Self-leadership of Skilled Manual Em-
ployees at Vip Juicemaker Oy

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Abstract

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Abstract

Whereas the automation and Intellectualization of production have been applied in modern industry increasingly, the manual workers with adept skills play an indispensable role within production activities of manufacturing industries.

The aim of this study is to sort out the current situation of self-leadership skills at Vip Juicemaker Oy with a concentration on its skilled manual workers. The focus should be interesting and meaningful due to the qualitative analysis of such a minority group in human resources study. In particular, the suggestion generated from the final result of the qualitative analysis on the current situation of self-leadership among skilled manual workers at Vip Juicemaker Oy could have a positive impact on the productivity of its operation.

The thesis is started with a theoretical part to clarify the entity of self-leadership and a qualitative analysis is conducted in the practical part to discover the current self-leadership skills of skilled manual workers at Vip Juicemaker Oy. At length, the first part is covered with theories to explain what the entity of self-leadership entails and why it is important for us to stress it. This part examines concept, significance and different conditions of self-leadership.

The second part is a qualitative analysis conducted to figure out the current situation of self-leaderships at our client company. Eight interviews are made with three senior managers and five skilled manual employees by questioning them the opinions and mindset towards self-leadership.

Keywords
Self-leadership, production activity, time management, skilled employee, self-direction

CONTENTS

1   INTRODUCTION

Whereas the automation of production process has been applied in modern industry increasingly, the manual workers with adept skills play an irreplaceable role within production process in manufacturing industries. Skilled manual workers are not related to servicemen or mechanic; they are qualified skilled workers who are highly trained by occupational schools or employed companies to run and control machineries well and carry corresponding responsibilities of their job.

As it is known to all, majority researchers concentrate on mental workers, including mental worker's health development, salary and compensation. Particularly after the first industrial revolution, people with intellectual inspiration gain higher social status than manual labor. Furthermore, people nowadays hold an attitude that a white-collar job is more decent than manual labor. And the salary for mental workers is generally higher than manual worker. Therefore, manual labor still has a great demand in the job market. Our common sense shows that manual workers are prevalent in service or maintenance fields. Skilled manual workers make the remarkable contribution to our society.

Furthermore, manual workers exert a vital influence on production activities in manufacturing industries. They are the irreplaceable working force that applies mental workers' ideas into practice. Almost all the production activities are implemented by them. After all, manual workers regard as the foundation of manufacturing industries. Nowadays, technological progress is constantly raising the level of skills demanded for the types of work done by manual workers. Apparently, the production process cannot be operated effectively without the adept manipulation of manual workers. This strong dependence can be easily recognized, in particular, at small and medium-size factories, where the assembly lines and machines largely rely on the skilled manipulation of manual workers.

The emergency of a study on self-leadership of manual workers can be especially beneficial to our case company. Since two-thirds employees at Vip Juicemaker Oy are manual workers who handle the main production activities every day. A sufficient self-management for them could be utilized to motivate their productivity, and optimize the structure of company's human resources.

On account of such important role of skilled manual workers, we precisely emphasize a study of self-leadership among them to not only help themselves but also managers improve the productivity. By setting the concentration on skilled manual workers, we sufficiently apply the theory of self-leadership into practical analysis of employees at our client company-Vip Juicemaker Oy. In particular, the suggestion generated from final result of a qualitative research on current situation of self-leadership among skilled manual workers at Vip Juicemaker Oy could have a positive impact on the productivity of its operation.

The thesis is started with a theoretical part to clarify the fact of self-leadership and a qualitative research is conducted in the practical part to discover the current self-leadership level of skilled manual workers at Vip Juicemaker Oy.

At length, the theoretical part is covered with theories to explain what the fact of self-leadership is and why it is significant for us to stress it. This part contains concept, importance and various conditions of self-leadership.

The practical part is a qualitative research conducted to sort out the current situation of self-leadership at our client company. Eight interviews are made with three senior managers and five skilled manual employees by questioning them the opinions and mindset towards self-leadership. Moreover, a discussion chapter is summarized to describe process of our research as well as the defects for promoting.

In general, a series of influential elements contained in self-leadership are discussed, meanwhile, a concentration of the following questions is considered as the objective of this research.

• From the perspective of managers, how is the situation of employees in the field of self-leadership at Vip Juicemaker Oy?
• What is the general status of well-being on basis of self-leadership among manual workers at Vip Juicemaker Oy?
• Are they capable of the potential for growth of their self-leadership?

2   DEFINITION AND OVERVIEW

This thesis is developed as a tool to inform the situation of self-leadership in general. There is clearly a need to establish the main leadership challenges facing human resource management for Small and medium-sized manufacture industries and to better understand the situation of various employees.

However, it is also evident that data on self-leadership should be complemented by information from another perspective, where theoretical foundations should be concentrated on. This viewpoint is significant to assess the self-leadership models, which emphasizes the level of self-regulation, social cognitive, intrinsic motivation and self–control.

2.1   Concept of Self-leadership

Sydänmaanlakka (2007) suggests that an intelligent self-leadership is a process of influence and learning, directed at ourselves in which the body, mind feelings and values are guided through self-reflection. An intelligent self-leadership aims at developing our awareness in an extensive, practical and profound way and at total wellness.

Additionally, self-leadership means developing one's consciousness in a deep, extensive and concrete way. This ability has been regarded increasingly as a powerful impact on management and business operation, which is supposed to be studies carefully for us in an ingenious perspective.

2.2   Theoretical Foundations

Self-leadership theory is comprised of a set of strategies which are useful in leading oneself to greater personal effectiveness. Many of self-leadership strategies are based on established theories of motivation, social cognitive, self-control and self-regulation.

Self-regulatory systems play a significant role in causal processes. People have beliefs in what they are able to do, then they anticipate the probably consequences of prospective actions. They set objectives and make effort to gain desired outcomes. In general, people motivate themselves and guide their actions in an anticipatory proac-

tive way. As the definition indicated, enhancing effective self-regulation requires a clear standard. It cannot be ambiguous or uncertain standards; otherwise the self-regulation would confront a difficulty. According to Higgins (1987) research, different standards can alter emotional reactions and behavioral processes, and it may results in various consequences. As all personal standards, it usually emphasizes on level, explicitness, proximity and generality. When it comes to referential performances, standard norms, social comparison, self-comparison, and collective comparison are paid more attention to. Additionally, the self-regulation standard also concerns to valuation of activity which bears valued, neutral, and devalued traits. The personal and external factors should be considered when mentioned performance determinants.

Social cognitive theory refers to a psychological model of behavior that emerged primarily from the essay of Bandura (1991). It explains how people acquire and maintain certain behavioral patterns, while also providing the basis for intervention strategies (Bandura 1989). Social Cognitive Theory integrates large amount of discrete concepts. Social Cognitive Theory includes three core concepts, namely observational learning, outcome expectation, self-efficacy, and goal setting, which are based on the analysis of environment, people and behavior. Outcome expectancy is individual's estimate that a certain behavior will produce a consequence, and individuals with positive outcome expectations are expected to have strong self-efficacy beliefs (Landry 2003). People's beliefs about their capabilities locate the central place among the mechanisms of personal agency (Bandura 1991). It reflects individuals' beliefs about whether they can achieve a given level of successful at a particular task (Bandura 1997). The choices that people make are strongly affected by their beliefs in self-efficacy. Additionally, higher levels of perceived self-efficacy have been associated with persistence, emotional states, personal standards, and with more effective strategy use (Pajares 1996). Goal setting is hypothesized to be a significant process which impact motivation (Schunk 1991). From Peter Drucker's (1986) point of view, setting goals is prior to setting job; therefore, the missions and duties must be transferred into solid objectives. Goals reflect cognitive statements of anticipated. Envisioning the future, identifying expected outcomes, generating action plans are all required clearly goals setting. Eventually, goals are an important prerequisite for self-regulation, which provides individuals an objective to achieve. And goals allow employees to see work progress.

From the aspect of current situation of manual workers, minority of them do not show solicitude for improvement of working performance, but the majority pay attention to self-development. Particularly for the new comers and ambitious employees, knowing

how to improve self-leadership is essential for their development. They are acquainted with the importance of having high expectation and setting clear goals. However, most of the manual workers with long working age in small and medium-sized enterprises such as Vip Juicemaker Oy are habituated to regular job contents, and they have decreasing motivation and initiative. Hence, motivating their social cognition is constructive for self-enhancement and self-leadership.

