
- Do not cram all the information into one place. Leave some space around it.
- Do not use background patterns.
- Use standard locations for standard items.
- Do not put links in the text.
- Use lists.
- Avoid motion and blinking items.
- Make sure the contrast between text and background is adequate.

Following these simple rules, it is possible to design a web service that is visually informative and appealing to users. These rules also take in to account the possibility that some of the users are not as familiar with computers and might be using the technology for the first time. The end result of a product designed with these rules is visually pleasant to the user.

Users' attention often fixes itself to the contents of the page. Users enter a web page to find a certain content they need. Visual design is a tool that aids the user to find what they are looking for but it is not the most important aspect of a web page but it helps the users to get a positive image of the service. Users are often very impatient and wish to find the content as fast as possible, therefore it is important to design the service so any content is as easy as possible to find.

4 QUESTIONNAIRE RESULTS

This chapter focuses on the results of the questionnaire held online to the employees of Kemi City. The chapter introduces the demographics where the collected data is illustrated and discussed.

4.1 Demographics

The questions used in the questionnaire can be found in their original Finnish form as well as in English from the appendices at the end of this thesis. The questionnaire was arranged online for all the employees of Kemi City over a period of two weeks in September 2009. The questionnaire was sent as an email link to the whole population of users thus increasing the validity of the results. The questionnaire yielded 140 replies from the total population of approximately 450 employees. Therefore the questionnaire was filled by a bit more than 31% of the whole population.

The questionnaire consisted of 17 questions, of which 5 were open ended. The questions in the questionnaire were agreed upon in a meeting held in the IT department before the questionnaire started. I was invited to the meeting and was able to express my ideas and concerns regarding the selected questions. However the final form of questions was decided by the representatives of the IT department. The questionnaire results are discussed below. All of the quantitative data received from the replies of the quantitative questions are expressed in the form of bar charts. According to Few (2004) due to their visual weight, bars stand out clearly and distinctly from one another and therefore they illustrate the individual values discretely.

The first question in the questionnaire asked about the usage of Intranet currently. It is important to find out how often the Intranet is used by the employees in order to understand how urgent the need for update is. Users were able to choose from 5 options to express the number of visits in the Intranet. The options were daily, weekly, monthly, randomly and never. As figure 1 illustrates, 43% of the respondents use the intranet on

weekly basis, whereas only 16% of respondents use the Intranet on daily basis. This data is supported by several replies received from the open ended questions.

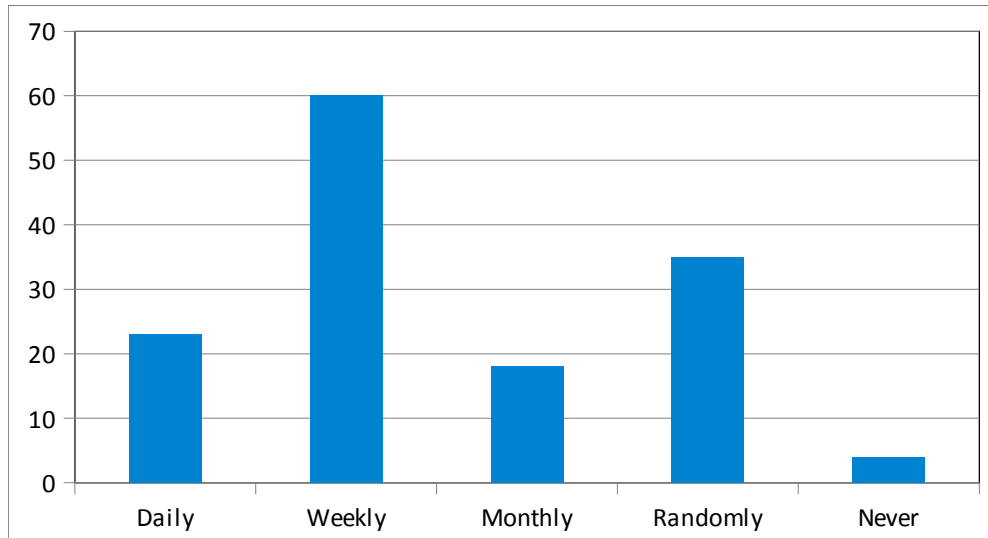


Figure 1. The usage of Intranet

The second question of the questionnaire asked the users if they find the process of logging in to Intranet problematic. A total of 86% of all respondents found the log in process easy. The respondents, who found the log in process to have problems, expressed detailed information about the encountered problems in the open-ended questions. Figure 2 illustrates the replies of question number two.

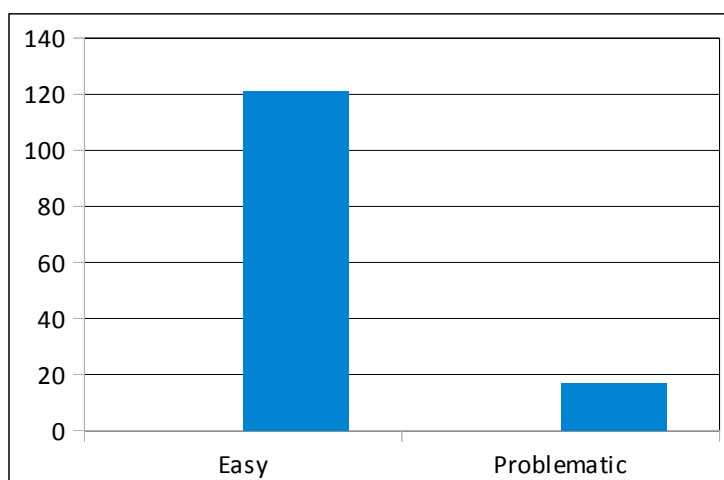


Figure 2. The log-in of Intra

The third question in the questionnaire inquired about users' opinion about the link menu available within the intranet. Figure 3 shows the received replies to this question. The link menu forms the backbone of the whole Intranet. All of the information within the intranet can be found through the links in the link menu. A total of 55% of respondents replied that they found the link menu moderate. However many people sent complaints about the link menu and the way it works in the open ended questions. These replies will be analyzed later.

