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Use, current situation, and capacities of external labour at the case company

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Thesis abstract

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The study focuses on a case company's methods and solutions for using external labour as part of business. In the case of the company's business, competition in the business sector has become generally fiercer and the organisation is required to continuously improve both productivity and efficiency in order to maintain and improve its position in a competitive market.

The objective of the study was to analyse the current status of the use of outsourcing by the case company and its strategic and the operational capabilities to expand outsourcing and use of outsourced labour in a consistent manner. The study also aimed to determine the attitude of the personnel towards the new approach and to identify the challenges encountered so far.

The study was carried out using qualitative methods, and the data was collected through interviews. The interviewees were selected from the company's staff, from different roles at the company, and from the external workforce. The study encompasses elements from strategic decision-making to operational individual-level activities. In order to obtain sufficiently broad and detailed research data, the data were collected through semi-structured interviews and analysed using qualitative methods.

The results of the study show that the case company uses external service providers to flexibly increase the number of human resources and to increase the competence in those areas where the company's own competence is not sufficient or to acquire new competence essential for the company's competitiveness from an external service provider. The results also show that the managers and staff are aware of the existing challenges related to outsourcing and that the challenges identified are along the same lines. Processes related to these challenges have started to be designed for improvement. The results show that the use and increase of outsourcing services is based on a strategic decision, but, on the other hand, the interviews show that the strategy is still in the process of being created and especially implemented.

[1] Keywords: External workforce, outsourcing

SEINÄJOEN AMMATTIKORKEAKOULU

Opinnäytetyön tiivistelmä

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Tutkimus keskittyy tapausyrityksen menetelmiin ja ratkaisuihin hyödyntää ulkoista työvoimaa osana yrityksen liiketoimintaa. Tapausyrityksen liiketoiminta-alueella kilpailu on kiristynyt yleisesti ja organisaatiolta vaaditaan jatkuvaa kehittymistä sekä tuottavuuden ja tehokkuuden parantamista säilyttääkseen ja parantaakseen asemansa kilpaillulla markkinalla.

Tutkimuksen tavoitteena oli analysoida tapausyrityksen ulkoisen työvoiman käytön nykytilanne sekä strategiset ja operatiiviset valmiudet laajentaa ulkoistamista sekä ulkoisen työvoiman käyttöä johdonmukaisesti. Tutkimuksen tavoitteena oli selvittää myös henkilöstön asennoitumista uudenlaiseen toimintatapaan sekä selvittää, millaisia haasteita on tähän mennessä kohdattu.

Tutkimus toteutettiin laadullisin menetelmin, ja tutkimusaineisto kerättiin haastatteluin. Haastateltavat on valikoitu yrityksen henkilöstöstä, eri rooleista sekä ulkoisen työvoiman edustajista. Tutkittava kokonaisuus käsittää osia strategisesta päätöksenteosta operatiiviseen yksilötason toimintaan. Riittävän laajan ja yksityiskohtaisen tutkimusaineiston varmistamiseksi aineiston hankinta toteutettiin teemahaastatteluin ja analysoitiin laadullisella menetelmällä.

Tutkimuksen tulokset osoittavat tapausyrityksen hyödyntävän ulkoisia palveluntarjoajia joustavan henkilöresurssimäärän lisäykseen sekä lisätäkseen osaamista niillä osa-alueilla, joilla yrityksen oma osaaminen ei ole riittävää, tai hankkiakseen ulkoiselta palveluntarjoajalta yrityksen kilpailukyvyn kannalta oleellista uutta osaamista. Tulokset osoittavat myös, että esimiehet ja henkilöstö ovat tiedostaneet olemassa olevat haasteet ulkoistamiseen liittyen ja tunnistetut haasteet ovat samansuuntaisia. Haasteisiin liittyviin prosesseihin on alettu suunnitella parannuksia. Tuloksista ilmenee, että ulkoisten palveluiden käyttö ja lisääminen tapahtuu strategiseen päätökseen perustuen, mutta toisaalta haastatteluista ilmenee, että strategian luominen ja varsinkin jalkauttaminen on kesken.

[1] Asiasanat: Ulkoinen työvoima, ulkoistaminen

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1 INTRODUCTION

Constant change and demands for more efficient and flexible business place demand on both companies and subcontractors. In the case of companies, this has led to the fact that it is efficient for companies to use external labour for certain activities in order to maintain their competitiveness or develop their competitiveness. With the best investment of external labour, companies can react to the rapidly changing workload and be flexible in the scope of delivery by utilizing the expansion of expertise made possible by external labour.

According to Ali-Yrkkö (2007, pp. 1–2, 14), in the 21st century outsourcing has become a normal part of company operations, two-thirds of companies employing more than 10 people outsource their operations. In addition to the fact that production has been outsourced, research and product development tasks have also started to be outsourced. Companies seek cost savings through outsourcing, i.e., companies can perform certain functions by outsourcing them. Another advantage sought by outsourcing is flexibility. The uncertainty faced by companies has increased and companies have to adapt their operations to uncertainty by increasing flexibility. Flexibility can be increased either by adjusting the workforce or capacity, or as the ability to change and adapt the company's products and services according to demand. The third advantage pursued by outsourcing is focusing on core functions. In many fields, the parts of the business seem to be fragmented into small parts. Companies focus on certain parts of business operations and outsource parts outside of core business, this leads to specialization of companies.

According to Bertrand (2003, pp. 647–649), outsourcing is a continuous trend in which companies try to make their operations more efficient by reducing costs. However, cost reduction is only possible if the company providing the service has advantages that can be used to produce the services more cost-effectively, if it was only a matter of performing the same things at lower costs, the same advantage could possibly be achieved by internal reorganization of the company. With strategic outsourcing, the company can weed out activities that are not directly the company's core business, and thus the company has the opportunity to invest in growing the core business and specialize. Strategic outsourcing is a decision that involves not only operational managers but also top management. Outsourcing is a tool that managers can use to prepare for risks such as by avoiding expensive investments, however, on the other hand, cancelling outsourcing decisions is challenging and expensive and may cause long-term harm to the company.

However, exploiting the potential of external labour requires investments from the management and employees of both the company providing and outsourcing the work.

1.1 Research background, target, and definition

The background to this study is to streamline the company's project business, which in turn is due to the company's goal of increasing revenue. In the company's business, increasing turnover is practically only possible by increasing the number of delivered projects, which in turn creates demands on the amount of available resources. However, the project business is partly cyclical, which influence the number of ongoing individual projects and, in addition, the amount of resources required within individual projects. In order to keep the workload reasonable in a changing need, the company has decided to use external manpower to perform various tasks. In addition to this, it is possible for external labour to acquire a wider range of special expertise, which in turn enables the delivery of larger sub-assemblies and contributes to increased competitiveness.

The company has decided to examine in more detail whether the use of external resources is as efficient as possible and what measures will be taken to meet the requirements caused by increasing turnover. The starting point of the study is that although the amount of external resources is flexible as needed, the company has not been able to fully utilize the resources allocated to the company, this contributes to increasing costs. In addition to this, the findings show that the design produced by external resources also varies the need for investment in the company's own resources, which in practice means several rounds of review as well as redesign. The aim of the study is to find out what causes the above-mentioned challenges, as well as whether the company has the tools to reduce the risk of these challenges.

Although the company supplies large-scale entities that include different types of work, the content of this study mainly includes tasks that can be called so-called knowledge work.

The aim of the research is to analyse the company's readiness for the use of external labour and to give a development perspective based on the literature. The study analyses the application of practices in accordance with the company's business strategy in personnel strategy and operational activities, in relation to the use of external labour. The study finds out the company's current utilization rate of external labour and the purpose of use. Explains how work management and guidance in the company supports the use of external labour, and how both the company's personnel and external labour can be made to work to achieve common goals in line with the strategy. The study aims to find out how the company has considered the increasing use of external labour in the individual abilities of the company's own personnel, as well as in the need for training, - to examines the personnel's attitude and attitude towards the use of external labour, as well as to- find out the motivation of external resources and their commitment to the operations of the commissioner company. Finally, the aim is to review the requirements set by the Company for outsourced tasks and find out the challenges that have arisen.

1.2 Case company

The company under investigation is part of a multinational conglomerate that produces solutions related to electricity transmission and distribution, both as a supplier of components and equipment and as a contractor in large turnkey deliveries. The company's current form is the result of acquisitions made in recent years. The company employs several thousand employees worldwide in various units, but this study mainly focuses on the unit operating in Finland, which employs approx. 500 people. The company's annual turnover has averaged €200 million. The company is widely known for high quality and for its devices and components, which are technically at the top of the industry. The company produces its services mainly for companies and for the use of national infrastructure.

2 Management of external workforce

2.1 External labour

According to Tieteen termipankki (2023), contractors who perform work for a company or institution that employs labour without an employment relationship with the client regulated by employment law. According to Viitala (2013, p. 52), personnel planning sometimes has to be done on a fast schedule, for example if the situation requires temporary or short-term labour. Several industries are cyclical, and the amount of labour may vary a lot, in which case the company must be able to flexibly respond to the increase in labour demand. In this case, the alternative is, for example, temporary employees or the use of temporary labour. The company has to strike a balance between reasonable labour costs and an overly flexible workforce, because temporary labour may pose a risk to the company's ability to operate due to its turnover. If the turnover of the temporary workforce is high, it causes a challenge for training the personnel and there is a risk that the temporary workforce will have to work with insufficient training and competence. Short duration work periods are also not enough to give employees experience and skills that even help the company's business.

According to Viitala (2013, pp.72–77), temporary work and the purchase of subcontracting services are alternative ways in which the company can, within the framework of legislation and collective agreements, ensure that the appropriate number of human resources is available at all times. The use of temporary work is appropriate when the need for resources varies strongly, for example in cyclical sectors. By using temporary labour, the company achieves advantages, among other things, by saving in the recruitment process, and all the administrative costs belonging to the person belong to the hiring company. Any substitute arrangements also belong to the renting company. Hired work means that the company that rents human resources hands over the person to the service of the ordering company and receives compensation in return. The company offering and ordering the resource enter into an agreement, which defines the service to be offered and the cost of using the service. Generally, contracts are made one at a time for the period of time for which the service is specifically needed, but the contracts are usually flexible and can be extended as needed. The person performing the work is part of the hiring company's personnel and is therefore entitled to receive benefits such as occupational health services through the hiring company.

The rights of the client company include managing and supervising the work, and correspondingly, the responsibilities include taking care of occupational safety and statutory working hours, as well as providing guidance and training. The use of temporary labour may also result in disadvantages. When the use of temporary labour is abundant and long-term, it may signal to the personnel the unwillingness of the company to commit to the personnel. If the rental employment relationships are short-term and people change frequently, it causes a load on the orientation process. The optional relationship between supervisor and subordinate may become problematic because the temporary worker and the supervisor are not part of the same organization. Typically, the remuneration principles and customs of a temporary employee differ from the company's own personnel, and the career development opportunities are also different, which may cause a feeling of inequality.

According to Viitala (2013, p. 80), purchasing services are one option for how the company gets flexibility in the number of human resources and, accordingly, the company is able to better manage the risk related to human resources because the company does not have to recruit personnel for every temporary resource need. The purchase service can be purchased exactly as needed or for a period. If the purchase service can be purchased from the same place for a longer period, a confidential partnership is formed between the customer and the supplier, where both parties know each other's operating methods and needs. In personnel policy, situations like this should be handled in such a way that the feeling of inequality could be kept away, because everyone is working towards the same goal, so the spirit of togetherness should be good.

2.2 Leading

2.2.1 Strategy

According to Viitala (2013, pp. 22–23), leading people has become a strategic factor, while the resource-based approach has strengthened in business strategy. The starting point of the resource-based approach is that human resources are a key factor in a company's competitiveness, and the more difficult-to-copy and rare expertise the company is able to create, the more competitive it is. Personnel The basis of resource management is the business strategy, and on the other hand, the personnel enable the implementation of the strategy. The personnel strategy ensures that the company has the personnel resources at the principal level with which the business strategy can be implemented. When creating a personnel strategy, business threats and opportunities as well as existing personnel resources are considered and compared to the future personnel resources according to the strategy. The practical operating models of personnel management are based on the personnel policy. Personnel policy is often divided into recruitment, salary and development policy. The personnel policy is expected to answer the questions with which number of personnel and training the company's business strategy can be implemented, as well as how the management and support of the personnel is carried out, as well as how the reorganization of the personnel is carried out if necessary.