Intrinsic motivation defines motivation that derives from internal an individual rather than from external stimulation. In the organizational climate of fierce competition, employees particularly need intrinsic motivation to complete work. Besides, intrinsic motivation exists in the relation between individuals and activities (Ryan and Deci 2000). Several individuals are motivated for some activities or particular task. In small and medium-sized enterprises, the competition among employees may not as fierce as in large organizations. Hence, intrinsic motivation is further imperative for those employees in small and medium-sized enterprises. High level intrinsic motivation may result in excellent and innovative individual work. People are best motivated when they are working toward personally meaningful goals whose attainment requires activity at a continuously optimal level of difficulty. Thus, employees should set personally meaningful goals and give performance feedback. When it comes to controlling, individuals need to have a basic tendency to control what happen to them. Moreover, having beliefs in their work may lead to powerful effect which is essential to employees. Despite challenge and control, competition and cooperation take a vital place as well in intrinsic motivation. Individuals feel satisfied by comparing their performance favorably to others and helping others achieve their goals. Accordingly, competition and cooperation occur naturally. To diverse people, either competition or cooperation is more important. Cooperation requires and develops interpersonal skills. However, competition sometimes reduces the employee's incentive to help others. Ultimately, employees are motivated when other person recognize and appreciate their accomplishments. Recognition differs from competition, and it is not involved in a comparison of performance with others, but it requires that process or results of working are visible and accessible.

Self-control refers to personal regulation of goal-directed behavior or performance, which provides opportunities for self-monitoring, goal setting, problem solving, and self-reward. Self-control indicates the ability to control behaviors and reactions. Trying to identify the emotions of being short of control and recognize the thoughts and beliefs lead people to behave in uncontrolled manner, which is an effective way to improve self-control. On condition that individuals make efforts to developing and

strengthening their willpower and self-discipline through certain exercises, their self control will be improved considerably. Considering the situation of Vip Juicemaker Oy, the environment at the company is relaxing and the human resource management is uncritical. These factors make self-control of manual workers more significant. Self-control not only concerns their behaviors at work, but also includes their health management. Manual workers' habits of eating, smoking and exercising are all relevant to their development.

2.3 Relations between Self-leadership and Personality

According to Houghton (2000), the self-leadership dimensions consist of behavior-focused strategies, natural reward strategies, and constructive thought strategies. However, the personality dimensions are made up of extraversion, emotional stability, and conscientiousness. The results of his study indicated that the self-leadership dimensions are distinct from the specified personality traits. Williams (1997) has asserted that a variety of personality traits are probably to be associated with self-leadership skills in meaningful way. Besides, he proposed positive relationship between self-leadership skills and extraversion, emotional stability, conscientiousness, general self-efficacy, internal focus of control, and self-monitoring.

Various personality styles lead to different leadership styles. As for employees, being aware of the personality traits they have is beneficial for them to make better decisions and distinguish the most suitable types of leadership. According to International Personality Item Pool (IPIP-NEO) Test, individual's personality can be divided into five domains, and it measures normal differences in personality (Graziadio Business Review 2001).

Extraversion
- Friendliness
- Gregariousness
- Activity Level

Agreeableness
- Trust
- Altruism
- Cooperation

Conscientiousness
- Self-Efficacy
- Achievement
- Cautiousness

Neuroticism
- Self-Consciousness

Openness to Experience
- Adventurousness
- Liberalism

FIGURE 1. Five Domains of IPIP-NEO Personality Test (IPIP-NEO 2011).

In line with the five domains of IPIP-NEO Personality Test, the elements in it are closely related to the elements of self-leadership. The extraversion and agreeableness indicate the social and professional conditions of employee's self-leadership, and the conscientiousness, openness to experience, and neuroticism are associated with the mental condition. This personality assessment allows employees to evaluate their own characteristics and find strengths and weaknesses, which is beneficial to self-regulation and self-assessment. Employees with optimistic characteristics are more possible to gain high level of self-leadership. It's easier for them to be motivated and acquire job satisfaction. Furthermore, they are usually more self-confident in their works.

Self-leadership theory comprises five conditions comprehensively, which respectively are professional, physical, mental, social and spiritual condition. The entire models are associated with employees' personality. Employees' personalities have strong impact on their working patterns and social behavior, which contribute to employees' work outcomes. The relationship between personality and self-leadership can be reflected in the management of manual workers at Vip Juicemaker Oy. Approximately two-thirds employees at the company are manual workers, and they have different

backgrounds and personalities. Knowing the various personalities of them and leading them to the correct way could be the key element of improving their self-leadership.

2.4 Importance of Skilled workers

Manual work can be found mainly in the industrial, construction and agricultural sectors. Certain work in the service sector is classed in part as manual work (e.g. nursing and cleaning work). The role of manual work, especially in the industrial and construction sectors still plays important; this relates to occupations such as textile workers, craft workers in the building trades, metalworkers, tailors, manual work in the nursing and care sector and the cleaning sector. There is a shortage of highly skilled manual workers, because techniques of operating production process need to be updated all along.

Compared to other type of workers, skilled workers have several advantages. Firstly, they have favorable education background and skilled specialties, which lead to a strong consciousness of responsibility and creativity. Secondly, they have intense willingness and confidence to realize self-value. Skilled employees tend to pursue satisfaction and sense of achievement. In addition, they possess high starting point, so skilled employees are easier to gain high salary and position than other type employees. Moreover, skilled employees are relatively more concentrated than others. They don't have to deal with office trifles. Accordingly, skilled employees are central power in controlling machineries in manufacturing factories.

A negative or tense atmosphere in a manufacturing industry might be a depressed impact for employees to work there. On the contrary, Torrence (2006) states that happy employees make faithful employees and faithful employees are a fundamental part of excellent operation of a factory. Besides, happy employees welcome new and challenging responsibilities. That is why we pursue a good self-leadership to improve employees' happiness, especially skilled employees who take charge of vital producing function.

Skilled employees are one of manufacturing industry's greatest assets. What they say about factory, how they act in the workplace, and how happy they are in their roles all impact on their factory's brand, image, levels of service and eventually its customers' satisfaction.

On condition that uniqueness of each individual can be respected and clarified in their employment, they could be more productive, dependable and trustworthy. Furthermore, the diversity that each person's special talents bring to the business should also be addressed. A better understanding of self-leadership theory reminds employer to encourage a continual learning process for their employees and provides them a friendly environment for them to heighten their ability of self-leadership by their own. On the other hand, the consummate working skill owned by skilled workers is significant for personal development.

Consummate skills may not seem important to some of service sectors, such as consulting company, hotel, and travel agency and so on. However, a lack of consummate skill may result in ineffective outcomes when it comes to completing skilled employees' own daily tasks.

Consummate skills contain certain assignments such as the ability to properly operate a production streamline, efficiently use the various machine software programs that are required in employees' particular working duties, and handle other electronic equipments that may pertain to their job function. These skills are especially important for employees who take charge of duties in skilled function, as they are often responsible for fluent and efficient production process.

Consummate skills are essential to effective self-leadership. It is impossible to judge individual self-leadership if employees don't know how to effectively complete a skilled task. Employees' refusal to improve techniques of being capable of completing their duties will leave their boss questioning their knowledge and skill for their jobs.

Employees who hold solid consummate skills address them a strong advantage in pursuit of a better job. Whether people are employed or self-employed, strong consummate skills allow them to leverage technology to the hilt, and that leverage pays. The better people understand the technology they use, the more benefits they can efficiently extract from it. Apart from accessing information efficiently, people also feel more confident and comfortable with technology while implementing their tasks. As employees develop their consummate skills, they will feel more comfortable with all forms of technology. This will encourage them to branch out and leverage technology even more. The more skilled experience employees gain, the faster they will adapt to new technology. They may fall behind the curve at some point, but they will quickly catch up with a few days' research, and this kind of ability is what we discuss in a

following chapter about one of five models which are key factors to constitute peo-
ple's self-leadership.

3 MAJOR INFLUENTIAL FACTORS OF SELF-LEADERSHIP

3.1 Time Management

Time management can be focused as a key factor of owning a good self-leadership. Managing time efficiently is a vital issue most of us face in our daily life, especially for fulltime employees at factories who deal with a great deal of skilled tasks. Skilled employees who suffer from a disordered time planning could unfortunately produce the result of work not as managers expected; On the contrary, skilled workers benefit deeply from planning time in sequence of importance while working for their tasks. They once focus on a task and complete it before starting something else; they have higher chances of getting a better return. Managing time is critical for skilled workers in order to reach their goals of being a good self-leader.

3.1.1 Quadrant Time Management System

Managing time efficiently means a scientific method of using time, which can be introduced and understood logically. A quadrant time management system is the point which is suitable for arranging things or tasks in logical sequence in order to achieve goals users expected. This time management system is based on and modified from (Covey 2010) Covey's time management matrix.