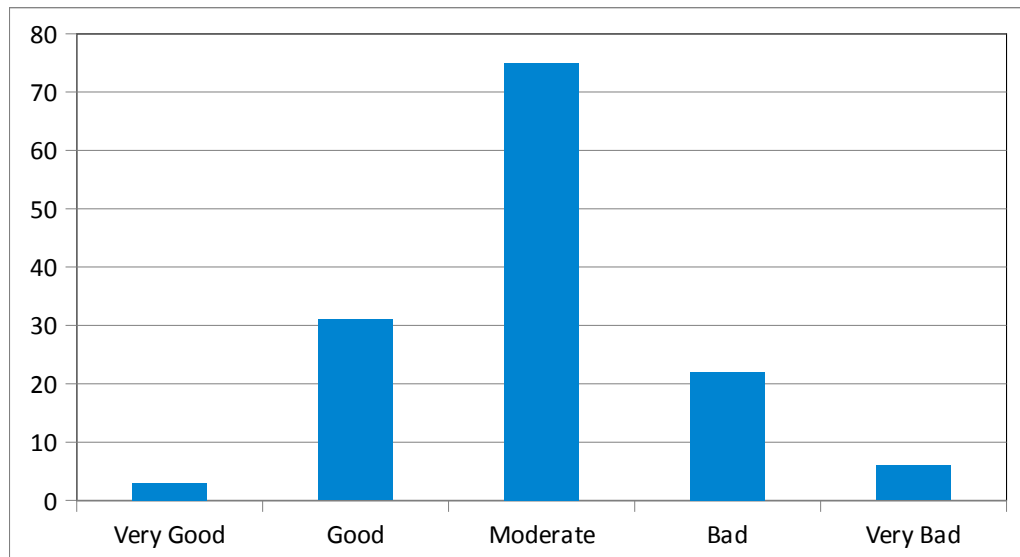


Figure 3. User Opinions about the Link Menu

The fourth question of the questionnaire asked how easily they find the information from the Intranet. Figure 4 depicts the replies received from the third question. 46% of respondents replied that the information can be found moderately. The total number of replies was on the negative side more than on the positive side suggesting that the Intranet should be developed in a way that information can be found more easily. As in the previous questionnaire question, the users addressed the difficulty of finding information in the open ended questions. Those questions and their replies will be analyzed later on.

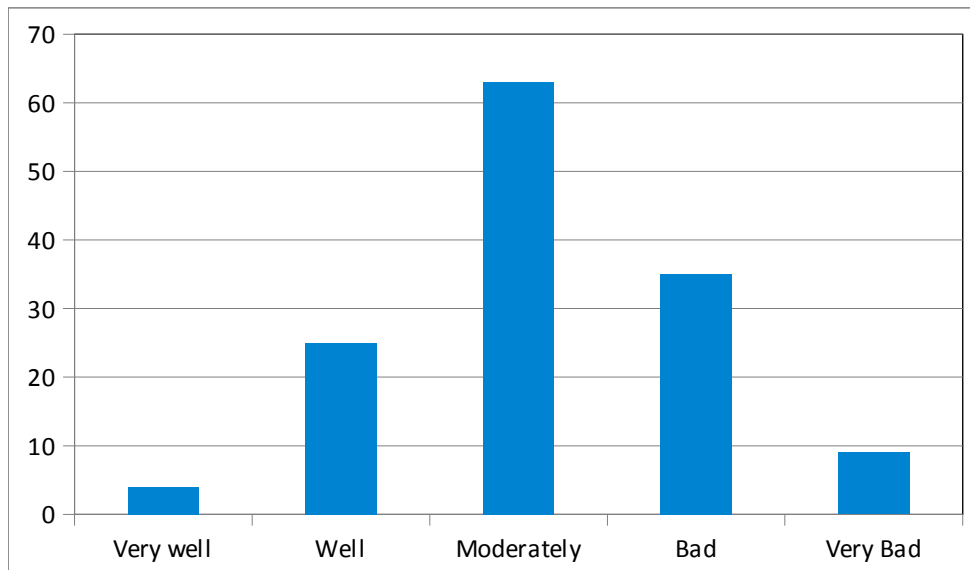


Figure 4. User Experience on Finding Information from the Intranet

The fifth question of the questionnaire asked about the exterior of the Intranet. Figure 5 illustrates the replies received from the fourth question. It is important to form a positive and pleasant exterior to the Intranet. Pleasant exterior improves the experience the users gain when they use the Intranet. The replies to the fourth question implied that again most users find the exterior moderate. However the replies were more to the positive side than negative. Only slightly more than 12% of the respondents found the Intranet exterior to be either bad or very bad.

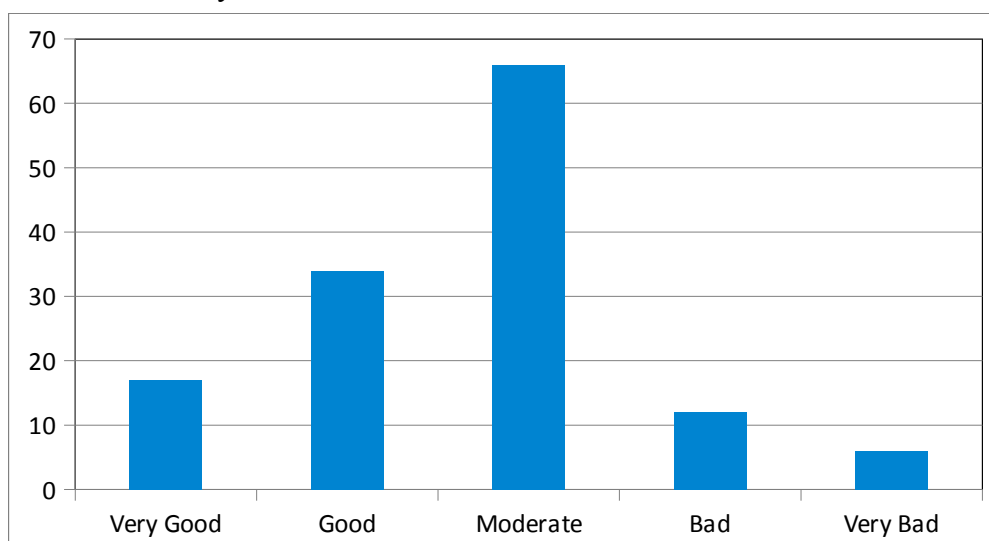


Figure 5. User Opinion about the Exterior of the Intranet

The sixth question in the questionnaire asked if the users find the use of Intranet to be easy or problematic. Figure 6 illustrates the received replies. 88% of respondents found the use of Intranet to be easy and therefore only 12% of users found that they have problems with using the Intranet.