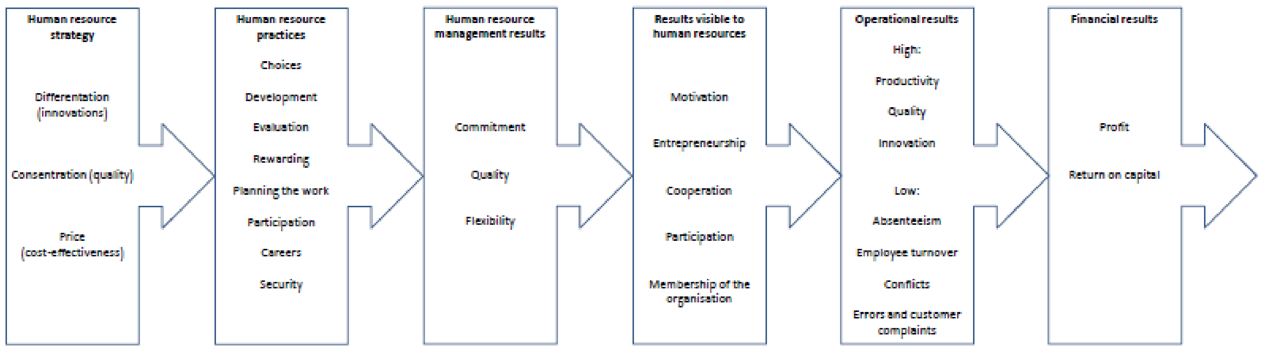

Figure 1. Human resource management (Viitala, 2013, p. 33).

According to Viitala (2013, pp. 22–23), Shown in the figure 1 is Guest's model of a person regarding the effect of activities on company-level and personal-level performance. Human resource management must be consistent and consider the goals according to the strategy, in addition, human resource management must be balanced in terms of recruitment, development, evaluation, reward, work planning and safety issues. Depending on the goal according to the personnel strategy, successes both on the company level and on the personal level are ultimately reflected in the company's ability to produce results.

According to Viitala (2013, p. 22), the business strategy guides the management of personnel resources, because often personnel resources are the very resources that make it possible to make choices in line with the strategy. Personnel issues and business management are a close entity. The role of personnel in strategic planning depends on the industry. In an expert organization, the business idea is integrated with the personnel idea, which means a systematically compiled and documented understanding of what kind of people are hired in the company, what is required of them, how they are trained and rewarded. The operating model described above is based on information and the assumption that the strategy can always be planned and implemented to some extent, even if there is no certainty about changes in the operating environment. However, studies show that companies that have formed a state of will and have formed a strategy towards the state of will, do better on average than companies that have not formed a strategic goal, but are creative in a changing environment according to the situation. Strategic choices are always a risk because the future cannot be predicted. However, risk can be managed using the scenario method, where the strategy is created by considering the threats and opportunities of the business environment. However, anticipating changes in the future work environment is not the only factor for a company's success. It is very important for the company that the company has flexibly available personnel, which enables the company to adapt its operations in a changing business environment.

Hafeed et al. (2002) state that in recent years three approaches have stood out from the others. A resource-based approach, where the company's competitive advantage is achieved by accumulating strategic competencies and professional skills in the company. In order to achieve a competitive advantage, the company must make an effort to fully utilize strategically relevant resources. Competence-based approach, where the company's core competence is the factor that achieves competitive advantage, and not the personnel's individual competence as in the resource-based approach. In a competency-based approach, core competence is the end result of the company's learning processes in the long term. In the dynamic capabilities approach, the starting point for achieving a competitive advantage is the company's organizational and management processes, i.e., the company's ability to renew know-how in accordance with market requirements. The ability to perform things essential to the business is essential for the company's performance. Ability is created with available resources. Different abilities have different meanings depending on the business. Abilities can be identified in three phase barriers. Key competencies are important for the company's success. Although success is often measured on the basis of operating profits, the identification of key capabilities should not ignore activities that do not directly bring profit to the company but are not financially measurable.

According to Hafeed et al. (2002), qualifications' are determined in the scope of the company; how essential certain qualifications are in terms of the company's competitive image. The goal of determining qualifications is to find a qualification that distinguishes the company from its competitors. The most important qualifications are either rare, difficult to copy or irreplaceable in terms of competitiveness. Core competencies are valuable capabilities that are collective and unique in their characteristics, as well as strategically flexible, that contribute to business success. Figure 2 shows the three levels of core competences and capabilities.

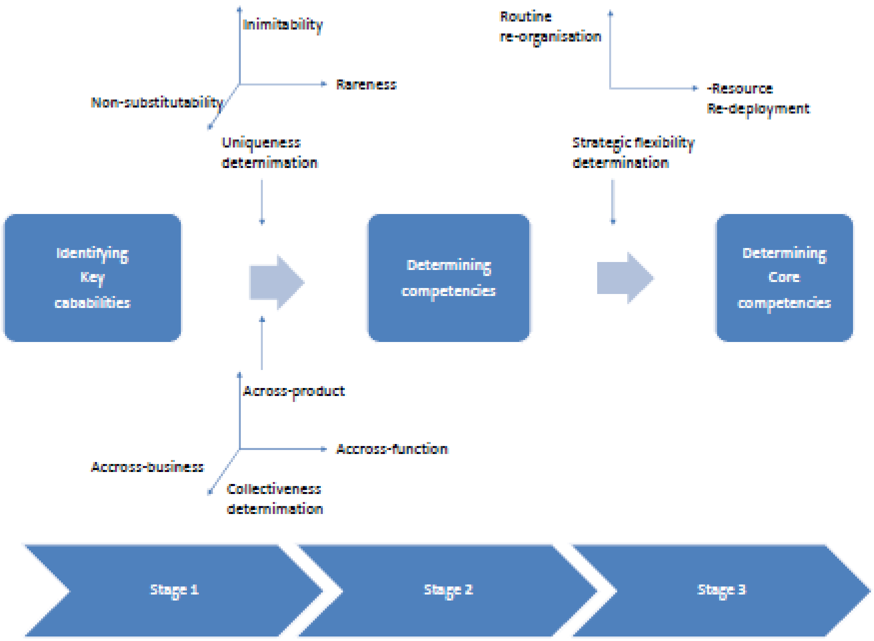

Figure 2. Framework for core competence identification (Hafeed et al., 2002).

According to Viitala (2013, p. 23), the starting point of resource-based strategic thinking is that the company's competitiveness is based above all on personnel resources, such as experience and know-how. At a later stage, resource-based strategic thinking has strengthened, and researchers have shown that instead of the company focusing on analysing the market, the company should focus on examining its own resources and finding those hard-to-copy capabilities that help the company adapt to the changing business environment. Strategic management of personnel resources is only possible when the company has a vision of the business strategy. The challenge may be that the strategy has flaws or principle-level contradictions, or that the strategy lacks concrete goals, or that communication is patchy, and the strategic alignment is not known to all personnel. If the strategy is completely clear and coherent, the challenge may be that personnel resources are seen as a truly strategic factor, and especially in companies where the systems, organizational structure and management method have slowly developed on the side of the business.

According to Viitala (2013, p. 58), anticipating the competence required by the business is a competence acquisition and development plan. The company must be able to predict what kind of competence will be required in the future, in addition to this, there must be a plan for what kind of competence can be given up and what kind of competence needs to be developed into new competence. When forecasting competence, a position is also taken on what kind of competence is held by the company and what kind of competence is bought from outside. Figure 3 shows a diagram of knowledge anticipation, acquisition, and development.

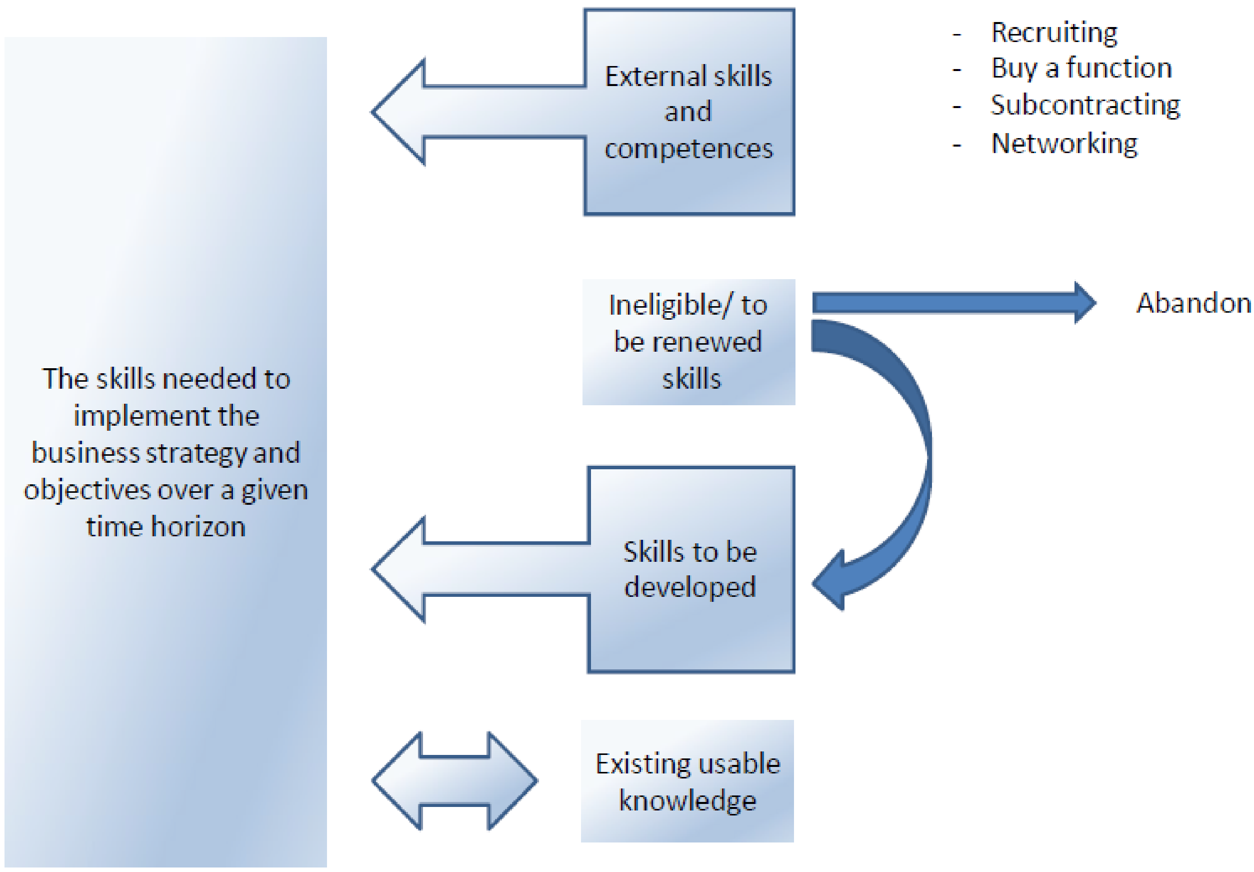

Figure 3. Anticipating skills (Viitala, 2013, p. 58).

According to Viitala (2013, p. 59), the plan that guides the use of flexible workforce covers in its entirety everything that the company will do to meet the need for flexibility in terms of personnel. In the plan, guidelines are made, among other things, related to salary, and development, as well as outsourcing and subcontracting, as well as related to termination and layoffs. The purpose of the plan is to create a delivery model that will be followed in the long term and therefore it is not necessary to develop an operating model for each individual event that requires flexibility. The long-term plan also guides the company to examine the possibilities and goals of the resource-based operating model more thoroughly. For example, the personnel hiring plan is part of the flexible workforce plan, which enables the hiring company to prepare for changing needs and thus enables better and more efficient cooperation.

According to Kesti (2014, pp. 131–132), in an organization under pressure to change, it is common for conflicts to arise, which is not a bad thing because conflicts lead to the development of operations. Conflicts may be related to cooperation, methods and customs. It is essential to notice the contradiction so that it can be corrected. Conflicts must be handled carefully, because if this is not done, the conflicts will accumulate as negative energy in the company, which may cause conflicts and reduce the spirit of unity. If the company treats conflicts as opportunities, and resolves them successfully together, the energy caused by the conflicts can be turned into something positive and increase the spirit of togetherness. Figure 4 shows the principal diagram of measuring capability, and Figure 5 shows the principle of how capability measurement can be used to continuously improve.