A quadrant time management system is summed up by categorizing the level of importance and urgency. This system is designed, in particular, for people who work in manufacturing industries. The tasks arranged in system are similar with what people do in their jobs in factory. This system contains 4 quadrants, representing 4 levels of importance and urgency, which have to be managed consecutively.
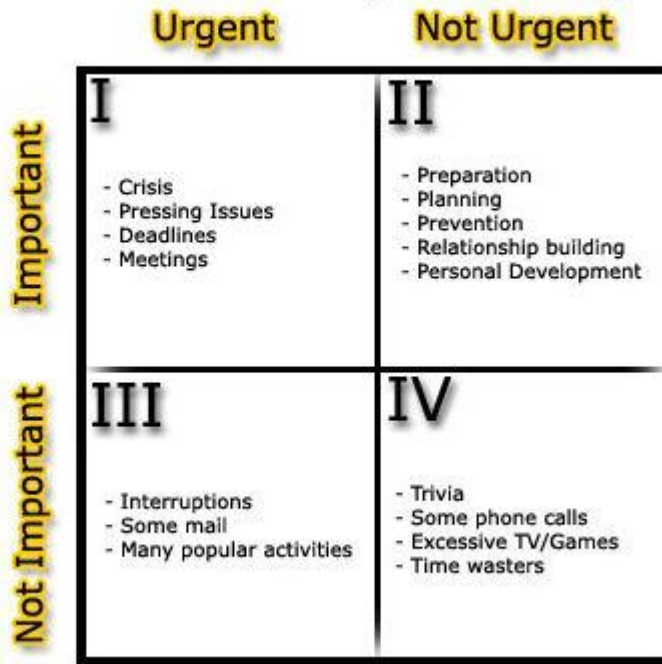
4 Quadrant Time Management System

FIGURE 2. Four Quadrant Time Management System (modified from Covey 2010)

As we can see in the figure above, quadrant 1 represents tasks that are important and urgent to do. In quadrant 2, tasks in the table that are important but not urgent. Quadrant 3 means urgent but not important tasks and finally in quadrant 4, there are tasks not important and not urgent, which we are able to manage them later than things in quadrant 1, 2 and 3.

Quadrant 1

Important tasks that need to get done are things valuable and worthy, which influence people's work deeply. A meeting for assigning individuals' task in each week or duties in each working shift is one example that can be counted in quadrant 1 as an important task. Urgent things are time sensitive, which need to be acted quickly. One example can be categorized under quadrant 1 is the deadline that employees have to meet for completing certain duties punctually. It is important to distinguish between them; otherwise tasks will be categorizing incorrectly as a result of wasting time.

Quadrant 2

Tasks of dealing with Family, relationships, body exercise are counted in quadrant 2. These tasks are important but not urgent. Quadrant 2 is extremely important because

if you cannot keep up with it, things will start shifting to quadrant 1 which we should avoid at all cost. For example: If I a employee have a performance test supervised by production managers in 2 weeks later, then it is in quadrant 2 because the test is important but not urgent since that employee has 2 weeks in hand to prepare for it. However, if that employee is quite lazy or failed to manage time efficiently to waste the 13 days of two weeks for doing nothing and start studying just 1 day before his performance test, and then this case is transferred to be urgent and also important. Being well-prepared to manage quadrant 2, people can be waived to worry much about their time.

Quadrant 3

People surely receive calls or mails every day. Although some phone calls can be important such as emergency calls, most of them may not so important but need to respond quickly. Other tasks from work, such as interruptions, distractions, can be categorized in quadrant 3. Tasks contained in this quadrant do affect your life deeply if you do not respond quickly or ignore them in a long time.

Quadrant 4

In quadrant 4, actually there is no task which is important or urgent to do, that is to say, only wasters are put in this quadrant, such as playing video games for hours , watching ton of movies overnight after work, day dreaming etc. In a work, anything that doesn't improve people or things that don't influence people's lifestyle in a positive way can be counted in this quadrant. It is not wise to waste time for doing anything in this quadrant while working.

3.1.2　Work-life Balance

Balancing workplace pressures with life responsibilities can be an applied example of managing time. The term "life" in this thesis means anything but work, it could represent family, social activities or other private issues. The term "work" simply means what people do in daily life to earn money to support their personal and family life. There should not be a ranking between life and work, both of them are same important for people. That is to say, we have a powerful reason to realize both of them, to master the capability of keeping balance between them.

In order to balance work and life, we must know how to manage time so that we can accomplish more working tasks. This ability of keeping a balance helps employees not only fulfill job duties in time, but also helps them to avoid being distracted by family issues while working. Time management in work is useful for employees to know what their tasks are for each day, to organize those tasks depend on their priority level. A balance between employees' private life and work results in a concentration on each side, which helps them avoid multitasking that may lead to miss look on job tasks and repetition of a same task.

Hawkins (2010) presents ten principles to get reach to a healthy life-work balance. He presents that setting goals should be the first thing to do, people should be clear what they want their life and work actually look like. People get easier in jobs while focusing on the important issues. For those activities people must do themselves, they need to find ways to be as efficient as they can. He also stresses that maintain some white space on people's calendar is as important as working hard. Sometimes people have to take a break to carve out some time for reflection. The best ideas may come to us in the shower that is more fact than fiction. When relaxed, our brain is free to unleash its power.

With today's pressures of work and other priorities, work-life balance can be difficult for people. Parker (2011) also addresses his perspectives toward methods of being balance life-work. He believes that people need to learn the importance of pacing to maximize their effectiveness of working. The same rules apply in life when we try to be successful in our efforts at work-life balance. We have to avoid being a workaholic, to take care of our health and wellness. Sometimes, the things that suffer in our busy lives have to do with our own personal health. Fast food, while a convenient time saver, can lead to weight and health problems. Managing our personal health is essential to balancing work and life. Life tends to get pretty complex, especially for people who try to balance so many demands. We need to simplify our lives and to make more time for the things that were really important to us. Another key principle of taking care of work-life balance from Parker (2011) is to spend as much time as possible with family members. A short break with family members may lay a relaxation from working pressure and results in a healthy balance between work and the rest of life.

3.2   Conditions of Self-leadership

Self-leadership models consist of five fields, namely physical, mind, social, spiritual and professional conditions, which respect concerning body, mind, feelings, values and work. These five distinct models are associated with various facets in employee's life and work.
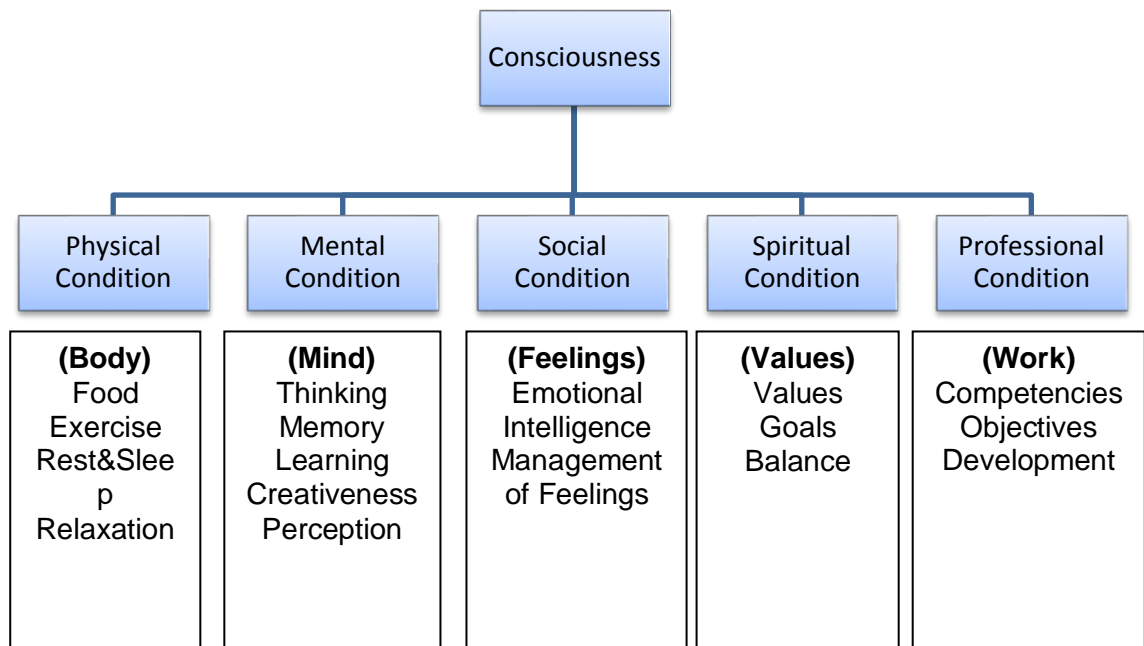
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│  (Body)  │ │  (Mind)  │ │(Feelings)│ │ (Values) │ │  (Work)  │
│  Food    │ │ Thinking │ │Emotional │ │  Values  │ │Competencies│
│ Exercise │ │  Memory  │ │Intelligence││  Goals  │ │Objectives │
│Rest&Sleep│ │ Learning │ │Management│ │ Balance  │ │Development│
│Relaxation│ │Creativeness││of Feelings│           │           │
│          │ │Perception│ │          │ │          │ │          │
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FIGURE 3. The Self-Leadership Models (*Sydänmaanlakka 2007*)