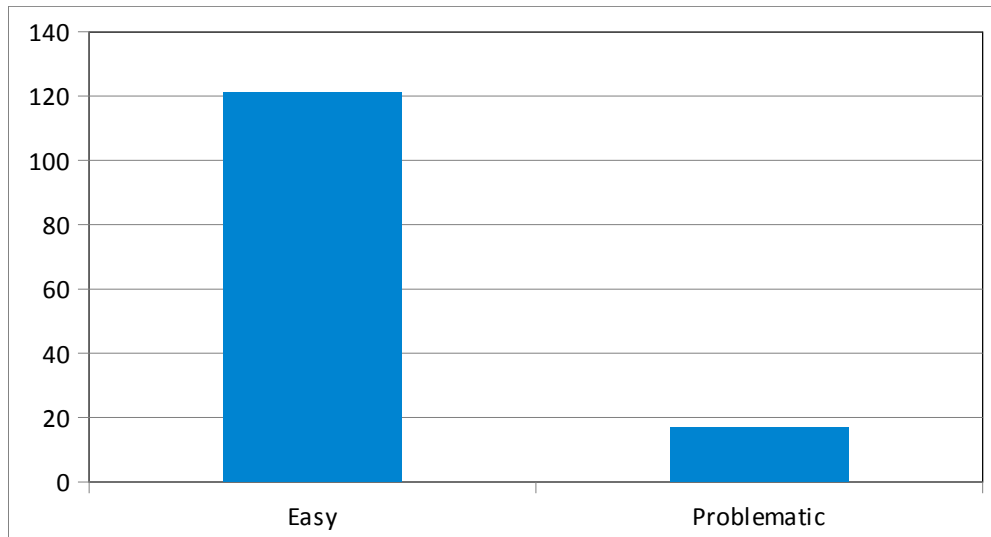


Figure 6. User Opinion about the Usage of Intranet

The next seven questions of the questionnaire made a statement and the respondents were able to reflect on the statement and reply if they agree or disagree with the statement.

The seventh question asked if the users agree on the statement that the Intranet is easy to use. Figure 7 illustrates the replies received to the sixth question. Most of the respondents agreed that the Intranet is easy to use but those respondents who found the Intranet to be difficult to use expressed their ideas in more detail in the open ended questions.

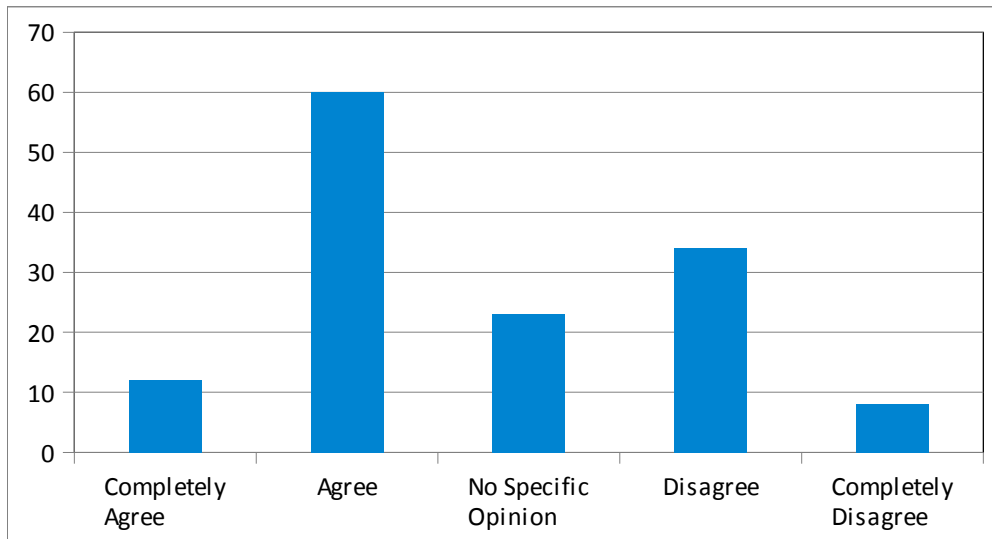


Figure 7. Intranet is Generally Easy to Use

The eighth question in the questionnaire asked if the users found Intranet to be beneficial. Figure 8 shows the percentages of the received replies. Only a small fraction on the users found that the Intranet is not beneficial at all. This question was extremely important in order to find out whether the users actually found Intranet to be beneficial to them. The replies to the seventh question were quite unanimous. 36% of respondents completely agreed with the statement.

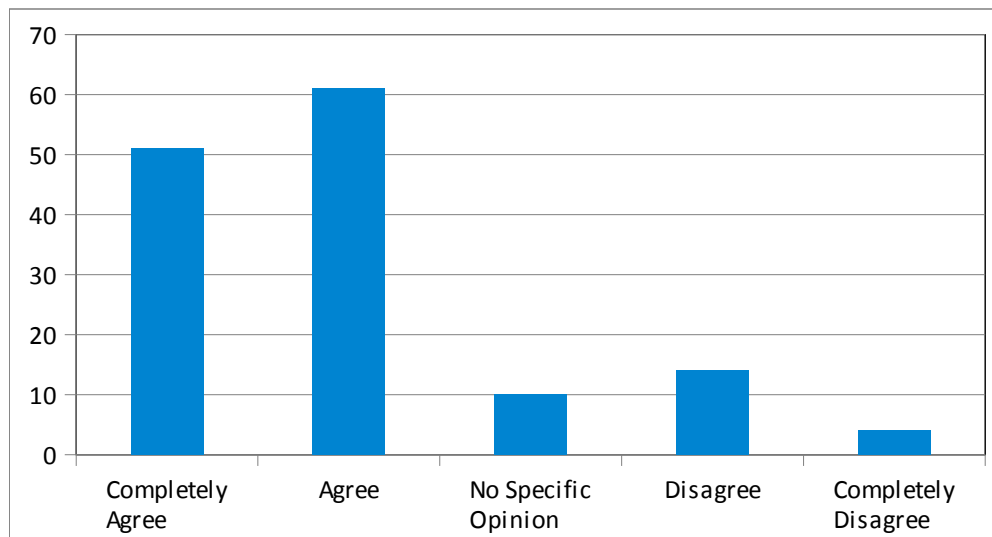


Figure 8. Intranet is Beneficial

To have a good understanding if the average user meets problems while using the existing Intranet, the ninth question in the questionnaire presented a statement that the Intranet works without problems. Figure 9 depicts the percentages of the replies to the eighth question. Most of the users agreed with the statement.