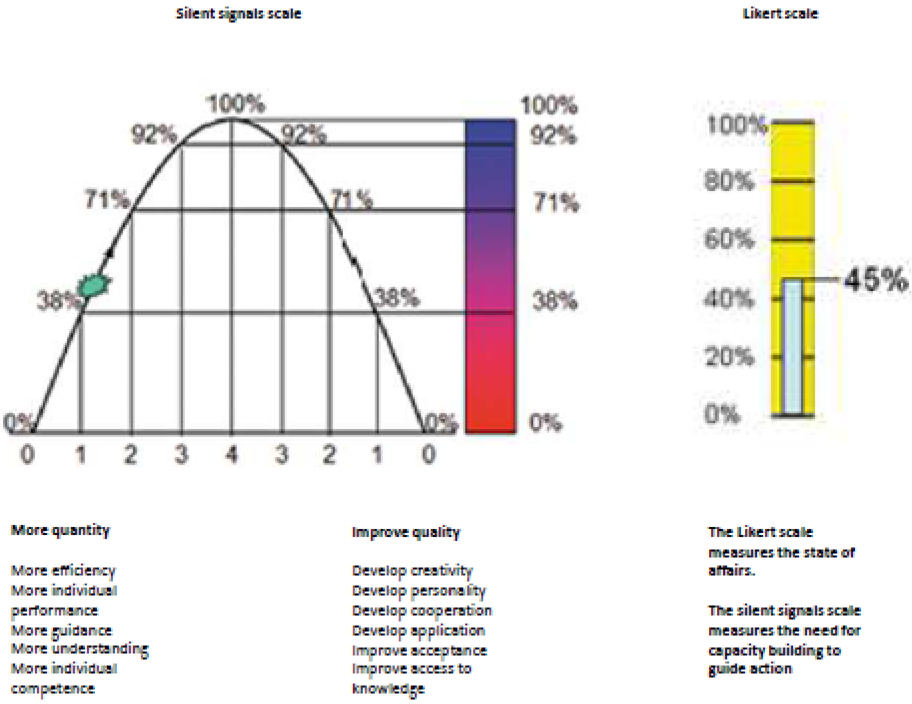

Figure 4. The principle of measuring capabilities by the factors that drive performance (Kesti, 2014, p. 106).

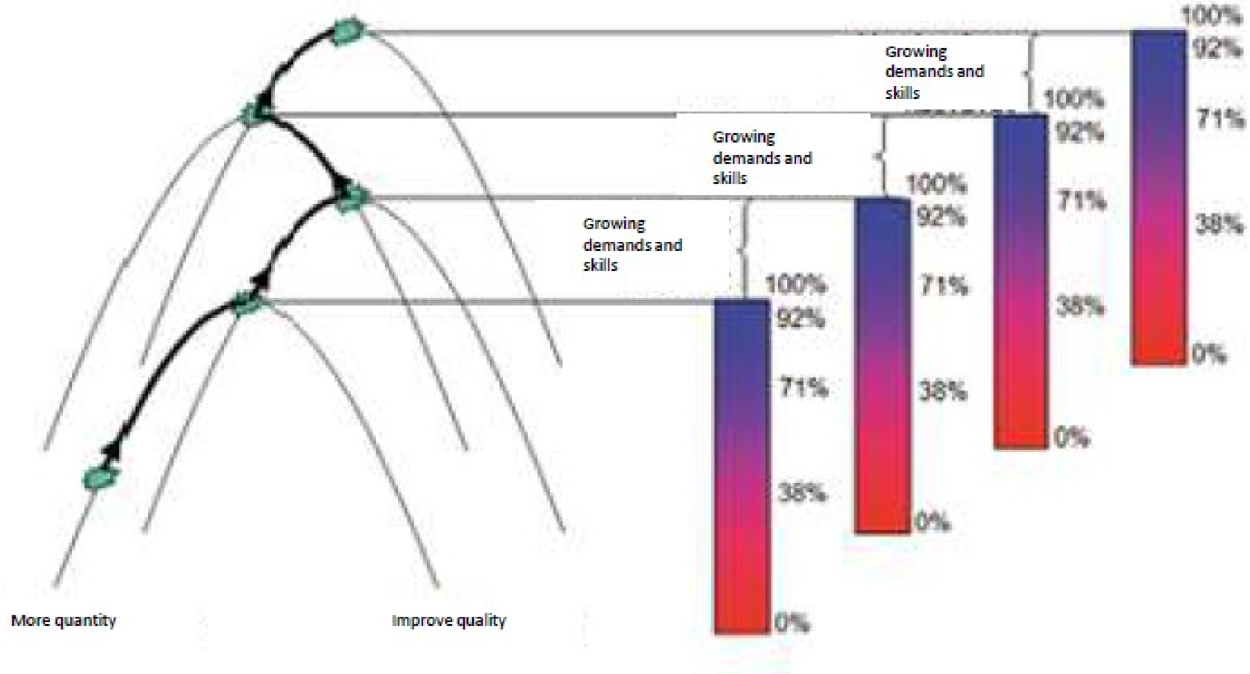

Figure 5. The principle of the development of capabilities (ideal model) (Kesti, 2014, 107).

According to Viitala (2013, p. 109), a prerequisite for a company's operation is efficiency. Companies that are able to operate more efficiently when others gain a competitive advantage and the conditions for continuing operations improve. Efficiency refers to the relationship between the input used and the output achieved, i.e., increasing efficiency means increasing production with the current input or with a lower input than the current productivity. The key to increasing efficiency and productivity is the ability of the personnel to organize and develop operations so that the company as a whole operates more efficiently. The management perspective is focused on the performance and performance of the company and individuals. Performance means achieving and exceeding set goals. Goals can be defined for each business area of the company, as well as an evaluation method for achieving the goals. The performance of the company and individual areas is mainly the responsibility of the supervisors, but the overall performance is determined by the performance of each individual person in their own work. The level of requirements of individual persons is based on performance and performance, and no longer solely on the time spent on work. The focus of management has also shifted to performance and performance management, which aims to lead the performance of individuals and groups to the best possible level. Managing performance as a whole also means developing personnel and not just setting goals and measuring performance. Figure 6 shows a process diagram of performance management.

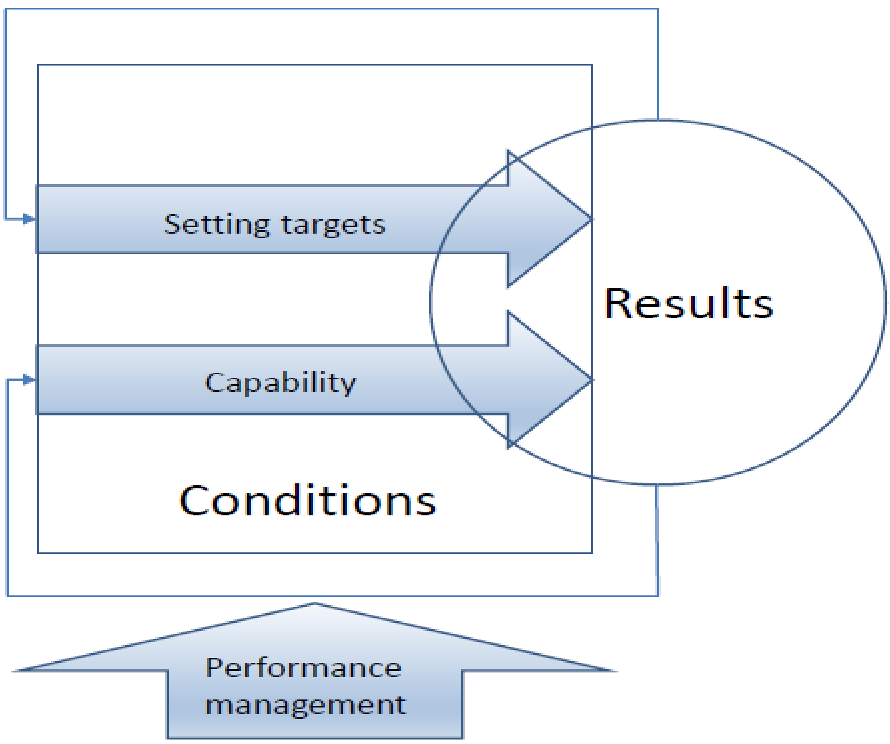

Figure 6. Objectives for performance management (Viitala, 2013, p. 109).

According to Viitala (2013, p. 109), the goal of performance management is to improve the performance of the organization by improving the performance of the people working in the organization. Goals and rewards are central to performance management. In the management model, it is essential to set clear and measurable goals, as well as reward for achieved goals. Figure 7 shows the four elements of personnel management. According to the model, personnel choices are a critical factor. Competence, ability to develop and attitude create a good foundation for performance. The performance is evaluated, and if deficiencies are found in the performance, the issues that have influenced this are analysed and the necessary development measures are implemented, after which the performance can be reassessed. Performance evaluation also includes motivational rewards that can be used to influence performance.

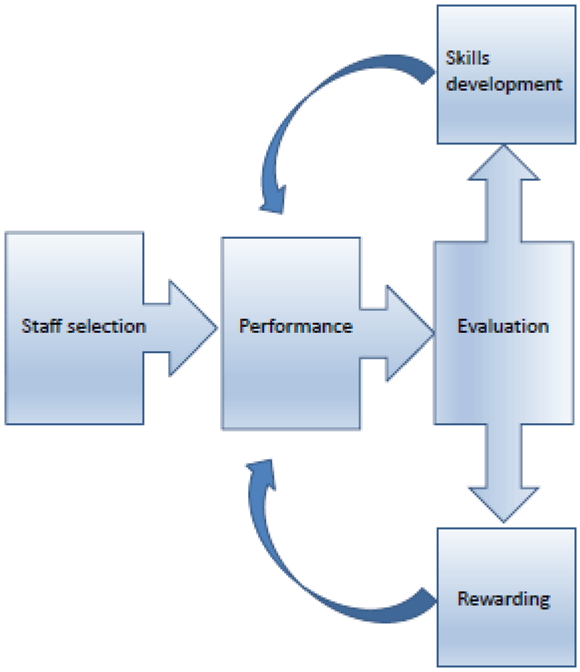

Figure 7. Key elements of human resources management (Viitala, 2013, p. 109).

According to Viitala (2013, pp. 108–109), performance consists of all the factors that influence good work performance. There is no universal formula or list for performance factors, but it must be defined according to the company's business idea and situation. Performance may mean different things within the company, such as financial performance or performance that can be measured by other than financial measures, such as quality. The commonly used performance measurement method is the Balanced scorecard, where areas relevant to competitiveness are measured. A balanced scorecard is developed for different levels of the company with its own metrics, for management, for different departments and finally for an individual employee, the metrics must be in line with each other. The balanced scorecard includes four perspectives. Financial perspective, customer perspective, process perspective and learning and development perspective.

According to Viitala (2013, p. 139), strategic competence is competence that is essential in terms of business operations in accordance with the company's strategy. Core competence consists of two basic elements, resources and competence, which produce added value for the customer. The starting point of competence management is to identify strategic competence and core competencies. On a general level, it is not possible to list core capabilities, but rather the capabilities with which the company's success has been achieved and with which success is planned to be achieved in the future. The value experienced by the customers and the value of the company depend on the core capabilities, and the company is not ready to compromise on these capabilities under any circumstances. With core competence, the supply is created for which the customer is ready to pay, which is not a basic competence that can be found in every competitor. In addition to core competence, necessary basic competence is also needed. Creating core competence is usually time-consuming and difficult to transfer or copy. Core competence is normally related to superior technology, processes or established relationships with actors outside the company.

According to Ravi et al (2008). There may be risks in the outsourcing of knowledge work, among other things, varying efficiency and moral challenges, the service provider knowingly performing the service inefficiently, the risk that the service provider will either knowingly or unknowingly hand over information relevant to the company's competitive advantage to third parties, price changes between long-term contracts, technology development during long contracts, changing the service provider is expensive, loss of control because the efficiency and quality of the external service provider cannot be controlled in the role of the customer, lack of flexibility with regard to outsourced parts, risk that the produced service is tied to the service provider's equipment and software, ambiguities between the delivery interface of the customer and the service provider, micromanagement by the service provider and loss of control over strategic resources. A common way to manage risks is risk sharing, where either the customer or the supplier or both work with several contact partners at the same time, this in part increases the risk of information spreading. In terms of the success of the outsourcing project, it is essential that the outsourcing company and the service provider have similar values and culture, which facilitates the achievement of common interests and common goals.