3.2.1 Professional Condition

Work is an important part of human life, so professional condition plays an important role in self-leadership. It means employees have clear objectives and responsibilities. According to Sydänmaanlakka (2007), professional condition is also an ability to cope and advance in employee's career oath and an ability to strike a balance between work and other areas of life as best as they can. He asserts that work should be experienced as a vocation, without forgetting the significance of other aspects of life. Everyone should cease their activities and take time to ponder motivation and deeper significance of their work. (Sydänmaanlakka 2007)

At present, enterprises are facing more fierce and uncertain competition working environment. The structure of organizations cannot follow the speed of change in the environment. Consequently, the requirement of human resource management is become intensive. On the condition that employees are fully motivated, the effective-

ness and efficiency of enterprises can be improved. On one hand, implementing self-leadership management can satisfied employees' request of self-realization, which can enhance their enthusiasm and initiative for work. On the other hand, self-leadership management allows managers to discard daily routine, and dedicate themselves to strategy decision, organization communication and department coordination. Hence, self-leadership can strengthen an organization's resilience and creativity, and decrease the working expense.

From the aspect of individual development, self-leadership is constituted by behavior-focused strategy and cognitive strategy. Employees can make self-adjustment through self-assessment and self-discipline, and then they can terminate negative and ineffective behavior. Behavior-focused strategy is of great magnitude when coping with some unpleasant but important tasks. It requires employees to fulfill self-observation, goals setting, and self-reward/punish. Via completing these requirements, employees can make clear objective through self analysis, and improve their working behavior.

Attitude towards work is what counts. Seeing work as employees' mission means that they feel their work is important and they are committed to it. Even though the work contents of manual workers are simple and non-creative, a positive attitude will promote their performance. At some point they start to view their work as a career path along which they want to advance. When they get more and more experience they start to think about their work, their interested area and significant aspects. Thus, their work meaning and purpose gain loads of focus, which keep them motivated and enthusiastic. (Sydänmaanlakka 2007)

3.2.2 Physical Condition

Physical condition means physical fitness on total wellness. According to scientific evidence, the level of people's physical fitness is declining all the time. It is closely related to the concentration at work and the working efficiency. In accordance with FairfaxDigital (2003), manual workers possibly have the experience of poor health two decades before their white-collar counterparts. A survey made by the Institute for Fiscal Studies, University College London and the National Centre for Social Research claimed that the health and well-being of older people were strongly connected to their social position and fame. People in routine or manual occupational class households largely suffer from heart disease, respiratory illness, and mental health problems than those in professional or managerial class households. Meanwhile, The

English Longitudinal Study of Ageing has found the working classes showed indicatives of becoming old more quickly than their more privileged peers. Consequently, identifying and improving the current health condition of manual workers is considerable and imperative to develop their self-leadership.

	Employees in good health	Employees in poor health
Sick leave	Seldom	9 more days than healthy employees
Productivity	3 times more than unhealthy employees	Productivity is compromised
Energy	Energetic, more alert during work hours	Easy to get tired
Concentration on work	More concentrate	Making 60% more errors than healthy employees
Exercise	At least once a week	Infrequently or even never
Presenteeism	High	Lower than healthy employees

FIGURE 4. Comparison of employees in good health and poor health (result from our qualitative research)

According to table 1, it can be learnt that poor health condition of employees can lead to a greater drain on productivity, and they are unable to perform at full capacity when they are sick. In the perspective of manual workers, their health condition is directly related to productivity and efficiency of physical labour work. Generally speaking, employee's particularly manual worker's physical condition is closely associated with working performance and efficiency. To facilitate manual workers' productivity and enhance self-leadership, initially, employees should have body-awareness and care about themselves' physical fitness. Body-awareness consists of 4 main aspects, which are respectively arranged intelligent exercise, healthy nutrition, adequate rest and deep relaxation.

Physical fitness correlates very clearly with having energy at work, being efficient and being well. According to scientists, lack of exercise is as dangerous as smoking. There are unlikely to be any sensible explanations to why individuals do not exercise. However, exercise has to be pleasurable and varied. Building exercise into the daily routine and exercise in the correct way allow employees reach their optimum level of

fitness. Moreover, exercise regularly and make it their way of life can not only exercise the body, but also refresh and relax the mind, the feelings and the soul. Intelligent exercise combines physical exertion with the mind, feelings and values, which comprising five areas: good endurance, control of movements and balance, muscular strength and muscular endurance, mobility of joints, fitness of the body's support and mobility system, and healthy weight and waistline. These areas need systematic improvement and follow-up. (Sydänmaanlakka 2007, 98-104)

Healthy nutrition emphasizes on healthy eating habit and calories taming. Healthy eating is the foundation of well-being. Employees should attach importance to nutrition of food, not flavor of food. Full-corn products, vegetables, low-fat yogurt, fish are always the superior choice. Generally, the main problem in nutrition is the imbalance between energy intake and energy consumption, which manifests itself as the continuing increase of obesity (Sydänmaanlakka 2007, 115). Accordingly, employees need pay attention to find a balance between energy intake and energy consumption, and eat regularly at reasonable time.

When it terms to good rest and adequate sleep, it takes a significant essential place in employee's well-being. Only get sufficient rest, can the employees improve the level of self-leadership ability and work efficiency. As to deep relaxation, it concerns stress tolerance. Working in a competitive environment, employees endures the pressure from employers and themselves. Normally stress is regarded as something negative. It is necessary for each employees to figure out their relax methods, such as doing sports and listening to music. Nevertheless, stress also can be transformed into motivation on condition that employees are directed correctly, and then they will dedicate more energy into their work.

In line with 4 main facets of body awareness, employees need to develop decent eating habits and healthy life style. Doing exercise regularly is an essential fraction of healthy condition. In addition, getting adequate rest and coping with pressure wisely provide employees an opportunity to enhance their self-leadership ability. After employees possessing good physical conditions, they can concentrate on self-leadership and dedicate more enthusiasm to work.

3.2.3   Mental Condition

Mental condition consists of perception, memory, learning, thought and creativeness. Employees need to be creative and innovative at work. Finding peace of mind is one

of the most important objectives of the human being (Sydänmaanlakka 2007, 131). The main factors concerning mental condition are employee's creative thinking and learning ability. In line with statement of Sydänmaanlakka (2007), intelligence comprises of abstract thinking and deduction, ability to solve problems, ability to gather information, memory, and adaptability to one's environment, speed of thought, linguistic competence, mathematical competence, general knowledge, creativity, goal-orientated disposition and motivation to perform. Thus, employee with well self-leadership needs to have this mental intelligence.

Individual's mental health will contribute to courage and motivation, and people's mode of thinking plays a leading role in the subconscious which can determine individual's choice and behavior. As for creativity, Sydänmaanlakka (2007) asserts that new and insightful thinking is perceived as creative thinking. Questioning and continuous wondering are the basis of creativity. In order to enhance individuals' creativity, they have to be able to wonder and question conventional ways, which requires good self-confidence and belief in their abilities. Furthermore, a creative individual needs to be able to take risks and ready to accept the possibility of failure. Self-discipline and persistence are also the prerequisite of creativity. Creative thinking is an inevitable cognitive skill that suits any purpose as identified by one's own sense of moral and ethical behavior, along with one's emotional needs whether conscious or unconscious (Stevens 2000, 17). It requires employees to assess the situation and describe the nature of a problem first, and then they need to make decisions about appropriate steps to be taken.

The world and environment people live and work is changing every minute. New problems and new ideas are emerging continually. When it refers to employees, the ongoing change of environment attaches importance on course training, high-quality practice, and supervision from sophisticated employees. In addition, it is necessary for employees to recognize their lack of knowledge and filling the gaps in skills. Learning is a significant factor promoting individual's general well-being and the best way to maintain and improve quality of life.

3.2.4 Social Condition

Good social competence has an effect on human's wellbeing. It requires emotional intelligence which means to recognize, express and control one's feelings. Employees should be optimistic and able to solve difficulties. Coping with stress is also a significant part in social condition.