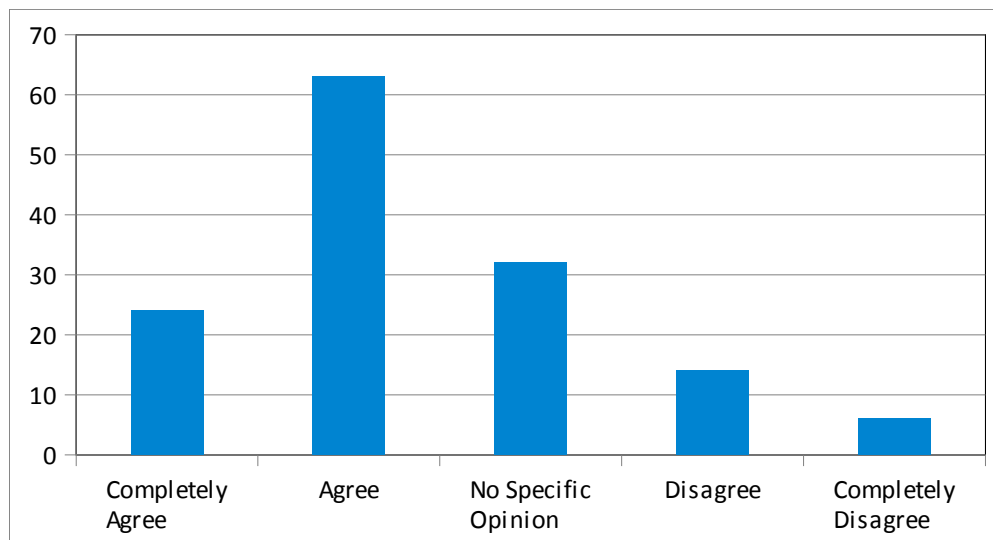


Figure 9. Intranet Works Without Problems

Question number 10 presented the first strongly negative opinions about the Intranet. Figure 10 illustrates the received replies. The statement in this question expressed that the Intranet is clear and the question yielded more negative replies than positive. The results gained from this question are strongly supported by the results from the open-ended questions which will be discussed later on.

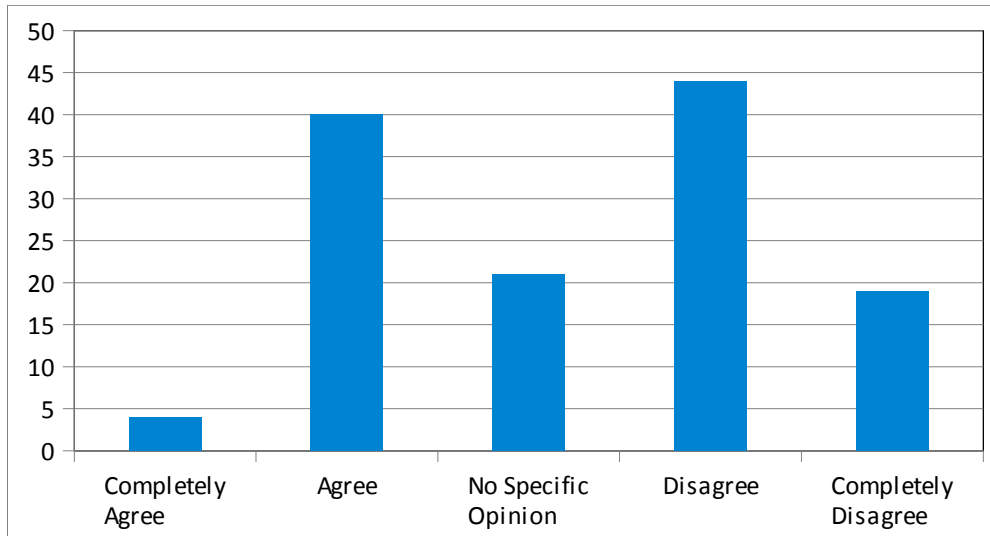


Figure 10. Intranet is Clear

The questionnaire also asked if the users find the Intranet to have enough information. Figure 11 illustrates the replies received from this question. Many users agreed and the users who disagreed with this statement wrote replies in the open-ended questions with good suggestions on what kind of information should be added to the Intranet.

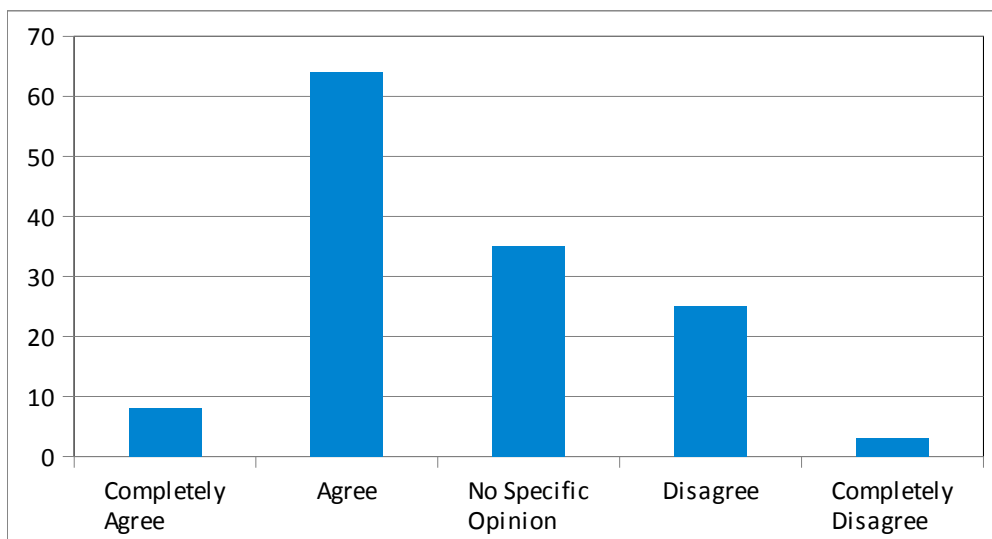


Figure 11. Intranet Has Enough Information

Some of the respondents felt that the information available in the Intranet is old and should be updated. The representatives of the IT department felt that it is necessary to ask the users if the information is up to date since all of the different departments of Kemi City will have more in-depth knowledge of the information regarding their own departments. The tenth question in the questionnaire asked if the information within the Intranet is up-to-date. Figure 12 illustrates the received replies.