According to Ravi et al (2008), communication between the customer and the supplier is a critical condition for a successful expansion project. The biggest reasons for the failure of outsourcing contracts are the spread of information and confusion caused by poor or incomplete communication. Direct, face-to-face communication is the best way in terms of information exchange, but considering the costs and schedule and geographical challenges, it is not possible in every situation. More commonly, communication takes place via e-mail, telephone or online negotiations. Face-to-face communication is the richest in terms of content, and interactive in general enables the parties to the communication to see immediately whether the content has been understood correctly, which cannot be ascertained with message-type communication, however, it has been noticed that the interaction of message-type communication was also better after the face-to-face conversation. The choice of communication method is especially essential when dealing with international, culturally diverse communities.

2.2.2 Organization of knowledge work

According to Viitala (2013, p. 9), the company's operation is based on the people working in the company, how they are able to perform the tasks according to the company's strategy within the limits of the existing possibilities. The company's business is vulnerable in the sense that if the personnel leaves or completely changes for some reason, it is almost impossible for the company to carry out its business for a long time. "A prerequisite for a company's success is that it has the necessary number of people who are committed to the company and motivated to work, and who have the strong and constantly evolving skills required for the company's operations."

According to Kesti (2014, pp. 134–135). "An organization is built from people working with each other who have a common goal, if the goal is unclear, the activity is a set of individual performances" Studies show that the ratio of positive and negative feelings has a significant impact on the group's success. Moderately functioning groups experience twice as many positive feelings as negative ones, and very successful groups experience five times more positive experiences than negative ones. For each negative feedback, several positive feedbacks are needed to bring the performance to the starting level, this is because a person naturally perceives negative feedback as threatening and therefore experiences it more strongly. From an individual's point of view, it is essential that they feel that they receive feedback equally with the group, which increases the feeling of belonging to the group and positivity. The group should also have the opportunity to present their own views, even if these are different from the rest of the group. There are different individuals in the groups, there are top individuals who lead to success and individuals who oppose the development and even blame others. Those who oppose the change should not be blamed, but a reserved approach brings several perspectives to the processing of the Case, which enables the processing of the Case from several perspectives. The most important thing is to feel that there is an opportunity to influence the organization's operations.

According to Kesti (2014, p. 92), several organization studies show that some organizations have achieved a significant competitive advantage over others. Research also shows that highly successful organizations utilize and systematically develop the capabilities of their personnel. There are no general guidelines for success, but every organization must be able to find out what works best in the organization. Research shows, however, that companies that are able to develop their operations in a versatile manner by utilizing tacit information have the best long-term success. Research also shows that a successful company is characterized by the fact that the company's personnel have good opportunities to influence matters related to the company, the personnel have versatile skills, the personnel have responsibility, there is good interaction in the organization, and the personnel are rewarded for good results. Even if these operating methods are known, adopting them is not self-evident.

According to Kesti (2014, pp. 101–102), in order to advance the company's strategy, the company must identify the essential capabilities and develop them despite the collective limited time and resources. The development of abilities can be done in stages, so that the area to be developed can be invested effectively at once and the effects can be measured earlier.

According to Bertrand (2003, p. 651), outsourcing is associated with risks such as the loss of competences and the fact that all the hidden costs of outsourcing have not been considered, which in part leads to failure in terms of the benefits sought by outsourcing. Often the failures are related to the fact that the wrong type of benefits have been sought or the benefits sought have become insignificant over time.

According to Viitala (2013, p. 10), personnel management is of great importance to how a company is able to implement its business strategy. The company must have enough sufficiently capable personnel for the existing need. In addition, the motivation, work ability and commitment of the personnel must be ensured, so that the company has the conditions to develop its operations.

According to Kesti (2014, p. 93), in operational development, the most common problems are related to management and operational culture. The management may have difficulty noticing the extent of the problems because subconsciously the management wants you to see things more positively than they actually are, and in addition to this, superiors who are doing better may be more interested in the company's operations and strategy and thus express their views more strongly, which leads to the management being left with a generally better picture of the overall situation than reality. For this reason, management may be left with the wrong impression of the adequacy of personnel resources and the need to intervene in the development of personnel resources, in addition to this, personnel resources are not necessarily specifically mentioned in strategic policies and thus may receive less attention.

According to Kesti (2014, p. 135). Organization is a system that can utilize personnel resources as a force that promotes competitiveness. Organizational system intelligence consists of the following vide abilities, management, supervisory activities, work community level operating culture, work skills and processes. In management, the organization's management team activities are analysed, where the company's strategic guidelines are created. Supervisor activities are close supervisor activities at the work community level, which directly interacts with the personnel. Operational culture is an ability that describes the spirit of togetherness. Team spirit within groups, as well as cooperation between groups. Competence is skill and competence directly related to work tasks. Processes are entities that consist of working methods and methods. The core processes produce added value for the customer and in addition there are support processes that improve the organization's learning, development and information flow.

According to Parviainen (2006, pp. 55–56), there has been a change in work, which has led to the fact that so-called information work has become more common. Information work refers to work that, in general, does not require bodily and physical strength, but requires a high level of expertise and training, which includes information technology skills and the mastery of modern equipment and methods. The prerequisite for knowledge work is continuous education and development, and the employee is required to have the ability to solve problems and the ability for social interaction. In information work, it is essential that the work is not done individually, but that the work is done in collaboration, often even in collaboration with several industries.

2.2.3 Personnel competence and development

According to Viitala (2013, p. 138), the basis of a company's competitiveness is competence, how competence is utilized and what kind of ability there is to learn new things. Competence includes the nurturing, development and acquisition of competence, and when this entity is managed with the aim of achieving strategic goals, it is called competence management. The most important task of competence management is to raise the level of competence of the people working in the company, to nurture it and to make effective use of it. The results of successful competence management can be seen as developed methods of operation, products and services, as well as an increase in innovation, which are ultimately reflected in the company's ability to generate results.

According to Viitala (2013, p. 138), the competence of individual people is the starting point of the company's operation because it is not possible to get the kind of competence that an individual person does not bring to the company. The core of competence management is understanding the competence management of individuals, because if the competence of individuals is not used and developed in accordance with the company's strategy, the personal labour market value of individuals develops through the development of competence, but that competence cannot be directed to the development of the company's goals and competitiveness. Knowledge management responds to the resourcing issues that have arisen in the company. What competencies are required to meet the company's business strategy plans for different time periods? What skills are kept in-house and what are bought in from outside? Where can the necessary skills be found? How much and at what point in time will skills leave the company, and what is foreseeable? How many new skills are needed? Which skills will be shed and over what period? How much will it cost to secure the required skills? How many people will be needed and what will be their employment contracts? Where are the required skills located geographically? There must be able to handle know-how like a raw material because the need for know-how is constantly changing.

According to Kesti (2014, pp. 103–109), measuring abilities is challenging because it generally arouses a defence mechanism in personnel. It is natural for people to either question or disparage research or measurement methods that show deficiencies in a person's abilities or development needs. The measurement method must be carefully chosen according to the problem to be measured, or the interpretation of the results will be impossible. Research conducted on the basis of a survey addressed to the personnel may cause that, when the problem has been identified through the research, the personnel expect a quick response from the management to eliminate the problem, and if it is not successful, the management is even blamed for not being able to do it. The need for development can also be studied using the so-called silent signals method, where the development direction of problems comes from the personnel. In the method, based on the staff's feedback, the extent of the need for development of the ability appears on the measurement scale, as well as a view in which direction the development need should be focused. Utilizing the silent signals method requires the collection of interpretable data. The data is collected with a survey, which has been refined to analyse the ability to be studied. In the survey, guiding options are presented to the personnel to correct the development need. Alternative pairs can be, for example, quantity / quality, and based on these results, a decision is made in which direction to develop the ability. With continuous monitoring, the direction of development can be changed if silent signals indicate this.

According to Viitala (2013, p. 139), to be successful, a company must be able to renew itself. A company that is able to identify competence development needs, develop, and utilize competence is called a learning organization. Characteristics of a learning organization include the following: The organization's vision and strategy are managed in a way that guides learning, an inclusive management culture that effectively utilizes the collective spirit, a system that measures development and learning, and practices that systematically support learning, a process-oriented approach based on a systems perspective, effective personnel development activities, efficient and open information flow, an encouraging reward system, an atmosphere that supports learning. Renewal of a company is a process that can be called company learning. Learning takes place at the individual level, the organizational level and the network level. However, the basis of learning is always the learning of the individual, although learning at the individual level is less often visible to the customer, visible change requires a wider inclusion of what has been learned in the operating process. Even though learning takes place through individuals, not everything learned remains at the individual level, but learning develops new operating models, collected knowledge, processes and innovation that remain alive in the organization even after the individuals have left. This is called organizational memory.

2.3 Commitment and motivation

According to Viitala (2013, pp. 15–17), motivation is an individual force that excites and directs action. Basically, people try to find meaning and goals for what they do, combined with this, sufficient challenge and a pleasant work environment, the employee is motivated. To strive for good performance. Skills and abilities alone are not enough to produce quality work, but motivation is also needed. According to motivation theories, perceived rewards motivate employees. Motivation can be divided into two groups according to perceived rewards, intrinsic motivation and extrinsic motivation. Internal motivation is based on perceived feelings of success and achievements. External motivation, on the other hand, is based on rewards that are financial, such as salary and bonuses. Extrinsic and intrinsic motivation have different meanings for different people.

In their article, Schmidt et al (2016, pp. 9–12) show that the factors influencing the motivation of full-time, part-time and temporary workforce differ from each other. When investigating the importance of social and financial rewards for employees of different personnel groups, it appeared that social rewards are more meaningful for full-time and part-time employees, and financial rewards motivate more temporary workforce. Those who work full-time spend a significant part of their time at work and create a strong social network with their collections, and long-term goals and career development are important to them. Part-time and temporary employees spend less time with the work community and the social relationship created for them with the employer is not as motivating as the financial rewards. The commitment of temporary employees to the employer is lower than that of permanent employees, which may partly be due to the fact that temporary employment relationships are shorter in duration, and psychological commitment does not have time to form.

According to Kesti (2014, p. 93), research shows that from the perspective of developing corporate culture, management and commitment are the biggest challenges. In an expert organization, personnel are generally considered the most important resource, but the measures to develop organizational methods are contradictory compared to this, because the development of organizational methods is comparatively difficult to measure and thus to show the benefit. In addition to this, changing organizational methods causes more confusion and it is assumed that the benefits will be smaller than the disadvantages. This delusion is often due to the fact that the goals of the development projects and the necessary measures are not completely clear. Personnel have a natural tendency to resist change, because change forces them to step out of their comfort zone. In addition to this, it is difficult to get organized time for change management in addition to other work. When starting development measures, it is important to involve the personnel in the decision-making and to listen to different points of view. The preconceived attitude of the personnel has a significant influence on the initiation and implementation of the development project, if the preconceived attitude is initially negative, starting defence mechanisms that make progress challenging, a positive attitude can be grown through joint successes during the development project.

According to Viitala (2013, p. 140), competence is the most important capital of more and more organizations. Many companies no longer own facilities or equipment that could be calculated in monetary value, but the value of the entire company is based on the skills of the personnel. Intellectual capital can be classified into three parts, human capital, structural capital and social capital. Human capital includes invisible capital such as people's skills and development in accordance with the company's strategic choices. Structural capital includes capital stored in the company, which is partially visible, such as processes, systems, patents, copyrights, information systems and instructions. Social capital includes relationships with important groups, trust, and common operating methods. The importance of social capital is emphasized because trust creates the conditions for flexible cooperation, enables more efficient operation through two-way learning, and creates a competitive advantage because a trusting relationship is a source of competitive advantage that is challenging to copy.

According to Viitala (2013, p. 59), the purpose of the commitment plan is to ensure that people who are important to the company do not leave the company and therefore take their expertise with them. In general, the means of commitment lie in various incentives such as rewards and career development opportunities. A good work atmosphere and functioning systems have an impact on commitment.

According to Viitala (2013, pp. 68–69), commitment or lack of commitment is a broad concept and does not only mean the sensitivity of individuals to leave the company. Commitment is a psychological relationship with the company where a person works. If the psychological relationship is bad, the starting sensitivity increases. The commitment of personnel has been considered important in terms of the company's operation and development. The psychological relationships that describe commitment can be divided into two groups. A transactional relationship where the worker is motivated by financial incentives such as a salary, and accordingly the company expects from the employee only the agreed work input. It is typical for a transactional relationship that the work periods are not very long. A relational relationship, on the other hand, is generally a long-term employment relationship, and includes more than financial benefits. In a relational relationship, both parties can, for example, expect selfless actions for the benefit of the other party. Actions of this type could be, for example, flexing the employee's flexibility as needed in order to achieve the company's goals. Correspondingly, the employer can temporarily relax the requirements concerning the employee if he is not capable of normal work performance. A relational relationship is based on trust and loyalty. In a transactional relationship, the employee works only for money, and thus has no desire to flex or put in the effort to achieve the company's goals. In a relational relationship, employees feel a sense of belonging to the company, and the pursuit of the company's interests is important to them, and they are ready to sacrifice their own interests.