Cherry (2011) pointed that emotional intelligence (EI) means the ability to perceive, control and evaluate emotions, and other researchers as well suggest that emotional intelligence can be learned and strengthened. Sydänmaanlakka (2007) demonstrates that emotional intelligence consists of four attributes: self-awareness, self-management, social awareness and relationship management. Self-awareness indicates people recognize their own emotions and the affections on thoughts and behaviors. Individuals should be aware of their strengths and shortcomings, and have self-confidence. Self-management requires individuals to control their emotions and behaviors, and be optimistic. When it concerns social awareness, it suggests empathy, organizational awareness and service. As for relationship management, individuals should know how to develop and maintain good relationships and be able to resolve conflicts, as well as cooperate and lead a team.

The core factors in emotional intelligence are awareness of one's own feelings, empathy, ability to convince, sense of reality and control over impulses. Individuals with emotional intelligence should be acquainted with valuing self. Furthermore, the distinct part of them is that they have independence social responsibility and positive attitude. The ability to handle stress is also required to gain emotional intelligence. People think they are acting in a rational way when in fact their feelings are directing them to a great extent, and for this reason they must improve their emotional intelligence that they must identify, interpret and control their emotions (Sydänmaanlakka 2007, 204).

Additionally, employees including manual workers need to managing negative feelings and enhance positive feelings in order to gain self-leadership. Negative feelings not only affect work effect and efficiency, but also have an impact on human's health. With the intention of eliminate negative feelings, individuals can change their attitudes and share problems with others. To reinforce positive feelings, they should concentrate on enhance their enthusiasm and be content with their life.

3.2.5   Spiritual Condition

It means being conscious of one's values and principles and applying them in practice. Companies and individuals both need to define their values. Values are principles and standards that guide human's life, and it can help people get and stay motivated. Values provide individuals with a solid foundation that can help them live life to its fullest.

The understanding of values can be highlighted according to Dane (2012), it shows that understanding of values offers clarity as to who we are, what motivates us and what discourages or deters us. Moreover, knowing our values can offer insight into the nature of interpersonal relationships and enhance the ability of decision-making. When people realize the importance and priority of our values, we are able to understand ourselves, our relationships and our perception of the world at a whole new level.

Sydänmaanlakka (2007, 213) demonstrates that our needs shape our values. Along with Maslow's hierarchy of needs, it divided into spiritual, mental, social and physical needs. Internal needs which contain spirituality, own values and ideals, together with self-actualization, needs for growth are spiritual needs. Needs to do with feeling valued are mental values. It indicates the urge to be distinct and needed. The social needs consist of the need to belong and feel secure. Feeling of secure implies the continuity at work, in earning a living and in place to live. As to physical values, nutrition, rest, sexuality, health and physical fitness contribute to physiological basic needs.

Everyone should make efforts to lead a life in congruence with their values, not to mention employees. Identifying their own values plays an essential role in enhancing employee work satisfaction, motivation and performance. Likewise values have influence on employees' behavior on their jobs and attitudes towards difficulties. Employees who are committing to gain spiritual intelligence should search for a deeper purpose in life and have the ability to learn from adversity. Particularly in working area, seeing new situations with a positive attitude and have an independent thought will greatly benefit to achieve self-leadership.

4 QUALITATIVE RESEARCH: SELF-LEADERSHIP OF SKILLED MANUAL WORKERS AT VIP JUICEMAKER OY

The qualitative research on self-leadership of skilled employees, carried out to discover the level of self-leadership at Vip juicemaker Oy. This research represents a unique attempt to improve living and working conditions of skilled employees at Vip juicemaker Oy. With information gathered from eight interviews conducted with three senior managers and five ordinary skilled employees. Human resources managers and other interested groups from small and medium-sized companies will be beneficial from the updated discovery of self-leadership based on the qualitative research.

This practical part will be divided into 4 fractions. The objectives of qualitative research about Vip Juicemaker Oy will be presented primarily, which provides a brief clarification of the research. The second part will demonstrate the research methods that constitute by methodological foundation, case selection, data collection and data analysis. The third part will highlight the results of research which will be described in detail along with the interpretation of each interview. The results of research will also be presented together with the conclusion and discussion of self-leadership research. Despite the research analysis, the self-assessment of researchers will be stated in the end.

4.1 Objectives of Research

Employees' self-leadership to develop a balance between family life, personal commitments and working time has become central to the human resources management. In recent years, management interest in the employees' self-leadership has increased, reflecting growing concern about the challenges for the maintenance between work and life and the difficulties that employees face in raising enthusiasm towards their job that has been doing long time as well as caring for their job duties. In the face of ongoing problems within manufacture industries and European economic change, this research offers a timely insight into the overall quality of self-leadership at Vip juicemaker Oy.

The qualitative research will be discussing a series of factors contained in self-leadership, meanwhile, a concentration of the following questions is considered as objective of this research.

- From the perspective of managers, how is the situation of employees in the field of self-leadership at Vip Juicemaker Oy?
- What is the general status of well-being on basis of self-leadership among manual workers at Vip Juicemaker Oy?
- Are they capable of the potential for growth of their self-leadership?

4.2 Research Methods

There is a wide range of analyzing techniques, procedures or methods in qualitative research. The key in analyzing is comparing; searching for common features, similarities and differences from the collected data.

4.2.1 Methodological Foundation

Kvale (1996) states that the qualitative research interview seeks to describe the meanings of central themes in the life world of the subjects. The main task in interviewing is to understand the meaning of what the interviewees say. Seidel (1998) suggests that qualitative data research can be regarded as a process of noticing, collecting and thinking about interesting subjects.

As to the qualitative data analysis, the whole process is operated by three parts. Noticing things, collecting things, thinking about things are exerted as a circle to keep repeating to be iterative, recursive and holographic. The relationship among the three parts is not a simple linear but a consecutive operation to compare statistics effectively.

Methods of Analysis

A qualitative research should start from reading through all of the contents/transcriptions summarised from short notes of interviews. Pick the most interesting point and jot down some ideas as they come to mind. Tesch (1990) suggests that making a list of all topics and clustering together similar topics are important step to process the data analysis. Form these topics into columns that might be arrayed as major topics, unique topics, and leftovers. Abbreviate the topics as codes and write the codes next to the appropriate segments of the text.

Find the most descriptive wording for topics and turn them into categories. Look for reducing total list of categories by grouping topics that relate to each other. Perhaps

draw lines between existed categories to show interrelationships. Make a final decision on the abbreviation for each category and alphabetize these codes. Finally, assemble the data material belonging to each category in one place and perform a preliminary research.

Methods of Interview

When it refers to interviews, they are the main way to collect data in a qualitative research. Interviews are completed by the interviewer based on what the respondent says. They are a far more personal form of research than questionnaires.

McNamara (1999) indicates that interviews are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires, to further investigate their responses.

Unlike with mail surveys, the interviewer works directly with the respondent in the personal interview, the interviewer has the opportunity to probe or ask follow up questions if there are notable opinions or feelings during the interview.

Interviews are supposed to be generally easier for respondent, especially if what are sought are opinions or impressions. The interviewer who plays a dominated role in a face-to-face interview is considered a part of the measurement instrument and interviewer has to be well trained in how to respond to any contingency, and therefore it is important to organize in detail and rehearse the interviewing process before beginning the formal study.

4.2.2 Case Selection

The case company of our thesis is Refresco Scandinavia /VIP-Juicemaker Oy, which is a leading European bottler of soft drinks and fruit juices for retailers and A-brands. Our key competencies are the manufacture of an extensive range of product and packaging combinations and the co-development of new products. Reliability, quality, and cost price leadership are the guiding principles in our longstanding and successful relationships with customers. Refresco was founded in 2000 and now has production locations in 9 countries across Europe. Revenue amounted to EUR 1.5 billion in 2011 and the group employs around 3,000 people. The head office is in Rotterdam, the Netherlands. (Refresco Annual report 2011)

FIGURE 5. Production sites of Refresco in Europe (Refresco Annual Report 2011)

The Vip Juicemaker Oy, located in Kuopio, Finland is a part of Refresco Group. There are about 60 full-time employees who working for the company.

It is convenient for us to get reach to this company for conducting the research, one of two writers is currently working in the company as a full-time employee. The personnel in this company welcome to receive an open-minded conversation for a scientific purpose. Besides, the managers in the company are also zealous to offer us human resources information for our research.