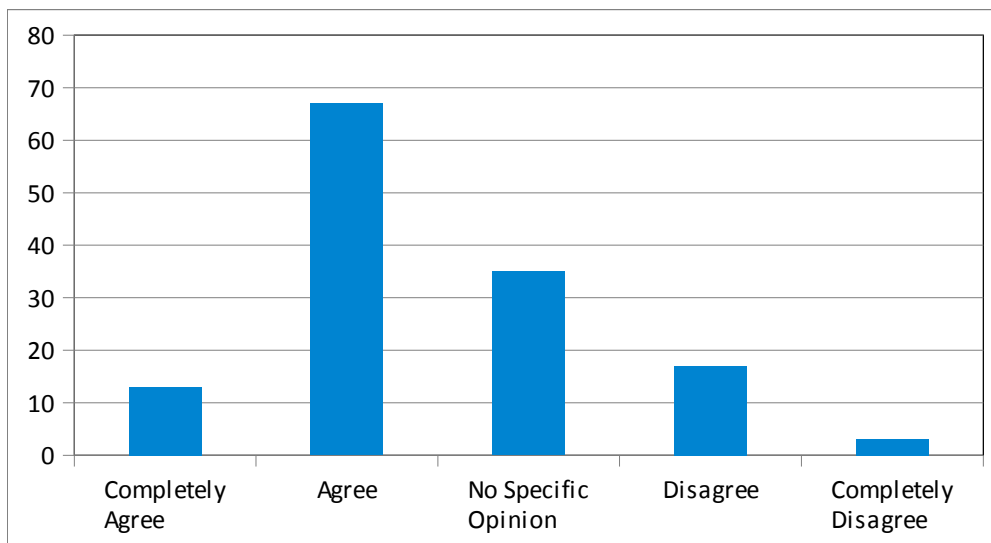


Figure 12. The Information in Intranet is Up-to-date

The final multiple choice question in the questionnaire stated that Intranet saves time and trouble. Figure 13 illustrates the replies from the question number 13. The users were able to express their opinion about the statement and the results from this question were quite even. The results pointed towards the positive side the most, while there were also quite many negative replies.

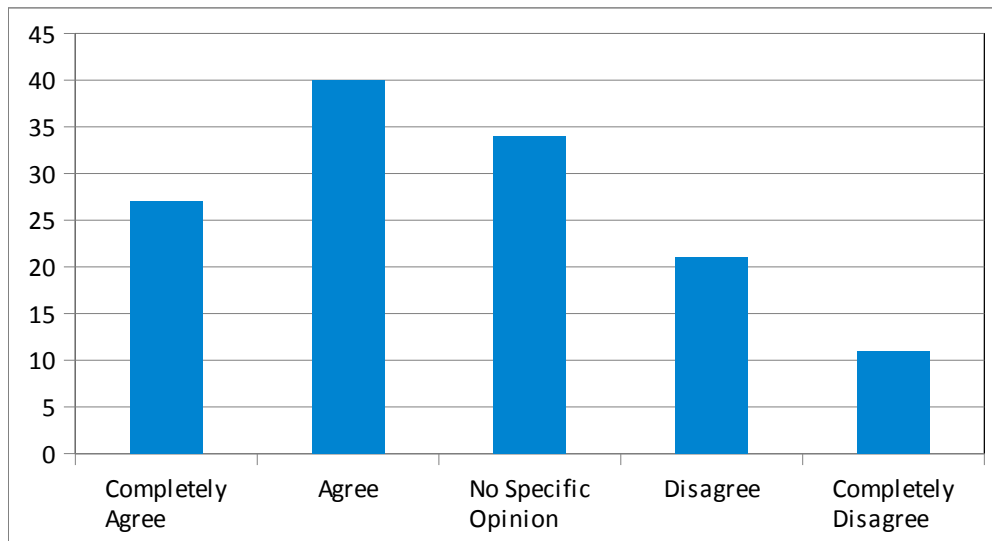


Figure 13. Intra Saves Time and Trouble

4.2 Results of Open-ended Questions

All of the replies to all open-ended questions are presented in Appendix 3 at the end of this thesis. The questionnaire included 5 open-ended questions and nearly half of the respondents replied to at least one open-ended question. The questions encouraged the users to write about their opinions and suggestions regarding the Intranet. Many of the replies in the open-ended questions supported the results received from the quantitative questions. The open-ended question replies were the key in finding out what exact areas the users find most difficult to use and how the Intranet should be updated or changed to make the Intranet a viable tool for the day-to-day work for the city employees.

The first question from the open-ended section asked for a reason why the respondent has not used the Intranet. The most typical reason was the disorganization of the Intranet. According to respondents it is extremely difficult to find the items or contents they are looking for. The difficulty derives from the fact that it is necessary every once in a while to use the WEB-save function to make a note about their holiday. Some users also mentioned that the passwords they use to log on to the Intranet do not work or that they have so many passwords to use they do not know which one is the right one.

5 CONCLUSION

This chapter discusses the final conclusion and suggests improvement on the Intranet of Kemi City. The conclusion chapter summarizes the results of the questionnaire before discussing the possible improvements on the Intranet.

5.1 Results of the Questionnaire

The objectives of this thesis are to find out which aspects of the Intranet are most problematic from the point of view of the users and which aspects need to be updated to increase the user friendliness of the Intranet. In order to achieve the objectives of this study, the following research questions were asked:

What are the specific problems the Kemi City users meet when using the Intranet service?

Which aspects of the Kemi City Intranet system should be changed and in which way to make it user friendlier as well as increase the usability of the service?

The results of the questionnaire conducted for this work are discussed below to conclude this thesis.

As a final conclusion of this study it can be stated that an average user of the Intranet uses the site on a weekly basis. An average user finds the use of the Intranet service to be either moderate or easy to use but occasionally has problems with either usability or clarity of the Intranet. In other words, to answer the first research question it can be stated that the usability and clarity of the Intranet of Kemi City are the most notable problem areas in the Intranet system.

The answer to the second research question is discussed in the following chapter.

5.2 Suggestions on the Intranet Improvement

When the Intranet of Kemi City was originally designed, the staff of IT department were not in contact with the end users of the application. By discussing the functions of an application with the end users while the application is still undergoing development can provide insight to the way the application should work from the point of view of the users.