3 Effectiveness and productiveness

Viitala writes as follows (2013, p. 9), management takes place in terms of efficiency. The aim is to achieve efficiency by all means in all areas. Products must be manufactured faster, more and with better quality with fewer resources. Personnel is of great importance for efficiency, especially how resources are allocated, locally and temporally, so that the entire production process can be carried out without interruptions and on time.

“Productivity means the relationship between outputs and inputs. In other words, productivity is output over a period of time in proportion to the resources expended on the output over that period. Efficiency is talked about when looking at inputs and outputs in terms of goal setting. " (Turvallista hyvinvointia, p. 167)

Viitala writes as follows (2013, p. 10), challenges related to personnel shortages, such as recruitment problems and sick leave influence efficiency. The competence of the personnel also has an effect on efficiency, because incompetence causes an increase in the time spent on work and possibly causes errors and delays, which in part weaken efficiency. Personnel efficiency is also related to commitment and motivation. A non-committed and poorly motivated person does not work efficiently and does not commit to developing the company's operations. Product life cycles have been shortened for a long time, which causes the company to need innovative new products and solutions to keep competitiveness at a high level. Only committed and motivated personnel can maintain innovation.

Viitala writes as follows (2013, p. 10), flexibility plays a significant role in the pursuit of efficiency, both in terms of operations and costs. Market situations require quick adaptation. In a company, this means that the number of personnel and tasks must be able to be adjusted according to the situation. The utilization rates of machines and equipment in the premises may vary a lot but adjusting the costs to the market situation is not simple. Instead, efforts are made to adjust personnel costs according to the situation. In practice, this means that personnel within the company are flexibly transferred to the place where there is a shortage of resources, and in some cases, layoffs have to be resorted to. The company also could use temporary or temporary additional resources provided by subcontractors and partners, which enable the flexible use of labour in accordance with the market situation.

3.1 Efficiency and productivity

Kesti writes as follows (2014, pp. 8–24) Human resources are made to be produced when personnel are developed on a long-term basis so that motivation and innovation can be maintained. The personnel must be kept informed of the company's business operations so that the initiative can be utilized to develop the business. The individual characteristics of the staff should be seen as a resource that can be developed for the benefit of the organization. “Productivity refers to the ratio of productivity to input, ie productivity can be improved either by producing more by increasing resources or by producing the same with less resources” Kesti argues that measuring employee productivity is essential so that developments in line with the company's strategy can be monitored. Personnel productivity can be measured from several different perspectives, depending on the purpose for which the measurement result is used.

1. Human capital revenue factor, Personnel productivity is compared to turnover, in order to find out the relative turnover per person.

2. Human capital cost factor. Here, monitoring makes it possible to identify discrepancies by sector or company and, therefore, to note if operations are taking place at exceptionally high personnel costs.

3. Human capital value added, Personnel productivity in relation to turnover less other than personnel costs.

4. Human capital return is the ratio of investment, gross margin to personnel expenses. This indicator makes it possible to monitor the change in productivity and the direction of the change. HCROI reacts quickly if there are changes in variable costs, for example, non-quality costs and possible inefficient outsourcing influence the multiplier.

5. Outsourcing value added, net of personnel costs relative to purchasing services, indicates the relative productivity of money invested in purchasing services.

6. Human resource capacity cost ratio, an index that shows how well personnel costs are utilized for effective productivity, i.e., indicates the ratio of personnel costs to effective working time.

7. Human resource business ratio, the ratio of the effective number of hours worked to turnover, i.e., the measurement shows how much turnover is achieved in an effective working hour.

Kesti (2014, p. 12) writes, according to the production function of human resources, the production process must be developed in proportion to each share in order to achieve this corresponding advantage in the end result. The development of human resources has been shown to have an impact on the competitiveness and productivity of companies. In addition to measuring personnel as a resource, the ability of personnel as intangible human capital should also be considered.

3.2 Influencing productivity

According to Kesti (2014, p. 25), the development of personnel resources is relevant to the company's ability to generate results. In order to develop personnel productivity, the current situation must first be analysed so that the impact of the changes can be demonstrated. Personnel productivity is enabled by sufficient and suitable data. The reliability of the analysis is fully comparable to the availability and reliability of the initial data. The analysis makes it possible to monitor personnel productivity, and information about the direction and speed of development is available for management calculations.

According to Kesti (2014, p. 29), two forces are constantly influencing the Organization, one improves the quality of working life and the other weakens the quality of working life. Even things that are positive for the organization, such as recruitments, weaken the quality of working life, even though turnover capacity increases, so personnel productivity decreases. Structural changes weaken the quality of working life, which can be compensated for by training and developing personnel. By training and developing the personnel, it will be possible to restore the decrease in the quality of working life caused by the structural change. From an organizational point of view, it is essential that in the long term, the factors that improve the quality of working life are stronger than the factors that weaken the quality of working life. However, from the point of view of the organization, maximizing the quality of working life is not the right strategy, because at some point the turnover and the ability to make a profit start to suffer.

According to Kesti (2014, p. 771), The implementation of a company's strategy is influenced by the competences in which the company is strong and which competences should be developed in order to achieve the company's short and long-term objectives. The first priority is to identify these capabilities so that they can be consciously developed. The table below identifies the capabilities identified and their impact on the region.

Table 1. Examples of identified talents (Kesti, 2014, 71).

Implementation and dissemination of the strategy Engagement Identifying risks Swot factors Workplace productivity Leadership Culture Processes Developing safety Employee safety Site security Document security Information security Effectiveness of training Customer service skills Management skills Project skills Sales skills Security skills	Process development Process-oriented activities Support processes Process design Interdepartmental cooperation Developing HR activities Internal HR customer service HR competences and their exploitation Developing project activities Project manager activities Project cooperation Project expertise Identifying and implementing values Identifying values Putting values into practice Well-being and comfort at work Developing teamwork Developing well-being at work

According to Kesti (2014, p. 72), when measuring efficiency, the differences between individuals are highlighted, as individual productivity varies depending on the individual, with one person producing at a lower level of personal efficiency and another at a higher level of personal efficiency. In addition, it is more important how individuals allocate their efficiency, if the efficiency of individuals can be directed to support the performance of the whole group, the overall efficiency of the organisation will increase, i.e., it is more productive to do the right things with lower efficiency than to do the wrong things efficiently.

4 Quality

According to Pradeep Kumar et al (2016), the concept of quality is related to all products and services and their production but measuring quality in all these situations is not clear-cut. Quality is influenced throughout the production process, design, materials, and manufacturing all influence the quality of the final product. Understanding the concept of quality has led to the fact that the quality control process has become an essential part of the companies' operations. Operating methods and processes are developed so that it is possible to monitor overall quality and, if necessary, to change practices so that quality deviations can be eliminated. Quality has been recognized as a strategic competitive advantage, which companies strive to improve in order to stand out from their competitors, which has led to the development of methods for measuring quality. Quality can be defined as follows: The quality of the product or service's suitability for purpose, degree of customer satisfaction, punctuality and fulfilment of requirements, compliance with laws and standards, and excellence. Deficiencies in quality cause problems for the customer, which leads to customer dissatisfaction. Quality can be improved by identifying problems and starting to fix them one problem at a time. In quality deviations, the problem and the root cause must be identified, the problem can be eliminated by correcting the root cause. Quality control can be divided into three parts. 1 Quality planning, where the required quality level is determined, with which customer satisfaction is achieved, 2 Quality control, where the achieved quality is monitored and measured and compared to the required level. 3 quality improvement, what are the steps, identifying the target of improvement, looking for concrete ways to address the problem, demonstrating the effect of the improvement by monitoring and measuring, and monitoring to maintain the achieved level.

4.1 Quality of productivity

Kesti (2014, p. 77) defines competitiveness as doing the right things efficiently, i.e., the company's right strategic choices and productivity. By increasing efficiency alone, a company cannot achieve a continuous competitive advantage, but the company must also have the ability to renew its operations through innovation and thus develop its operations to be even more productive.

According to Kesti (2014, p. 75), in terms of efficiency, a person who produces at a relatively low efficiency does not in itself incur quality costs, but at the point where a project is delayed and costs increase as the customer complaints, or if the delay caused by low efficiency has to be made up for in overtime, in these cases the quality costs occur with a delay and cannot be directly attributed to the inefficiency that occurred earlier.

5 Research methods

This section outlines the characteristics of qualitative and quantitative research and the differences in applicability between them. It outlines the characteristics of the topic to be studied and considers the suitability of both qualitative and quantitative methods for studying these aspects. The study decided to use a qualitative method to make the analysis as comprehensive and multidimensional as possible, and to allow for the dynamic and extensive use of thematic interviews to obtain the data.

5.1 Qualitative methods

The study deals with efficiency and quality, as well as related variables in the project business. Quality and efficiency are concepts, that people experience and treat differently, in addition to this, research involves sections related to people's attitudes.

According to Puusa and Juuti (2020, p. 9), qualitative research seeks to examine things from the perspective of individuals, and about how those individuals experience things. However, the researcher will not be able to experience things in the same way as the subjects of the research. There are several methods for qualitative research, but the uniformity of the methods is that they all aim to draw conclusions from the data.

According to Alasuutari (2011, p. 27), "in quantitative analysis, arguments are made with the help of numbers and the systematic connections between them." The starting point for quantitative research is tabular research data, where different variables are given either numeric or letter variable values. In the research analysis, average values are not sought, but statistical connections between variables are sought.

Efficiency per se could be studied by quantitative research if efficiency is treated as economically measurable efficiency and can be tabulated, but this study is intended to focus on efficiency from the perspective of how resources can be used as efficiently as possible, both internal and external. The balance between internal and external resources is significantly influenced by the interaction and balance between them, and this in turn is influenced by the attitudes of both the organization and individuals.

Alasuutari (2011, p. 157) writes that qualitative research can be argued with quantitative relationships between different factors, but when there are enough cases, usually the number of interviewees is not sufficient for quantitative analysis to be possible. In this case, the individual is used as the unit of observation and the aim is to analyses the individual's behaviour under the influence of different variables, and the material is examined as a sample from a defined base group to which the results can be generalized. Using an individual as a unit of observation leads to the fact that the results cannot be directly generalized to the entire population. At the level of the individual, the interviewee has to easily evaluate himself how he typically works, and this evaluation leads to the fact that generalization may lead to dispersion and generalizations on a broader level do not necessarily reach the heart of the matter. It is useful to examine qualitative materials by following the structures of the material and looking for answers to the questions posed in the research. If there are many observations in the material to solve the riddle, it is also possible to use statistical methods.

There are a lot of details related to the entity under investigation, which is influenced by the individual characteristics of the persons, such as character traits and attitudes. Thus, with a quantitative research method, it is challenging to obtain such comprehensive and versatile survey data that a reliable whole could be analysed from the data. The multiplicity of these concepts makes qualitative research the most suitable option to be used as a research method.

5.2 Data collecting

The research material is collected in two stages. In the first stage, the research material is collected through thematic interviews, which are held with the parties leading the planning of the company. Interviewees will be selected according to the fact that each planning aspect will be considered. In the first phase of the study, the aim is to find out how the challenges in the efficiency of the external workforce manifest themselves and whether some aspects are more challenging than others. Based on the data of the first phase of the study, hypotheses are created, to which analyses of the literature and interviews were derived in the other phases of the study.

According to Puusa and Juuti (2020, p. 99), in qualitative research, interviews are a commonly used method of acquiring research material. An interview can be thought of as an interactive goal-oriented discussion, where both the interviewer and the interviewee influence the progress of the discussion. From the interview material, the researcher interprets the interviewee's view on the topic, and it should be noted that the final analysis is the researcher's interpretation of the interviewee's ideas.

The researcher has worked in the company both as an external labour force and as a staff member, so the preliminary understanding of the researched topic has been formed from several different perspectives. The researcher's background has been utilized in forming and delimiting the research topic. To some extent, the investigated phenomena are based on the researcher's observation, on the basis of which the interview questions have been formed so that analysable data has been collected about the phenomena.

According to Puusa and Juuti (2020, pp. 76–83), at the beginning of the research, the researcher may have a preconceived notion on the topic that may guide the researcher's thoughts and knowledge acquisition. The research subjects are based on theory, but the outcome of the analysis is influenced by the approach to observation methods and the researcher's understanding of the research topic. Qualitative research examines individual cases, so the collection of data in their natural state is possible through interviews or observation and by combining different data acquisition methods.