4.2.3 Data Collection

The eight face-to-face interviews have been conducted for two weeks from May 7th to May 18th according to interviewees' schedule. Three interviews were respectively communicated with General Director, Human Resources Manager and Production Manager from Vip Juicemaker Oy. The rest of interviews were talked with five ordinary manual workers with technical background. The interview questions for manager level differ from questions for employee level, because of the different educational levels and familiar areas they have. The interviews with managers were organised in each managers' office, and interviews with workers carried out in employees' coffee

room during their coffee break. All the interviews were organised by face to face, and the answers were sketched as much as we can. A specific content of each interview have been summarised by us later in order to expediently implement the qualitative research. Each interview was taken about 45 minutes per person.

We started the interview by explaining the purpose of the interview, addressing terms of confidentiality and indicating the format of interview. During the interviews, we tried our best to encourage our respondents to talk as much as they know. We were extremely patient to listening our respondents' opinions and feelings, and showing them our respect and sincere attitudes at same time. We also attempted to remain our own opinion as neutral as possible; giving no prejudice to opinions we prefer or hate to avoid any influence to interviewer's original viewpoint. We focused on questions we had designed beforehand; meanwhile we had followed up questions from interviewees once we heard a new or interested opinion which we did not have in our original interview questions. At last, we welcomed interviewees to clarify any doubts about the interview as well.

4.2.4 Data Analysis

Although the pattern of qualitative data research is simple to understand, the practical implementation of this research is rather complex.

We started the research by reading the content summarised from the notes of eight interviews, and then studied the content of the transcripts (what, who, how, when, how long, how much, where, why, what for etc.), to make a list of all answers which seems to be attracted to be discussed specifically in research. After that we reduced the total list by grouping answers that relate to each other, and went back to original content of interviews to abbreviate the answers as codes and wrote the codes next to the appropriate segments of the text. The answers of our questions were made on abbreviation for each category and alphabetized these answers codes by seeking interrelationships among them.

We then compared the contents of interviews by questions we have set before to find similarities and differences. Besides we also extended the resources which might be relevant or connected.

At length, we summarized the content of the themes to indicate the answers of research questions in our own words with the help of relevant reference materials. We

interpreted process of research and all the findings generated from interviews in details. We eventually gave our suggestion according to the conclusion of each target questions, with the help of professional knowledge from relevant reference materials.

5　RESULT OF RESEARCH

5.1　Interviews with Manager Level

The questions of interview were concentrated on managers' viewpoints towards the status of employees' self-leadership, including the managers' recognition, assessment, and the motivation methods. Due to the diverse working duties, the perspectives of three managers are various. During the description of research results, we encode Human Resource Manager, Production Manager and General Director to HRM, PM and GM.

Recognition

The first two questions in managers' interview are aiming to obtain an acknowledgement of managers' recognition of self-leadership. According to the transcript of interviews, most of them have a negative respond towards the identification of self-leadership.

However, considering the job responsibility and the learning of human resource management, the HRM hold a positive reply towards self-leadership. She claimed that self-leadership is comparable with self-awareness and self-regulation which all require individuals to comprehend themselves in a scientific way. With the intention of an excellent level of self-leadership, she needs to learn to control himself, and devote to work with an optimistic attitude. Moreover," setting goals is vital when refers to self-leadership", she asserted, "By setting appropriate goals, I can motivate myself better, and I would like to take training course to improve myself so as to achieve these goals". HRM believed that with higher level of self-leadership, she will be capable of coping with difficult tasks in management. When it terms to self-leadership of employees, she thought it is related to the knowledge of human resource management.

For the PM and GM, they stated that they don't have any knowledge about self-leadership, even haven't heard of it. But when it refers to motivating and improving themselves, they are willing to learn more knowledge about self-leadership, and taking vocational training to improve themselves. Nevertheless, all of the three managers have the desire to gain more knowledge of self-leadership, but they are busying with their own work at current and don't have spare time for training.

Assessment

The second group of questions is developed to obtain the acquaintance of employees' self-leadership on the perspective of managers. In line with the interviews, the majority responses from the managers are affirmative. Most of them have the recognition of evaluating the employees' performance and current situation of self-leadership skills at Vip Juicemaker Oy.

Given the working responsibilities, HRM are accountable for selecting people for different working shift. Particularly, "the orders of products are received in the morning, and I need to select skilled and experienced workers to take the morning working shift", she said:" I have the liability to observe the performance of employee". As signifying the standard of measure the performance of employees, she insisted that the employees' attendance, interpersonal skills, attitudes towards duty, as well as potential of improvement need to be taken into consideration. Attendance reflects an employee's attitude towards work. A good employee with enthusiasm towards work must have seldom absenteeism. As for interpersonal skills, employees should have a realization of cooperation. She said the work cannot be accomplished by a single person, so the employees need to coordinate with each other, and have a good teamwork spirit. Good characteristic including punctual, honest, and reliable should be reflected in an excellent employee. Additionally, he must have the willing to dedicate efforts to his work and enrich his knowledge.

As stated by GM, he added that the quality of work and stress management is also important elements to measure the performance of an employee. According to GM, "The quality of work can be measured by the percentage of work output that is rejected by manager, and an employee with good stress management can transfer stress to motivations and innovations."

PM gave more concentration on productivity and the proficiency in machine utilization of each employee. Therefore, he said that the technical skills and education background are imperative to measure the performance of employees. The proficiency in machine utilization also concerning to the education background. Those who have accepted vocational or professional training have the capacity to deal with technical problems.

Motivation

The last group of questions is interviewed with the purpose of knowing how the managers motivate and improve the employees. All of the managers claimed that they know how to motivate the employees. However, most of the motivation and improvement methods they stated are not focus on realizing employee's self-value, but external stimulation.

HRM demonstrated:" According to my experience, the most used way is to raise employee's salary and position promotion." Financial compensation such as holiday subsidies and medical subsidies are most efficient way to motivate employees. Lengthening the vocation with pay can stimulate employees devote themselves into work during working time. As indicated by GM, he believed that as a manager, he should set a good example for employees. All the managers should be positive and responsible, and create an aspiring company environment. Furthermore, it is helpful to encourage employees to voice complaints. By this means, employees can sense that their opinions and feelings are being much accounted of. From the PM's point of view, knowing employees' strength and motivating them to do their best work can improve the working efficiency. Many employees are easily inspired by challenging and interesting tasks, but in reality, most of the employees are doing the same job every day, hence, they will not feel fresh and interesting as they first do the job. Besides, interacting with employees and giving them proper rewarding can be another motivation methods.

In the case of improving the employees' skills, all of them assumed that taking professional training course is an essential part of the improvement. Apart from that, HRM declared "it is beneficial for Vip Juicemaker Oy workers to learn from the elder workers." The superior worker's experience is fairly valuable for those newcomers. In addition, GM believed that guidance from managers and senior workers can help employees to enhance their skills and ability.

Concerning the correlation between organizational culture and self-leadership, as GM indicated before, it is essential to create an aspiring company climate. Only working in an optimistic and active organizational environment, can the employees be efficient and enthusiastic. Hence, not only the workers, but also themselves can improve their self-leadership level.

5.2   Interviews with Employee Level

The five interviews with skilled manual workers were processed successfully at Vip Juicemaker Oy during their coffee breaks. There were not so many troubles to contact with interviewees and asked them for an interview. All the interviewees were zealous to talk with us about the questions we planned to know for the research. We respected each other during the interview, although we had different perspectives on several questions. We code them for citing conveniently as E1, E2…E5 in text. All the interview questions were set based on three categories-Education background, self-awareness and well-being, renewal ability-which are our interested areas for the research.

Educational Background

The 5 interviewees have completed different level of education, E2, E4 and E5 have accomplished secondary school, and E1 holds a certificate from local vocational college, E3 left off his study at secondary school many years ago and worked for many factories in the past ten years.

Although E3 did not finish his secondary school, he had a great deal of working experiences. He received a few technical training and career guidance. E1 was educated at a vocational college, where he was trained to a skilled technical worker. However E2, E4 and E5 did not have any formal training before they were employed by Vip Juicemaker Oy. They told us that they were not cared by managers because they are still in a low level in comparison with those workers who are trained a lot.

There is no interviewee who is educated higher than vocational college. People who are enrolled to University of Applied Sciences or other higher institutions are not found in our interviews.

Self-awareness and well-being

As it is described in this thesis, there are 5 conditions, including physical, mental, social, spiritual and professional status, which can be represented the status of people's self-awareness and well-being. On the basis of concepts in theoretical part, we asked two questions for each condition to understand their status of well-being.

Physical Condition

On condition of physical status, interviewees answered us very negative habits that most of them are heavy smokers who smoke very often. Just like the answer from E2 "I smoke a lot while taking my every two hours' coffee break at compay, I really have a large working stress". However all of them exercise themselves to keep their body energetic. For example, E2 and E5 like to jogging, E1 and E4 are working out in Gym usually, in addition, and E3 is a regular cyclist who keeps going to work by bike every day.