In order to answer the second research question of this thesis, my suggestions for the IT department of Kemi City is based on the research results. The login for the users should be made as easy as possible. It is possible to develop a single sign on function to allow the employees of Kemi City to log on to both the Kemi City internal network and the Intranet service using the same username and password. This kind of change would already alleviate the workload for the IT staff since they do not have to spend as much time on sending people new passwords and login IDs when they have either lost or forgotten the old ones.

As was discussed earlier, second suggestion for the IT department would be to add a search function to the Intranet. Nielsen (2000) discusses the search function and its importance to a functional service. The Intranet contains thousands of files and forms for the employees to use and unless they know where to find them, it can be extremely difficult for them to find the exact file or form they need. Search function is an important function that is a built-in function in most large websites and databases. It could be considered to buy a well designed and functional search engine from an external provider.

Third suggestion is for the IT department is to completely rethink and rearrange the existing link system. The links contain all the necessary information the users need. However due to the cluttered design the information is frequently highly difficult to find.

5.3 Suggestions for Future Research

The study in this thesis focuses on the previous version of the Intranet from the point of view of the users. The results of this thesis will aid in updating the Intranet towards user friendlier way. It is advisable to conduct a second research after the results of this thesis has been executed within the Intranet service of Kemi City. The second research would study the user satisfaction concerning the updated Intranet and the experiences the users have with the updated service.

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Not Printed

Kemi City website, 2011 <www.kemi.fi>

APPENDICES

QUESTIONNAIRE QUESTIONS IN FINNISH

Appendix 1
1(3)

Kuinka usein käyt Intrassa?

Päivittäin

Viikottain

Kuukausittain

Satunnaisesti

En Koskaan

Millaiseksi koet linkkivalikon?

Erittäin hyvä

Hyvä

Kohtalainen

Huono

Erittäin Huono

Miten tieto löytyy Intrasta?

Erittäin Hyvin

Hyvin

Kohtalaisesti

Huonosti

Erittäin Huonosti

Millaiseksi koet intran ulkoasun?

Erittäin Hyvä

Hyvä

Kohtalainen

Huono

Erittäin Huono

QUESTIONNAIRE QUESTIONS IN FINNISH

Intran käyttö on...

Appendix 1

2(3)

Helppoa

Ongelmallista

Intraa on yleisesti ottaen helppo käyttää

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

Intra on Hyödyllinen

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

Intra toimii ongelmitta

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

Intra on selkeä

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

QUESTIONNAIRE QUESTIONS IN FINNISH

Appendix 1
3(3)

Intrassa on tarpeeksi tietoa

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

Intrassa oleva tieto on ajan tasalla

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

Intra säästää aikaa ja vaivaa

Täysin Samaa Mieltä

Samaa Mieltä

Ei eri eikä samaa Mieltä

Eri Mieltä

Täysin Eri Mieltä

QUESTIONNAIRE QUESTIONS IN ENGLISH

Appendix 2
1(3)

How often do you visit the Intranet?

Daily

Weekly

Monthly

Randomly

Never

How do you experience the link menu?

Very Good

Good

Moderate

Poor

Very Poor

How do you find information from the Intranet`

Very Well

Well

Moderately

Poorly

Very Poorly

How do you experience the exterior of the Intranet?

Very Good

Good

Moderate

Poor

Very Poor

QUESTIONNAIRE QUESTIONS IN ENGLISH

Appendix 2
2(3)

The use of Intranet is...

Easy

Problematic

Intra is generally easy to use

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

Intra is beneficial

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

Intra works without problems

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

QUESTIONNAIRE QUESTIONS IN ENGLISH

Appendix 2
3(3)

Intra is clear

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

Intra has enough information

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

The information in intra is up-to-date

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

Intra saves time and trouble

Completely Agree

Agree

No specific Opinion

Disagree

Completely Disagree

OPEN-ENDED QUESTIONNAIRE ANSWERS

Translated from Finnish by the writer.

Appendix 3

1(15)

WHY HAVEN'T YOU USED INTRANET?

Using is difficult and laborious. I already have more than a dozen passwords to use. People who rarely use the intranet have to often order a username and password again.

Difficult to find things

The user interface of the intranet is old fashioned and difficult to use. It is also very difficult to find things. When searching for something, it often takes way too long since the old links close every time you open a new one.

It is difficult to arrange an access to computer at my work place. From the start of August to the end of September, the only computer at my work place was also broken. I have received all of the most necessary information from office meetings.

I haven't received my username and password.

All the information I need, I receive to my email, I only do my WEB-save about my holidays.

No business there or there is no content behind the headings.

Disorganized, difficult to find where is which. While at work I usually have no time to familiarize myself with the pages. Mostly I go to intra to use the WEB-save function. As a new feature there are decisions made by the city council, which is good, but very difficult to read when the numbers are not in my knowledge, I had to hop between pages.

In my opinion it is not logical and it is very difficult to find what I am looking for. With a random search I have managed to find several instructions, which I wouldn't have known to search under the specific headings.

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
2(15)

I work in a project-based manner (managed by the City of Kemi) and the project can't afford to pay intranet etc. city web related payments. However, I have to make for example my note of absence in the intranet, so I have to go to my regular workstation and drive the

substitute away from the computer for the moment. So I miss several things, but thanks to my fellow workers, who inform me about very important business.

I have recently started in a new workplace. I haven't had time yet.

It is very disorganized, it takes too long to search for example a certain form.

I have no real need apart from accepting my holidays. Meeting schedules etc. are not there. The password I have received does not open intra.

When I receive information in my email stating that a certain document or help can be found from intra, usually I have no time at that moment to log on to intra and search for the file in question. If the link were active right there in my email, I would look at it immediately and I would better remember how to find it in intra later. I don't always even remember afterwards when and who and what the information was about. It is difficult to hunt for it afterwards, but even that is better than if the information were added to the intranet without any announcements added anywhere. If I search for something in the intranet, then I know what to look for, I wouldn't go there if I didn't know. I have no time to randomly browse around the intranet just for curiosity. Information like that remains unread.

I haven't had need to search for information.

Difficult to find information.

I don't need.

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
3(15)

HOW SHOULD THE LOGIN BE MADE EASIER?

When I have already logged in with my own username on the computer and email then why should I do the same tricks all over again?

One login page to all city applications meant for that specific user.

Sometimes the login doesn't work, all channels are not accessible.

Intra should be accessible from other places than just the city network.

Same ID as the city webpage, with small changes.