In the second phase of the interviews, the focus was refined, and more detailed answers were sought to those areas that were either not covered or not covered at all in the first phase. In the second stage interviews, the analysis phase was already underway so that there was a clear awareness of the gaps and refinements.

In addition, data was collected using observation. The researcher has been in the Company as an external resource and in addition to this as part of his own resource and is active in the interface of external resources. The observation has been used in particular in the preliminary investigation into the questions of the first round of interviews.

5.3 Analysis of data

When the acquisition of data is two-stage, the analysis is also two-stage. The aim is to find similarities in the material of the first stage and to find clear individual reasons for the second stage of acquiring the material.

According to Alasuutari (2011, p. 30) qualitative research is analysed in two stages, which are the reduction of findings and the interpretation of the result. The reduction of observations is done by looking for similarities and common factors in the observation. However, generalizations or disregard for deviations must be avoided in the reduction.

The role of the researcher and the preconceived notion on the topic influence both the acquisition of the material and the analysis. After the acquisition of the material, the material to be studied is separated and classified, and a theoretical basis is sought in the literature for the formed categories.

According to Puusa and Juuti (2020, p. 139), the researcher's preliminary perceptions influence to the research from the acquisition stage of the material, and in part the analysis begins at the acquisition of the material. The effect of the researcher's preconception cannot be removed from the research, but the researcher must be aware of this effect on the outcome of the research. When analysing the material, the aim is to classify the material into categories relevant to the research, and the literature is searched for the categories formed on the basis of theory. The aim of the analysis is to describe the phenomenon under study based on the facts so that the reader achieves an understanding of the phenomenon without as much familiarity with what the researcher has done.

"In general, there are only few standardized ways to analyses the data in the field of qualitative research." (Puusa & Juuti, 2020, p. 141)

The analysis of the data was carried out by carefully processing the interview recordings and collecting references to the material in the theoretical section. The data from the interviews was collected from people working in different roles in the organisation and was collated thematically at the analysis stage. From the thematic data, the aim was to consistently identify similarities and divergences with the theoretical data. The material has been collected from the organisation so that the perspectives are broad, however, each person in the company has not been interviewed so the basis of the analysis is that the material reflects the organisation's views on average.

6 Results

6.1 Strategies and implementation

6.1.1 Business strategy

Increasing the use of external labour in accordance with the business strategy was mostly known. However, it emerged from the interviews that strategic communication has not been completely consistent, and the information flow channels are varied.

> "The creation of the strategy is still in progress. At the moment, a review is being made regarding how the predicted growth can be realized, what is the need to recruit the company's own personnel and what proportion of the projects or even the projects as a whole could be completed by an external workforce. When the strategy has been completed, instructions are available according to the strategy that which type of tasks are systematically performed by an external factor and also the service provider for various tasks has been decided in advance" I2

> "I work as labour provided by a partner in the organization of the company. I have not been informed of any strategic policies, neither in terms of the company's business nor in relation to the use of external labour. However, I assume that by following the instructions given to me, my work input will be guided according to the strategy." I4

> "Yes, I work in accordance with the company's strategy and use FSU services as much as possible. I cooperate with other external actors minimally. The company's strategy suits me well in the sense that I can create documents for projects with tools that I personally don't like to use" I5

> "Strategic guidelines come from the company's higher authority, as well as questions about how the local unit intends to implement the strategy, but decisions on the need for outsourcing and outsourcing tasks are made locally" I7

6.1.1.1 Controlling according to the strategy

Personnel are instructed on the use of external resources, among other things, in development discussions and in regular departmental meetings. The company does not use regular financial incentives to promote change in accordance with the strategy at the individual level, but individual individuals have been rewarded based on the good feedback given by external resources. The increase in work diversity is interpreted as an intangible incentive to some extent.

> "I feel that I am somewhat forced to use external resources. The company does not have policies that guide operations according to the strategy, only the operating method is internalized according to the instructions. I understand that some people have received the so-called instant reward, which was given based on the good feedback given by external resources "I5

> "Encouraging the use of external labour and working with external labour is mainly done so that with this method of operation it is possible that our own personnel can act more in a supervising and guiding role, and not so much in detail-level planning tasks. The incentive can be considered to be that by outsourcing people are able to change the form of their own work. Of course, people must have a desire for this change so that it can be considered an incentive. It can also be considered an incentive that outsourcing as an alternative enables people to manage their own workload better." I7

6.1.2 Personnel strategy

6.1.2.1 Personnel development and training

There is an almost unanimous view among the personnel that no training has been given for a new type of operation, where outsourcing and external labour are part of it. Instructions have been given on the tools to be used, but activities with external factors have not been included in this package. Learning new ways of working has taken place on an individual level, learning by oneself and by observing the activities of colleagues. The external workforce that has worked in the Company's premises, as part of the local project group, has learned the ways of working also by being part of the tacit knowledge transfer chain. At the management level, these challenges have been identified and development work is underway.

> "In all respects, we are not yet at the completely necessary level in directing external resources. I2

> "We have shortcomings in orientation regarding the management of external workforce, it is challenging for new employees to internalize the process of how work is distributed to external actors. At the moment, development work is underway to get the orientation and instructions in order." I3

> "When I started in the company's organization, I think I got almost the same orientation that the company's own person gets. The orientation included going through the work instructions and the instruction systems. There wasn't much guidance or training on how to work with FSU personnel and assign tasks, he learned those methods on the job." I4

> "As an external resource, I have received familiarization and guidance on, among other things, the working method of the database, on the other hand, there are so many rules and instructions in that database that effective use of the database requires a longer period of familiarization." I6

> "Abilities required for core competencies and changes to the required abilities will be included in the personnel strategy. Currently, the strategic outsourcing changes are not yet included in the person strategy, but in the future these requirements will be added there and regularly updated. At the moment, existing competence and ability are being analysed, as well as which areas of ability require investment and whether efficiency in the core competence area can be improved. The way we have used external labour until now, i.e., the fact that people have been in our premises, as part of project groups, has ensured that know-how is transferred, also as tacit information. If in the future the operation moves in the direction that external persons are not part of project teams, but work packages are ordered from external actors, which they do in their own premises, it will cause changes in the transfer of tacit information and there are no solutions for these yet. In this type of operation, the level of initial information, the flow of information and our requirements are emphasized, and the end result is at a less than satisfactory level" I7

The core competence has been identified, and the analysis is still being done. The identification and mapping of competences and abilities in order to enhance and clarify the core competences is in the development phase.

> "The company has identified the talents for the necessary core competence areas, and this work is still ongoing. Core competence and the abilities it requires are constantly analysed" I7

6.2 External labour use plan

The plan for the use of external labour in accordance with the strategy at the detail level is not ready but is being worked on as part of the development of the strategy. Currently, the plan for the use of external labour is project-specific, and tasks are not outsourced regularly. Resourcing tools can currently be used to plan design tasks, but during the development of the strategy it is intended to broaden the perspective of what other work could be outsourced more systematically.

> "Currently, we do not have a tool with which the use of the project's external resources, outside of the design tasks, would be systematically done, but this is intended to be done in connection with the strategy update." I2

> "Primarily we use our own resources, but if the workload is too much, some of the tasks are outsourced to external resources and partners - The workload is primarily divided into FSU tasks and if they do not have free resources or the tasks are otherwise not suitable for their task, then the tasks are given to other cooperation partners" I1

> "In the projects I'm involved in, external labour is used to balance one's own workload, and in addition to that, external resources provide the ability to use such tools that one's own time has not been enough to learn. I myself make the decisions regarding what is done with external resources and what I do myself. The company's strategy should pay more attention to what kind of investment external resources are used to obtain ready-made documents, based on my experience, this requires a lot of guidance and supervision." I5

> "At this stage, outsourcing in the company is still in such an early stage that the decisions around these issues have been made by a relatively small group, but even at this stage the personnel have had some influence on the decisions made. In the future, however, when outsourcing expands, the views of the personnel will be considered even more when making decisions" I7

In the interview, a need for know-how emerged that the company does not yet have, and there is also no subcontractor who could offer this know-how.

> "In the projects I am involved in, external labour is used to balance the workload, because handling several simultaneous projects is not possible without additional resources. In addition to this, we outsource tasks to partners who use software that we cannot find ourselves, and thus they are able to offer our projects added value also in the form of specialized expertise" I4

> "We urgently need a partner who is able to carry out planning that requires special expertise, which expertise is not found in our company" I3

6.3 Degree of use of allocated external resources

The company has a reserved amount of FSU resources to use. During the sales phase of projects, resources are allocated to suitable parts. The amount of use of external resources during the project implementation phase is monitored regularly. The monitoring tools show that there have been challenges in staying at the predicted utilization rate.

> "Bidding time resource planning and forecasting are done continuously, but project-specific implementation is not always possible according to the forecast. In addition to this, the load is monitored and scheduled project-specifically with the planning group." I2

> "For a moment, it seems that our principle of using external labour is too flexible, because it is possible to leave the decision on the use of external labour only in the implementation phase of the project, and thus planning is not realized." I3

> "As a rule, some of the tasks are transferred to an external workforce. The skills of our own staff are starting to disappear in these tasks because it has been possible to outsource the same tasks for such a long time." I3

6.4 Relations between the customer and the supplier

The company has been able to create cooperative relationships that have a positive effect on the company's competitiveness. These cooperation partners are able to offer the kind of know-how that cannot be found in the company, as well as partners who offer development cooperation.

> "We have a joint development project with partner 3, the purpose of which is to find and implement a documentation system that the partners can also access." I3

> "We have created cooperation relationships, or partnerships that clearly have a competitive advantage. We can buy a certain type of design and related manufacturing from these operators at a competitive price. In addition to this, the company has built cooperation with individuals, whom the company can use

> flexibly at a competitive price, and the know-how and professionalism are of a very high quality" I7

6.5 External labour Employed by the company

6.5.1 Implementation principle

The interviews showed that the company uses the resources in practice in three different ways.

1. Contract agreement, the Supplier implements the pre-agreed scope at the agreed cost in the agreed schedule or hourly billing by agreement.

> "A lot of external resources are used in the tests. Especially if the project is abroad, it is natural to use foreign resources. External resources are used in tests even if one's own personal resources are not sufficient. In domestic projects, foreign resources are used if this suits the customer" I1

2. Subcontracting agreement with a local service provider. The person provided by the supplier performs the work specified by the customer at the customer's premises, at the agreed cost, for the agreed period.

> "For individual small tasks, external resources should not be used, but external resources provided by a local partner are flexibly available" I1

> "I work as an external resource for the company. I perform the work directly in accordance with the given instructions, just like the Company's own personnel." I6

3. Subcontracting agreement with a foreign unit. The team allocated to the supplier's customer performs the tasks defined by the customer at the agreed cost in the agreed time.

> "The purpose is that detail-level planning is carried out as much as possible from FSU activities, in which case the resources of the main planning level of the projects can be focused on thinking about broader entities." I2

> "Foreign Service Unit is natural to use in export projects where the specification is in English" I2

> "The people of the local service provider match the company's own personnel in terms of competence and experience and work in the same way as the company's own personnel" I2

6.5.2 Decision to use external resources

The questions related to the decision-making related to the use of external labour were not clear-cut but similar. In the project sales phase, the early resourcing plan has been made, but in the project implementation phase, the final resourcing takes place at the discretion of the project team, considering the available company's own resources and external resources.

> "I am creating a cooperation network, from which it is possible to use external resources as needed in operational activities, following the strategy" I2

> "When resources are allocated to projects, at an early-stage planning managers reserve external resources for the project, after which the need is specified when the project organization and other projects being implemented at the same time are known." I2

> "Decisions on the use of external labour in projects are not clear-cut, both the decision to use external labour and the choice of external labour are influenced by several factors, including the local designer's own level of expertise and workload." I1

Decisions about the use of external labour are often made at different stages of the project, and the decisions made depend on the people who implement the project.