Mental Condition

When we talk about mental condition, E3 felt hard to learn new things or adapt a new environment. He said, "I did not like to study, that was the reason I left off my secondary school many years ago". The rest of interviewees thought it is not a big difficulty to accept new things; in particular, E1 is interested in learning new things. E1 said, "I liked to participate in school activities and sport games during my study at vocational college".

E2, E4 and E5 have difficulties in making a decision in their daily life, they said they usually take the orders from their parents when studying at secondary school, and now they listen to shift leaders or managers at company. They want to be promoted at company, but the shortage of technical ability hinders the way for them to attract mangers' eyes. E1 and E5 are getting along well with changes in their life and easy to make decisions, they said they have suffered enough from the life; they have been trained to adapt the troubles in daily life.

Social Condition

When it refers to social condition, E2, E4 and E5 told us that they have a large friendship network. Most of friends they made from school, and they also become socially after graduation from secondary school. The three interviewees speak fluent English, in particular, E4 speak also fluent German. The language skills lead them to social occasions where they don't afraid to talk with strangers. On the contrary, E3 has a quite narrow network of friendship, he said, "I always stay at home to keep company with my family members when I get free time or holiday". He also told us that he did not have so many opportunities to meet and get to know new friends. He said, "I have three kids to feed, I have to earn money for giving them a better life". The answer which surprised us much is from E1. He is really a party animal, he told us that he

enjoyed the time in night pub, drank with his tons of friends in bars. Even he still went back to his former college in case there is a party.

Spiritual Condition

We got negative answers from the condition of spirit. E2, E4 and E5 have no long-term plan or objective about their life; they want to have a good performance in their job so that they can be promoted to higher position at company. They did not think their current life is what they have in dreams. However they have little time to think more about their expected life, they have to work harder every day. E3 gave us a comfortable response that he was enjoyed his current life. He said, "I once had a very tough life, but now everything is going on quite well. I have a stable job, a happy family; I am satisfied with everything he has now". We guessed that E1 might also be content with his current life, however he told us that he want to study more in future. He may apply for a study place at a higher education institute, even he want to go abroad to study industry management and experience foreign culture.

Professional Condition

As we mentioned in education background, the professional conditions among the five interviewees are distinct. Three of them have completed a secondary school but without any professional training. E1 graduated from a local vocational school with one-year career training at a partner company of his school. E3 did not finish his secondary school but he owned a lot of working experiences. E3 also received several technical training programs from his previous employers.

E2, E4 and E 5 are young men, they left school a few years ago, and they are all married. They said they sometimes failed to balance their work and family life. They are still young to explore the refresh things and get bored to stay at home all the time. Especially, they usually ask for overwork on weekends or holiday, because they want to performance good in front of managers. E1 just graduated from his school, he is so young to get married. He said, "I quite enjoy my single life, but I also try to have a relationship with a girl". He has no problem to deal with work and family, but his mother has a heart disease so that he needs to be at home to help his mother to do some housework. E3 has been divorced three years ago, but he got three kids to feed. He said, "I might be the only man who needs to stay at home all the time, because I have to look after my kids". He said he never asked for overwork or holiday job, he does not need more salary or promotion, he just want to be with his kids.

Renewal Ability

The most interested question we took care might be the renewal ability among the five interviewees. We asked them if they often question their own points of view and attitudes, they gave us a positive answer in general. E2, E4 and E5 said they often ask themselves if mangers have a neutral or even a negative attitude towards their fulfilment of duties. They are afraid to have made something wrong or anything else which irritate their superiors, and therefore they are quite cautious about the duties they have and performed to the best level. E3 also have the same sense of renewal, he always check carefully his duties all the time, and make sure what he have done is what superiors want he to do. He said, "Sometimes I may make a mistake, however I do not blame myself but to discover the reason that leads to the mistake". His serious attitudes to everything about work have been spoken highly by managers. E1 is good at creating new ideas which solve the problems happened during the work. He is very sensitive to come up with renovations and has a good ability to accept new knowledge. He is also active to speak his mind during the employee meeting. The managers are fond of inviting him for a chatting about work. He told us, "I have experienced a lot of such discussion courses which encouraged students to talk as much as they can in my education at vocational college, and those courses and experiences lead me to be a very active and open-minded man in thinking".

6   CONCLUSION

In general, Self-leadership refers to employees' ability to establish their self-direction and self-motivation needed to perform a task, which comprises several components, such as self-confidence, competence, efficiency, effectiveness, time management etc. A good self-leadership indicates good conscientiousness, and employees with this skill can be more productive and responsible, as well as maintaining balance between work and family.

The Result of the Practical Research

On the basis of eight interviews with personnel at Vip Juicemaker Oy, we understand now that General Director and Production Manager have not a very clear consciousness about self-leadership themselves except for Human Resources Manager. They are busy in dealing with general management and production activities so that they may ignore the important influence of self-leadership to ordinary employees. Concerning about assessing the capability of self-leadership, all the managers seem to be very proficient. They understand a lot of standards which are used to assess the performance of an employee. This ability may be generated from their duties that deal with company personnel; in addition, Managers' good command of assessment will be good to understand employees well. We also found that all the managers knew how to motivate employees and promote their attention to the work. However those measures and methods which are used for motivation pay too much attention to external elements. For example, managers told us that they have to motivate employees because they have to make profits. The production activities would have been impacted if employees would not contribute themselves to work. We think this intention of motivation should be advocated, we have to take more care about employees' internal consciousness. For example, managers may promote employees by taking care of their personal interests, social activities, personal development, not only by increasing the salary and bonus.

Comparing with awareness and self-direction of employees, they seem to understand themselves quite well. Although most of them have not accomplished an advanced education program, their knowledge and skills are affluent to master their own duties. Some of them may need more professional training or career guidance, especially, those young workers who graduated recently. We realised from interviews that some of them have a heavy habit of smoking. This bad habit may largely result from the

pressure of work and life. But they all exercise much usually, which indicates they have a good understanding of a healthy life.

We may not be certain that all of employees have a clear recognition of their own life and objectives of their work, because a large number of them understand how to plan their life efficiently, to enjoy the social activities with dozens of friends. However, we could not ignore the reality that many of them are in troubles to balance their work and family. The younger the employees are the more creative minds they have. This discovery have been proved by our interview, the younger generation can always be easy to access new things and create new ideas. This ability of renovation could be a valuable asset for the development of the company.

We will advise Managers in our feedback to the company later to pay highly attention to those young creative workers to train them better. We are certain this advice, especially, we compared the responses from them about the renewal ability. Our transcript shows that most of respondents are interested in reflecting themselves, which means self-examination. This ability is the initial step for employees to renew the flaws they have, and certainly leads to the renewal ability that better themselves continuously.

Suggestion of Improvement

On the basis of the results from our qualitative research, we made the suggestion in order to acquire an improvement about the current situation of self-leadership among skilled manual workers at Vip Juicemaker Oy. A feedback with suggestion according to each flaw has been submitted to the managers at our case company.

Manager Level

We found that many managers may focus much on productivity and general administration, but they are short of a very clear consciousness about self-leadership. They are busy in dealing with general affairs or related duties so that they have not thought much about employees' self-development, which is very important to lead an efficient production activity. We advise managers to have a lesson or short lecture from human resources manager to get access to this key ability of managing employees effectively.

There is another flaw showing that all the managers knew how to motivate employees and promote their attention to work, however those measures and methods which are used for motivation pay too much attention to financial thoughts. For example, managers told us that they have to motivate employees because they actually have to make profits. The production activities would have been impacted if employees would not devote themselves to work. We think this purpose of motivation may sound reasonable but not conscientious and ethical.

A continuously profitable business should be sustainably developed and social ethics should be addressed as well to show employees and society the company's corporate value and culture. We advise managers to pay more attention to the mental and spiritual demands of employees, which create them a satisfaction about atmosphere of working environment. For example, managers may promote employees by taking care of their personal interests, social activities, personal development, not just by increasing the salary or overworking bonus.

Employee Level

Comparing with awareness and self-direction of employees, most of them seem to understand themselves quite well. Although most of them have accomplished the secondary education, they need to be trained more to adapt the growing technology of machines and robots. Those employees who are short of training experiences should participate in more training programs to improve their own skill. The training programs may also contain some kind of mental or spiritual motivation lectures, which will enlighten their self-development deeply.

All our interviewees are fond of doing daily exercises at home or at Gym, this is what we call the physical condition. However we also have known several heavy smokers who smoke frequently per week or even per day. We would like to persuade those workers to try themselves to avoid smoke much. This is very harmful to their physical condition. Once the physical condition is out of control, there will be no container to talk more about other four conditions of forming a good self-leadership.