Accessing intra is complicated because it is behind username. Intra should open with the same username and password that you use when logging on the computer.

One ID should be enough. All employees don't even have ID -> unfair.

I can't remember the password, can it be ready installed.

The problems are often my own when I can't remember the password. And try to remember when the name is without Ä and when email address.

It would be even easier if the Intra user ID were the same as the login ID.

I'm aggravated by that password show. Could it be without a password?

Intra not to be behind a password.

When I log in with my own ID and my desktop opens, could I save a shortcut on the desktop which would let me directly access intra.

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
4(15)

I don't know.

Same password if I already have to some city website would be the same.

HOW WOULD YOU DEVELOP LINKS, INFORMATION SEARCH AND EXTERIOR?

Things should be classified better and fresh news should pop out of the screen better, straight to my eyes.

More accurate contents about what each link includes.

Search in alphabetical order.

Exterior is ugly, does not encourage you to stay. Is not probably meant for a matter-of-fact search. Boring font, too large > cluttered.

Clarity and simplicity to links and information searching.

Links could be made clearer.

Visual outlook should be updated to more modern, search options make it easier in a way that links on the left don't close when you open or close some of them. Now I have to open the same link again each time if I want to inspect another part. Search engine should be added to the site and sitemap. Things are divided in an unclear way. I can never guess under which header certain things are. Forms are here and there. The structure of intra is old fashioned and user interface unclear and terrible.

Visual outlook is cluttered taking in to consideration that I do not use intra much.

Link menu is wide and messy. When information is assorted below the links it leads to the user having to randomly pick several links to find what he or she is looking for.

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
5(15)

Suggestion: The front page link menu made much more narrow, for example messaging-link, under which messaging guidelines, announcements, crisis messaging and why not also the forum and the flea market. Work safety and risk management into one link etc. Front page also has links under which there is nothing (for example safety), links like this are useless from the point of view of the users.

The menu on the left side is messy, there is no logic. News in short – section Ok, but it's insane to add the text "See more from the point Announcement" to the news since that specific part it nearly impossible to find.

Access to be made easier.

The headers should be clearer, and the header should describe better the content of the information.

More logic, easier to be found.

It should be possible to look for information with search words.

Clarity, up-to-date information, in vacation insertions it would be good if you could see your remaining holidays and by when you should use them. Also more options or free fields about business trips/trainings announcements. Now I can choose from options which in reality are not true.

The navigation structure must be updated to be more user-friendly. To be able to find documents, a search function should be added. The exterior I would change to the same style as the new internet sites, the importance of image!

I can't really say, but you don't always know under which heading specific information can be found. Could there be a keyword search?

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
6(15)

Work safety link should be lifted to be a main link.

More normal... thus consistent with also generally used link lists. Less and bigger contexts under which more links.

For example absence, vacation, sick etc. announcements should be their own part, not under part FORMS. Now I must look for them. To anything else I don't speak up because I

don't use during 2010-2013 other parts than my absence in the WEB-save. I would use intra with pleasure, if my employer would granted me usage rights. I would need intra in my work as project manager and is useful.

I have used so little I can't say.

Very difficult to find what you're looking for. Division clearer.

Menus would open up so the choice would be easier to change and return to previous.

Human resource management forms difficult to find.

The tree structure of the left hand side should also have the secondary levels be visible. Also if you access some document, the tree structure would remain open.

The front page feels full, the front page to have only large entities and frequently used links for example to be easy to open for payroll.

Intra is unclear and very old fashioned by its visual outlook. Basically I have found all important information and links have been working, but the general user friendliness of the intranet is lousy and the visual outlook, as mentioned, terrifying. In my opinion intra should aim to be a knowledge bank, the use of which is pleasant, effective and easy – so, that you would visit there in other cases, not just when you really have to. I would want there to also be clearly better and more centralized knowledge package about human

OPEN-ENDED QUESTIONNAIRE ANSWERS

Appendix 3
7(15)

resources. The knowledge package could be aimed to both employees and managers. The managed knowledge package should provide help in for example recruitment process, search announcements etc. things, which should be in line in the whole city.

Links to be displayed more clearly. Style and layout according to new home site.

Finding information is a random search; open menu, open secondary menu, open target – not this one, open another target – not this one etc.

Secondary links “fade” when accessing a page. Could they remain open?

For example travel payment or other is often in search. I don't always remember under which part they can be found, however it is easy to try.

For example forms in one place, directions for example in another etc. Now all are mixed where ever. Visual outlook in itself is ok.

Information should be found more clearly. While at work I often don't have time to look for information behind loops.

Visual outlook is old fashioned and heavy. Link menus always close when you switch places (look for something). Information is difficult to find, the logic of intranet does not compute in my head. Possibility to search should be added.

Links in an alphabetical order. The picture on the front page doesn't need to be so large, the picture towards the right to replace the current news in short box and the news to replace the picture where they are immediately readable.

Clearer, I can't immediately think under which page certain information can be found. Might remain unfound and I have to ask someone else where the information was. So the page should be clarified to facilitate the search for information.

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Headers clearer, for example work safety on its own, directions on its own, all forms should be at the same, I can't find anything there, except flea market items and they don't matter that much. Search headers to both edges.

More clarification to the exterior

It needs more accurate "contents" it is difficult for user to know, behind which upper header you can find what. The former "lobby" was easier to use.

Clearer. Finding information is difficult. Present more clearly what can be found and where? The updates on the ball?

Some sort of direction that would tell, what can be found where, now often it demands “adventuring” and searching that where the things was. Or then you could make to the “search” part a search that finds what you are looking for.

Why aren’t national holidays visible in the calendar, thus for example Easter, Midsummer etc., when they are not on a set date.

It should be easier and clearer to find for example under what you can find what etc.
The visual outlook is old fashioned.

EXPRESS YOUR WISHES REGARDING THE CONTENTS

The search for information to be made easier!

The content should be clear and easy to read.

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The contents should be made genuinely intra, so there should be all City announcements to the staff. Now for example the announcement on the municipal division report is completely left undone. Also the areas of execution can use intra to their own informing.

The content is good in my opinion. As an employee I am interested in all human resources related businesses and how I can impact on them and their changes (in advance).

Why are there no instructions for adding attachments to intra? The only instruction related to the subject I found was the one in which they encouraged to save filed in pdf-form. Very nice advice, but what about adding the file? I myself don’t know how to use this old

fashioned system. There is lots of knowledge in Intra but it's difficult to find. Announcements-part could be rationalized quite much. Links and texts mixed up, messy.