> "It's true that some people outsource a lot of their own tasks on their own initiative and some people don't outsource almost at all, but I haven't analysed in more detail why this is." I3

> "Decisions on the behaviour of the external workforce and which tasks to outsource are made at the project kick-off meeting in the project organization. In the projects I have been involved in, there have been no instructions or guidance from the vendors on how the external workforce was initially planned for the project" I4

> "The decision to use external resources comes during the implementation phase of the project, or should we say that it is already a standardized method in my projects, I always act in the same way and always outsource the same certain parts." I5

The distribution of tasks is standardized to some extent, although there are currently no strategic instructions and a plan for the use of external workforce available

> "In general, our own personnel always outsource the same tasks, these tasks are not necessarily very meaningful, and neither are the company's core competences. The routine division of certain tasks has led to standard solutions, which in turn has led to a relatively good end result in terms of quality" I3

6.5.3 Multicultural work environment

The company's personnel work as part of a multicultural work community within the organization. Since the company is a global player, in addition, the company's personnel orders, directs and supervises the services produced by external resources. Personnel must be aware of and as necessary, adapt operations as needed in a multicultural work community. Perceived differences in, among other things, the management hierarchy. In Finland, we are used to a relatively low hierarchy, but especially the FSU management hierarchy is different.

> "The FSU management hierarchy is different from what we are used to because they operate in such a way that the performing drill is separate from the directing and supervising step, which means that every task goes through an inspection and approval process, which in part causes a delay." I2

To some extent, achieving a common language and understanding between those working with different mother tongues was perceived as a challenge.

> "To some extent, working in English is challenging for some, but both sides have been able to reach the level quite quickly on both sides that the work has been able to be shared and carried out in mutual agreement." I3

> "Especially when new people join the project from the partner's side, it takes time to find a common language. Since neither party communicates in their native language, there is a risk of misunderstanding. The discussion has been clarified by sending more detailed pictures or otherwise presenting the matter visually. A way to understand things from both sides has finally been found "I4

In FSU's operating culture, there is a somewhat high threshold for asking questions and admitting that the assignment is not completely clear.

> "I don't know if it's cultural or something else but asking questions to them is a kind of challenge. Those people who have been working with us for years have adapted their behaviour to suit our way of working and thus the culture of asking questions has also changed. Especially younger people don't get questions related to tasks, which might be a matter of hierarchy, that questions are circulated through more experienced people" I3

> "Generally, in our project, FSU communicates through one person, that is, one person conveys questions, comments and delivers documents. I don't know if this is their instructed method of operation, that the person performing the task does not go out to ask questions himself, but all communication is handled by a supervisor or a supervisor." I4

> "In my projects, I communicate directly with the person doing the work, there are no supervisors, approvers or inspectors in between, it's better this way. The understanding is variable and depends a lot on the people, there are differences in the level of interaction." I5

6.5.4 Communication

The company has a specific tool (YY) that can be used to assign tasks to FSU. The tool was felt to serve the monitoring of schedules and hours worked, but the tool was not felt to provide added value to the technical implementation of the tasks.

> "We have some degree of communication challenges, especially with the FSU group, which is where most of the challenges come from. There may be problems in that the assignment may have been incomplete or misunderstood, but for some reason no clarifications have been asked." I2

> "The division of tasks is done with the YY tool. The tool sets a schedule for the tasks and budgets the amount of working time to be used. When the shared task starts to be implemented, a more detailed discussion is held with the person performing it via Teams, email or phone." I1

> "Basically, the FSU should check and, if necessary, ask for more information if the starting information for the shared tasks is incomplete. Accordingly, the documents to be sent must be checked according to the checklist, which ensures that all our company's requirements have been considered, unfortunately this has not been used in every project. Improvements are coming to the management of the distribution of tasks, because we are developing a model where the tasks are distributed in standardized work packages, in which case the initial information needed for each work package is clear in advance, in the same way the content of the completed work packages is standardized" I1

> "We encourage direct interaction with FSU personnel, for example on Teams, which helps both parties understand and develops interaction and lowers the threshold to ask questions if necessary." I1

> "We have cultural differences and differences in professional views, but in general I would say that our liaison work has gone well, but cooperation requires a lot of communication and guidance. For me personally, it doesn't matter if my partner is in Finland or abroad" I4

> "With the YY tool, a task to be outsourced is created, where a completion date is set for the task, the number of hours budgeted for completing the task, and the number of hours that have been reserved for completing the task." I4

> "The assignment is distributed using the YY tool, after which all the more detailed initial information related to the assignment is distributed by email. Depending on the nature of the project, the level of input data varies, e.g., for a challenging renovation project, input data was created with terminal block accuracy, because it is not possible to use our company's standard methods in the renovation site" I5

The quantity and quality of communication was felt to contribute to the fact that the level of the received documents was as expected

> "When working with an external contractor, guidance and supervision must be active, especially at the beginning, and the initial information provided must be sufficient to motivate the tasks to be completed. If there is not enough investment in the instructions and initial information, it will cause significantly more work during the document review and correction phase, and in this case the benefit sought by outsourcing will be small" I4

> "Most of the communication is done through Teams. Matters that require a broader opinion are communicated as e-mail conversations. If necessary, Teams meetings are organized where things can be resolved through discussion." I4

As a rule, communication was not planned or pre-scheduled.

> "We have not agreed on regular meetings with external resources. We have a Team discussion among the project group, where the necessary exchange of messages can be handled directly or, if necessary, a meeting can be organized among the participants according to the need." I4

> "There is no regular communication plan, but communication takes place when necessary. After sharing the initial information, they ask questions if necessary, and when the tasks are about to be completed, they send the documents to be checked, after which the communication continues according to the demanding needs of the received documents." I5

The external resources felt that they received support for their tasks from the project group, but the supervisors' ability to react was perceived as lacking in problem situations.

> "The project team supports when problems arise and solutions are found through cooperation, but it may not be difficult to get comments or answers from the management and supervisors, despite the efforts. Communication on a general level is comprehensive because it is part of the Company's organization and the opportunity to participate in meetings" I6

6.6 Feedback

Giving feedback varies depending on the person supervising and inspecting the work phase, some people give a lot of feedback to the external workforce, both positive and negative, while some of the personnel leave no feedback. To some extent, the feedback survey is part of the process and therefore will be done regularly.

> "FSU sends a questionnaire in connection with each project, where the person in the project can give feedback on successes and the need for improvement. In addition to this, the feedback to some extent is continuous, among other things in the form of reminders to update documents and in connection with project meetings. Quality deviation from the tool can be run reports, which can be read by FSU" I1

Deviations, which the persons supervising the tasks perceive as a quality deficiency, are communicated directly to the performing party, thus these cases are not registered in the quality control system. Official quality deviation reporting is considered to be too strong a reaction to the observed deviations, and through direct communication, the necessary corrections have been implemented quickly.

> "I have given direct feedback within the project group when the quality of the work has not met expectations. I haven't used the official quality deviation reporting tool, because when I give direct feedback, I immediately get a response as well as a suggestion on how similar problems can be avoided in the future. I feel that direct personal feedback has helped, it has helped me understand their way of working better and helped them to understand why we act the way we do. Thanks to the direct feedback, the opportunity has opened to help them in those professional areas where they need development " I4

> "I gave direct feedback to the author about the problems and challenges observed during the project, no official quality deviation has been recorded in the system. The direct feedback led to the desired result and therefore I did not feel that more official reporting was necessary" I5

The external resources integrated into the company's operations felt that the feedback from the company was minimal.

> "In my work, I get more feedback, and especially constructive feedback from the customer than from the Company. For my part, giving feedback to the company mainly takes place through various discussions and meetings, and I can't say if this can be called feedback." I6

6.7 The challenges

The questions related to the challenges encountered in the use of external labour gave different types of answers, depending on the position in which the interviewed person worked. Some of the challenges manifested themselves in the implementation of the strategy, as well as operational challenges related to quality and schedules.

> "We operate in a relatively narrow field that requires specialized expertise, so finding partners who are able to offer expertise to the extent that is needed is challenging to find" I2

> "The biggest challenges are finding partners because we operate in a field that requires special expertise. Finding subcontractors who work the way we want is challenging" I1

> "Reliably predicting future projects over a longer period of time is a challenge. If forecasts of realized projects could be obtained more reliably, it would be possible to consider more precisely how projects are resourced. The demanding level of the projects varies, and if the longer-term forecast were more reliable, it would be possible to reserve so-called key persons for the most demanding projects and outsource the more routine projects, but if a more demanding project than expected is not available, reserving a key person for this becomes pointless and causes challenges to utilize all resources efficiently" I2

> "Quality problems appear again as overtimes caused by planning" I2

> "The challenge is the commenting rounds, which were really many in a challenging project. The corrections and updates of the document were done piece by piece, which caused that the use of time, both on the FSU side and my own use of time, exceeded the predicted limits. Projects with more standard starting points, and where it is possible to use standard bases, go much better and with less effort" I5

> "Based on my experience, depending on the project, the challenges at a more detailed level are different, there is no recognizable recurring error or deficiency." I5

The degree of use of reserved external resources varies, and the challenge is that at times the local workload exceeds the resources, but at the same time external resources are free

> "The challenge is a certain degree of lack of courage to use FSU resources. Communication is somewhat difficult and some of the staff prefer to spend their own time doing the task, instead of doing and at the same time training an outsider to do the task. The organization should be able to divide tasks into FSU tasks in the long term and thus enable the formation of a common language and operating methods" I2

> "Partly, FSU's low utilization rate is due to management because decisions on the use of external labour are made very quickly both during the project implementation and during the sales phase. But on the other hand, from our department's point of view, FSU's challenge is more generally that they have too much workload" I3

The tools for communication were perceived as lacking.

> "Currently, we do not have a common system to manage the exchange of information with the external workforce and partners. In the investigation, there are options to get the company and subcontractors into the same document management system, at the moment information transfer is too much dependent on e-mails. Afterwards, it is difficult to find out how the tasks have been instructed to be done when the exchange of information with documents is in e-mails" I3

Liaison partners who are not in the same quality deviation reporting system may remain completely without feedback.

> "The challenge is project schedules, because in an urgent schedule, errors and deficiencies that should normally be reported to the supplier may not be made, and these errors and deficiencies are quickly corrected with our own resources so that it is possible to stay on schedule. At the moment, a process is being developed by which feedback can be given systematically" I3

One's own ability to create the conditions for outsourcing tasks was also perceived as a challenge.

> "The challenge is to get sufficient source material delivered, as well as to get it understood at the level that it is possible to get the expected level of documentation." I4

Design packages and standardized image sets were also perceived to cause a risk of a decrease in development and innovation.

> "If all the design packages conform to one and they are implemented based on prototypes, it causes the work to become too routinized, which, in my opinion, causes innovation and development to be ignored when documents are produced using the same formula without questioning whether there are better ways to achieve the desired end result." I4

6.8 Attitudes

The interviews revealed that the attitudes towards the use of external labour, as well as the external persons themselves, were broadly positive. The external persons working in the company's premises felt that the attitude towards them was functionally equal. The external spirits felt that they would be treated as part of the project team.

The staff's attitude towards the use of external labour varied. Some of the personnel felt that the external workforce clearly helped in achieving the goals of both the project and the company, but some felt that the benefits of the work done at FSU were questionable.

The attitude towards the use of external resources has become more positive and at the moment almost everyone transfers their workload to external persons.

> "Some time ago, especially FSU stuffing was focused on the task of a narrow group, but lately it has gone in a positive direction and now almost everyone uses FSU services at least to some extent." I2

> "Some personnel have attitudinal reasons to assign their tasks to external resources. The persons in question do not trust that the tasks will be completed at the level they expect and consider the time investment of giving the task too great compared to the benefit achieved." I2

FSU services have not been fully utilized, even though their resources have been reserved for the company's use in the agreed amount.

> "FSU services cannot be fully utilized in domestic projects where the initial information and documentation is in Finnish. In these cases, the company's own project person feels that the use of FSU services does not add value to the project, because sharing the initial information of the tasks and checking the documents is time-consuming" I1

Employees employed by the partner who work in the company's organization are treated and treated like the company's own staff.

> "They are like one of us. They merge into the organization and participate in periodicities like personnel, their guidance and management are no different from this. It is common that people are recruited directly into the company's service at some point in time" I1

> "The reception as an external employee has been good. There have been and still are several of us external employees, so the way of working is familiar to the Company's personnel, at times it even feels that we external persons are not aware that they are external. I feel that I differ from the Company's own personnel only in terms of professional development, because I am not part of the Company's development discussion, so I have no idea about the strategy and goals. I have positioned myself in my role in such a way that I carry out the assigned and instructed tasks and I assume that the given tasks will help the Company to reach the goals according to the strategy. On the other hand, however, the role as an external resource does not seem permanent or long-lasting, and there is no certainty of continuity" I6

6.9 Motivation and commitment

Commitment is analysed based on interviews both at the individual level and at the organizational level. Commitment at the organizational level manifests itself in joint development projects, both parties participate in developing processes so that the external activity can bring more added value to the company in the future.