We may not be certain that all of employees have a clear recognition of their own life and objectives of their work, a large number of them understand how to plan their life efficiently, to enjoy the social activities with dozens of friends. However, we could not ignore the reality that many of them are in troubles to balance their work and family. The younger the employees are the more creative minds they have. We have ad-

vised Managers in our feedback to the company later to pay highly attention to those young creative workers to train them better.

We are certain this advice, especially, we compared the responses from them about the renewal ability. Our transcript shows that most of respondents are interested in reflecting themselves, which means self-examination. This ability is the initial step for employees to renew the flaws they have, and certainly leads to the renewal ability that better themselves continuously. A suggestion of keeping their "strange" ideas during the working has been sent to our interviewees' hands, which we really hope the employee with this creative ability will open their mind to make creative work within their duties.

Relevance and Transferability

As it is widely known, all leadership begins with self-leadership. Learning to lead ourselves should be the first point in pursuit of the ability to lead others. Once people have learned to lead ourselves we can learn to lead others; first a small team, then a slightly department, after that a bigger department and later larger and larger units. Self-leadership should be regarded as the core of all leadership.

Except the coherent relation with leadership, a good self-leadership leads in accessing more of people's creativity. The ability could be used to positively shift relationship patterns with family, friends, and partners. It might be also the tool to break through cognitive and emotional obstacles to change.

For the people who are not able to access their social network, a good self-leadership can expand their community to reflect more of their whole self

Furthermore, strengthening of people's self-care manners such as diet, sleep, exercise and moderating their use of technology, erecting more balance internally and externally as well as promoting daily practices to insure the momentum of change to adapt the working environment are all the benefits where we could obtain from the good-learning of self-leadership.

7 DISCUSSION

An assessment made by ourselves may help readers to understand a profile about how complicated we have processed this research, what kind of problems we have met and what valuable experiences we have learned. It is also necessary to show the creditability and validity of this qualitative research.

The Reason of Choosing Topic and Case Company

As it is known to all, management knowledge composes of numerous elements. Leadership is one of important part in human resources management. Because employees are main power in operating a business, we were interested in finding out how the business goes on if the employees own an efficient leadership of directing themselves. This is the reason we have chosen the topic in this certain area of management. As to the case company, one of the writers is working at Vip Juicemaker Oy at the moment so that this company can be reached by us for the research easily. For the same reason, we have got strong support from our case company.

Formulation and Implementation

To be honest, it is quite difficult to start writing this thesis. We were sitting in school library in the beginning to search and collect the related books and magazines about the topic area, but we had seldom to get reach to the relevant knowledge of self-leadership. We understood that self-leadership might be a branch of leadership which belongs to human resources area. We had to ask help from librarian later to search some electronic articles about this topic. Fortunately we had a harvest with the kind help of librarian, we read those articles carefully to study the knowledge and after few days we tried to apply the theoretical knowledge into practical issues of our case company. We were excited that most part of theories was applicable and helpful for the real situation at our case company. This finding had been a useful motivation for us to make progress. We then realised that interests toward the thesis topic must be the first right thing we should have, because we need to be self-motivated to spend a large amount of time on the so-called "boring process of writing thesis".

Things were getting better after we had a clear understanding of this self-leadership and its relations with other elements contained in human resources management, we completed the abstract and the framework of thesis. However we still have not rec-

ognised our flaws of formatting the scientific report until we got the kind guidance from our thesis Supervisor, Ms. Milla Siimekselä. Her accurate comments highly inspired our minds of making progress. When it refers to the practical part, Ms. Anita Saaranen-Kauppinen also did us a great favour with applicable suggestions toward the ways of conducting a qualitative interview. We feel a deep appreciation to our kind Supervisors for their guidance and patience, which have inspired us much to better this research. Apart from the help from teachers, we also accepted the strong support from our case company. No matter the managers or normal employees were very kind to offer anything they can help to support our thesis for analyzing the situation of their self-leadership. We still remember the pleasant atmosphere at our first meeting with Mr. Timo Leväinen, the Production Director at Vip Juicemaker Oy. His strong support on our research motivated us very much.

As co-writers of this thesis, we are also extremely glad to have created a solid partnership with each other to conduct this qualitative research in the past several months. In the beginning, we really had a lot of problems not only to choose the research method or structures of text, but also to adapt each others' personalities and preferences. It is not simple to fairly assign each other's responsibilities and tasks of searching relevant reference materials. Sometimes we argued a lot about which theoretical foundation should be used. But we got along well with each other gradually and worked out all the disagreements eventually.

Structure and Used Methods

The objectives of this analysis are described clearly and logically in the text to indicate the aim of writing this thesis. The structure and layout of the thesis have been followed strictly the Report Instruction of Savonia UAS. The theoretical methods of instruction which have been used in the practical part were learned from the course "Business Research-qualitative part", all the references and professional terms are summarized from note of lectures and online documents which were given by Ms.Anneli Juutilainen. The choice of methods was justified according to the online material "Qualitative Data Analysis (Seidel 1998)", along with the practical connection with our case company. The source materials are extremely relevant and were chosen carefully. This thesis has also been written in readable and professional language as much as we can. The qualitative research is supposed to be credible with a recognized template of interview questions.

Content	Liang Zhang	Yunke Zhao
Theoretical Part		
Chapter 1 **Introduction**	✖	
Chapter 2.1 **Definition and Overview**		✖
Chapter 2.2 **Theoretical Foundations**		✖
Chapter 2.3 **Time Management**	✖	
Chapter 2.4 **Skilled Employees & Consummate Skills**	✖	
Chapter 3 **Models and Conditions of Self-leadership**		✖
Practical Part		
Chapter 4 **Objectives and Methods of Research**	✖	
Chapter 5.1 **Interviews with Manager Level**		✖
Chapter 5.2 & 5.3 **Interviews with Employee Level & Conclusion**	✖	
Chapter 6 **Discussion**	✖	✖
References	✖	✖

FIGURE 6. Distribution of tasks

Experiences of Learning

The implementation of this analysis has guided us to realize that there is a simple foundation for the complex and rigorous practice of qualitative data analysis. Once we apprehend this foundation we shall move forward in many different directions. That is also the key point we have been attracted by data analysis. We have learned to find out a simple way to tackle a seemingly complex problem.

Comparison and interpretation in qualitative data analysis can be seen as a difficult part in order to generate a better and also real outcome. It is apparently difficult to imagine that how hard comparing the similarity and difference from a large amount of data is. Perhaps, this is also the factor why we are studying hard for its operation. Within the study of qualitative research, we realised that the key in analyzing is comparing: searching for common features, similarities and differences from the data. Meanwhile,

By spending much time on this research, we have been used to the scientific and logical way of thinking, which is very much helpful in dealing with other statistical

problem in our future study or work. More widely, the strong ability of analyzing a large amount of data could be an outstanding skill in occupational competition.

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APPENDIX 1 Interview with Manager/management level

Name

Position

Duties

1) What does self-leadership mean to you personally?

2) What are most important elements to measure the performance of an employee?

3) How will you motivate employees?

4) What is the correlation between your organizational culture and self-leadership?

5) How will you assess the current situation of self-leadership skills at Vip Juicemaker Oy?

6) What are your expectations towards an excellent level of self-leadership?

7) Have you studied self-leadership or other areas related to it independently?

8) How can one make own work environment appealing so that it is comfortable and efficient to work in?

9) Is there any professional training course in your company that help employees to improve skills?

10) What can be done to motivate you both in work and life?

11) What do you think that can help employee maintain enthusiasm towards work?

12) Do you think the traditional way of motivating employees such as raising salary still have effect now?

13) What is your opinion about self-assessment?

14) Does the company mission contain any elements of self-leadership?

15) How do you look goal-setting? Is it important to accomplish task successfully?

APPENDIX 2 Interview questions with skilled manual workers/employee level

Name

Duty

1) Which level of education you have fulfilled?
2) Do you usually exercise yourself to keep your body energetic? For example, jogging, working out in Gym.
3) How often do you smoke? Are you a heavy smoker?
4) Do you feel hard to learn new things or adapt a new environment?
5) Do you have difficulties in making a decision in your daily life?
6) Do you like to make new friends? Do you enjoy social parties?
7) What do you think of yourself in others' opinion?
8) Do you have any plan or objective about your job?
9) Do you think your current life is as what as you have expected?
10) Do you enjoy your current job? Is that the thing you really want to do?
11) How do you balance your work and other areas of your life?
12) Have you ever obtained any job training by the current employer or previous employers?
13) Do you often question your own points of view and attitudes?
14) Do you often try yourself to come up with new ideas and innovative solution?