Useful if I were familiarized with the use.

Already the earlier aim should be carried out in other words build links to different operational systems. Intra would function as a desktop from where each user could access to other information systems and most common office tool programs in his or her use. Also access to both common business and pages to other branches of business (increases the recognizability of organizations), since the above mentioned are always public documents and information.

There is lots of content if it were easier to find.

Clearer, easy to read, essential business that impact on the city employees, news, available jobs, interior places... etc., for example intra bulletins.

If all sections were up to date, it would work marvelously. For example work safety update (spring 2010) was really old. Clarity to the headings and subheadings. Guidance always under heading, not here and there mixed up.

OPEN-ENDED QUESTIONNAIRE ANSWERS

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Sales announcements etc. could be left out.

Sometimes it causes trouble and searching to find what business is under which header. Hum. resources and payrolls could be combined in forms. There are problems from which the right form can be found and causes unnecessary search.

Clarity. Adjustment of links (for example payroll/human resource etc are in my opinion extremely unclear). It should serve everyone better, at the moment I feel like all the information has just been splashed around in there without any further thought.

More up-to-date information and news. It could be considered to arrange a light online magazine for the city employees for example 4 times a year.

Link division clearer.

You do not have to invent the wheel again. Improve the menu, remove the old information, headings made more descriptive and date of inception on the title, information about updates is lousy.

Intra is a tool so it should be simple and clear.

There is lots of information if it could just be found.

Pages that are in the intra could have content. At least there has been empty pages/links. Pages can also have something on them, but not specifically the information you are looking for.

Training articles are not up to date!

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I think the usage of intranet is too limited to my own department. For example social service announcement Tietosykäys could be readable by other departments because there can be the kind of information that would be good for others to know. At least work safety department feels that to be able to function in the advantage of all employees, the license to use only the development and funding department intra pages is not enough. For example work safety is invited to Laajennettu Kehrä but the memo of it is only readable in the intranet of social services.

Clearer and up to date. The whole intra seems old fashioned.

If the system is not bugging and you know where to look for information, the articles can be found relatively easily and you save time. Could for example the city management

decisions paragraphs have a header about what the paragraph was all about so I do not have to take a look at dynastia at the same time? This includes also other decisions which are added to the intra for the staff.

Things should be able to be found more easily. On your first time of using, it is very difficult to find anything. Behind too many loops.

It should be more easily searched and to read.

The content is OK, I do not know what more to wish.

Search word-section would be good.

Because I use so very little, I have trouble answering the above truthfully.

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IDEAS FOR RE-DEVELOPMENT AND EXECUTION OF INTRA

Clarity, better visual outlook, up-to-date.

Should be also accessible from your home computer; Lots of things which you do not have time to focus on during working hours.

Important and current news to the Intra front page.

Profit centre-based directories are useless. Form in which written information cannot be saved is very clumsy.

Must be clearer!

The option to search. Clearer link names about the content. The content should remain open in the list, so you know where you are and where you were earlier.

Clarity please!

Content should be structured more clearly under the headers. The information in there is very useful and advantageous, but at times very difficult to find. Users who are not used won't necessarily find what they are looking for, resulting to the usage of intra to remain of very little use in the future.

Unnecessary obstacles from log in should be removed. When logging in to email in the morning the intranet could send a message about the "treats" added there the previous day. I would have to go to intra to look at a year old articles.

Kemi City website is on the whole boring and has been put to practice with old-fashioned software. The content of intra is businesslike, but the exterior could be refreshed.

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Get a proper website building software, which updates different links automatically and builds a clear architecture for the intra. Rethink all headers and their sub-headers.

Kemi intra feels to be just an introduction forum to official business, in many ways Kemi city "orientation folder", because the information that can be found there is quite static apart from the flea market. Genuine conversation is missing, communication between the employees and the employers and the developing together. Intranet could also be the common meeting platform for the staff where for example the shop stewards, managers, work health employees, work safety and basic employees could express ideas for development, in the form of blogs for example. These could be commented on by the other members of the staff. (This could happen in the internet where all members of the community can access to discuss the articles.) The most wonderful thing would be, if many

employee-focused services could be done in the intranet even in a way that the intranet would have links to the services. (forms, absence, travel payments etc.)

Intra cannot replace the department division list in any way. The forum and the calendar are completely useless. I myself would change the whole system to more modern.

Simplified language.

Clearer and not hidden behind passwords.

Pay attention to the large group of employees who can barely ever access a computer not to mention that they knew how to navigate on the sites.

For example: forms to request for a vacation are used very much, should be a clearer and easier way to put it, there are users who do not use a computer at their work and therefore daily. Thinking about them easier as in general. Some information when you look for you don't know under which link the information can be found.

Simpler, when everyone can't handle the computer,-technology!

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There should be an option to search with a keyword.

The content production should be paid attention to so intra would also service the people who rarely use it. The red thread of the structure has gone missing. Sub navigations do not return to main navigation. Document warehouse should have a logical structure. The content production should be instructed in scattered administration.

Clarity, articles easier find.

Headers should be the kind, that they describe the content. Current valid instructions should be easily found and captioned.

The use of intra should be possible to all people working under the city sub ordinance, I do not refer to myself but for example home service/daycare people can rarely access a computer. For example work welfare etc. related queries should be easy to conduct in the intranet but when it is not relatively easy to access for all employees, the queries become unfair. Mainly the so-called ordinary workers are that group.

Intra should be clarified, when you look for a certain form only the tenth is the right one. Visual outlook of the pages should be more colorful.

The names of the link more clear, the kind that from the header you can already tell what is under the link. Things would be categorized according to the link header, not by the department etc. Human resource business under human resources etc.

Clearer.

It could be clarified even further, however I can't suggest anything right now.

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I haven't really added much information to intra myself but other users have said that adding information there is too much work. To be easily usable is important. For example sharing team memos would be easy in the intranet, but using it is difficult I have heard.

At my workplace many people mix their username and password to the ones they use in the WEB-save. Many people probably do not use, because they can't remember the password and they are not available in the work station.

There are many types of intranet that can be found from Finland from the use of companies and cities/states. Should there be a reason to familiarize oneself with different intra systems and try to find out where and what kind of intra is deemed to be good and functional among the users.

Log in should be made clearer so that it could be used at least at work, read minutes and announcements.