> "We are working with both FSU and a local partner on development projects, the purpose of which is to research and develop processes to make them more efficient and to expand the service offering." I3

The external resources integrated into the company's organization felt that they were committed to implementing their own employer's strategy and were motivated by the achievement of personal goals.

> "Tasks are given as individual assignments for one project at a time, but there is no understanding of larger-scale goals or personal expectations" I6

> "I am employed by a company that offers services and I am primarily committed to working to achieve the goals of this company's strategy. In general, it would be essential for the whole that the strategies of both the ordering and the supplying company serve each other." I6

In the motivation of external resources, the hallmarks of internal motivation came to the fore.

> "As an external resource, I am motivated by the fact that I can acquire and expand my skills and experience. These skills and experience remain for me, which I can use in the future." I6

6.10 Productivity

6.10.1 Measures

The impact of the use of external labour on organisational productivity and efficiency is measured in relation to turnover, and flexibility in the face of changing market conditions is measured in qualitative terms.

> "The efficiency or productivity of external labour has not been calculated mathematically. Efficiency has been monitored using qualitative methods, i.e., to what extent flexibility has been achieved using external labour and how much time the personnel spend on checking and monitoring work. From the point of view of overall productivity, the operating method is that the cost of a certain task is calculated if it were done with own resources and this cost is compared to the offer received from an external operator, and thus the cost-effectiveness of outsourcing the task can be demonstrated. But efficiency as a whole is a broader concept. One measure of efficiency measured by the top management is the ratio of the number of people to the completed projects, i.e., turnover." I7

6.11 Quality

The questions related to quality gave relatively varied answers, which is partly due to the fact that the interviewees understand the concept of quality in a slightly different way. Quality came up in the form of schedule challenges and the quality of the documents produced, where documents that differed from the company's own way of producing documents were considered quality deviations, even though it was not possible to directly demonstrate that the content of the documents is incorrect or incomplete.

> "The biggest challenges related to quality are that subcontractors learn to produce documentation according to our requirements" I1

The company knowingly uses partners that produce different levels of quality if the price-quality ratio of the service is right.

> "We have used the services of subcontractor 1. Their services are inexpensive, but the quality is appropriate" I3

6.11.1 Quality problem reporting

The company has tools and processes for quality deviation reporting. However, the processes are relatively flexible, and usability is subject to interpretation.

> "As an official tool, we use the xx tool for monitoring quality deviations. In addition to that, there are regular "Lessons learned" meetings where quality deviations are brought to the attention of the entire group. A reporting tool has been developed for the official system, where anyone can view reported quality deviations. FSU is covered by the same reporting tools, so feedback can also be given to them if necessary. The deviation reported to the XX system is not personal feedback, but feedback indicates deficiencies in the process" I2

The reporting system for quality deviations is perceived as somewhat clumsy and remote to use.

> "I feel that by reporting the project's general deviations, the YY tool is not suitable for that. When using the tool, direct interaction is eliminated, and the risk is that the official deviation report will receive an official response and corrective measures will not be taken at all. “I4

> "The quality deviations are to some extent similar and repeated. The company's personnel should more actively record quality deviations in the xx tool, so that information about quality deviations becomes public knowledge and they can be addressed" I1

Analysing quality deviations revealed a need for development.

> "We have room for improvement in terms of quality deviation and deviation reporting in general. The employees have been instructed to create deviations in the data, but the analysis focuses on individual problems, and thus it may be missed whether there is something else behind the deviations." I3

Quality deviations are reported directly to the party working internally on the project.

> "Challenges related to the schedule are frequent, it is possible to name delays with comments. With continuous communication and reaction to errors and shortcomings, it is possible to influence to the extent that you can already influence the task itself, so that the risks of repairs or re-planning are reduced." I4

7 FINDINGS

7.1 Company readiness to use external labour

7.1.1 Strategic decisions and implementing

Viitala (2013, pp. 41–42) states that the business strategy drives the HR strategy, and thus also the human resources required for the company to operate in line with the strategy. There is always risk in strategic choices because strategy is created for the future and predicting the future is challenging. Viitala (2013, pp. 22–23) also states that, human resource management is a strategic factor because in a resource-based approach, human resources are an essential part of a firm's competitiveness.

The business strategy directs the company to a wider use of external labour, which leads to the fact that the company's own resources will be implemented in the future within the scope of core competencies. Changing needs in terms of abilities will be increasingly informed in the future with personnel management so that a sufficient and correct number of resources can be ensured for the Company's needs.

Staff had a mixed perception of the strategy in relation to the use of external labour. The interviews revealed that the strategy is partly incomplete at a large scale. The implementation of the strategy at the executive level also yielded mixed results, with some interviewees saying that they felt they were fully implementing the strategy defined by the company, while others said they were not aware of the company's strategic direction.

According to Kesti (2014, pp. 131–132), under the pressure of change, it is common for conflicts to occur in the organization. If handled correctly, conflicts are not a bad thing but enable development. However, conflicts must be resolved because unresolved conflicts begin to manifest as increasing negative energy and begin to weaken the unified spirit.

The company's personnel do not unequivocally perceive the strategy as working regarding the use of external labour. Some of the personnel feel that they are pressured to use external labour in accordance with the current model. The personnel as a whole do not feel that their views had an impact on the creation of the strategy. However, the practical actions are quite new, and in the future, when external labour is to be used more widely, the views of the personnel on the implementation method will also be considered when making decisions.

When the company uses external labour and increases the use of external labour in accordance with the strategy, the investment of external labour to achieve strategic goals is significant. The external resources are not directly aware of the company's strategic policies, but primarily work to achieve the goals of their own employer's company strategy.

The company's incentive and reward methods for guiding personnel to use external labour are mainly non-financial. Measures leading to the use or expansion of external labour are not financially rewarded with, for example, a bonus system. Incentives are non-financial, such as changes in work in a more directive and responsible direction. Outsourcing tasks is considered to enable personnel to have a more diverse job description and more opportunities to influence the nature of the work themselves.

7.1.2 Identification of core business and needed personnel capabilities

Viitala (2013, 41-42) states that the starting point of resource-based thinking is the ability and professionalism of the company's personnel, as well as their development so that the company can create a competitive ability that is difficult to copy. Ali-Yrkkö (2007, pp. 1–2,14) mentioned that outsourcing is a tool that enables the company to increase flexibility and concentrate resources on core competence. Bertrand (2003, pp. 647–649) states that by outsourcing, companies strive for cost savings and increased flexibility in order to enable specialization in the core business by focusing. Hafeed et al. (2002) states that the identification of a company's core competence is done in three stages, identification of key characteristics, determination of qualifications and determination of core competence.

The company does not have a clear line on which activities are outsourced and which outsourced tasks are outsourced to which service provider. At the supervisor level, the strategic guidelines are clear in principle, but the details and the practical implementation method are still being worked on. Some of the outsourced activities are such that the company's own resources either do not have the know-how or the tools to perform them. In these cases, it can be considered that by using external labour the company has been able to improve its competitiveness by expanding its service offering. Clear guidelines regarding functions and tasks, which from a business standpoint are core competence that must be kept in one's own hands, can be done by an external service provider depending on the situation, and tasks that can always be outsourced, are not completely ready. The core competence areas have been partially identified, and the personnel abilities required to implement them. Capability mapping will be an ongoing process in the future, which will be updated according to how the company's know-how and capabilities meet the requirements of execution in accordance with the strategy.

7.2 Personnel development and training

According to Viitala (2013, pp. 138–139), the basis of a company's competitiveness is competence, the utilization of competence and the ability to learn new things. Competence includes the nurturing, development and acquisition of competence, and when this entity is managed to achieve strategic goals, it is called competence management. The most important task of competence management is to raise the level of competence of those working in the company, nurture it and use it effectively. The organization's vision and strategy are managed in a way that guides learning, utilizes the collective spirit, a participatory system that measures development and learning, and practices that systematically support learning, a process-oriented approach based on a systems perspective, effective personnel development activities, effective and open information flow, a management culture reward system. Company renewal is a process that can be called corporate learning. Learning takes place at the individual level, organizational level and network level. However, the basis of learning is always the learning of the individual, although learning at the individual level is less often visible to the customer, visible change requires a wider inclusion of what has been learned in the operating process. Although learning takes place through individuals, not everything learned remains at the individual level, but learning develops new operating models, collected knowledge, processes and innovations that remain alive in the organization even after the individuals leave.

The personnel have received orientation and training on the tool, which is used to distribute the tasks to be outsourced to the service provider. The personnel do not feel that they have received training or instructions for their changed role in the company, which essentially involves working with an external workforce, as well as possible large cultural differences. The operating models have been internalized in the work community through the transition of tacit knowledge, where colleagues guide each other with new methods.

7.3 External workforce used by the company

7.3.1 Use and goals in the current situation

According to Viitala (2013, p. 59), the plan that guides the use of flexible workforce covers everything that the company does in order to meet the personnel's need for flexibility. Instructions are given in the plan, e.g., in relation to hiring and development as well as outsourcing and subcontracting as well as in relation to termination and layoffs. The purpose of the plan is to create a delivery model that will be followed in the long term, so there is no need to develop an operating model that requires flexibility for each individual event.

According to Viitala (2013, p. 52), personnel planning sometimes has to be done on a fast schedule, for example if the situation requires temporary or short-term labour. Many industries are cyclical, and the amount of labour can vary a lot, in which case the company must be able to respond flexibly to the increase in labour demand. In this case, the alternative is, for example, temporary employees or the use of temporary labour.

The company uses external labour specially to increase flexibility, the company's workload is variable in nature, and in this case, it is cost-effective to partially outsource tasks to an external operator as a contract or on an hourly basis. The company also utilizes to some extent the special expertise of external operators both in development projects and in tasks that require special expertise or special tools. External actors, either at the company level or at the individual level, change relatively little, and thus both the customer and the provider benefit from familiar operating methods.

There are differences in the activity of the personnel in relation to the use of external labour, for some this method of operation is internalized and is part of everyday work, but for some the use of external labour is challenging and happens more under orders than as a natural method of operation.

7.3.2 Efficiency and productivity

According to Viitala (2013, pp. 9–10), the goal of companies is to increase efficiency in every area. Products and services must be produced more, faster, with better quality and with fewer resources. The allocation of resources and the qualification of resources play a significant role in the company's efficiency. Committed and motivated personnel work more efficiently and commit to the development of the company.

According to Kesti, (2014, pp. 18–24), productivity is the ratio of output and input, the ratio can be improved either by producing more with the same input or by producing the same amount with a smaller input. Personnel productivity can be monitored using several calculation methods, depending on what you specifically want to monitor.

The increase in efficiency or productivity achieved using external labour is hardly measured in financial terms in the Company. Clearly, the most significant advantage achieved by using external labour is the increase in flexibility, because by outsourcing tasks, the company is able to more effectively use its own resources in the core competence area. The company's top management has set goals to improve the efficiency of the company's personnel in implementing projects, this is measured in terms of the number of the company's own personnel and turnover**.**

7.3.3 Engagement, motivation, and attitudes of the external workforce

According to Viitala (2013, 80), personnel policy should consider that the external workforce would not feel their position is unequal and that the entire work community would be made to make an effort to achieve common goals.

External resources feel a sense of togetherness, don't they feel their position is unequal to others in terms of personal career development opportunities and in the results-based reward system. External resources feel that their effort and flexibility is ignored when creating result-based incentive systems. The external resources perceive themselves as equal members of the group, and the Company's personnel also feel the same. The support of colleagues on both sides does not depend on whether it is our own personnel or an external workforce.

According to Viitala (2013, pp. 15–17), motivation is an individual force that is required in addition to competence and professional skills to achieve a high-quality result. Motivation can be divided into two groups, internal motivation, and external motivation. Internal motivation is based on perceived successes and achievements, while external motivation is based on financial rewards.

According to Schmidt et al (2016, pp. 9–12), it is common that the motivation of temporary and permanent workforce is influences by different things. Permanent employees are motivated through social and internal motivational sources, while the temporary workforce is motivated through financial motivational sources.

However, the research shows that in the case of the Company, external resources are motivated through internal motivation, they are not directly in the Company's reward system, so they remain outside of performance-based rewards. External persons feel that they gain valuable experience and know-how that can be used in many different ways in the future, even though the duration of the assignment in the Company's service is uncertain and may even end unexpectedly.

7.3.4 Identified challenges

7.3.4.1 Communication

According to Ravi et al (2008), insufficient or bad communication is the most common reason why outsourcing projects fail. Modern systems provide versatile options for organizing communication. Face-to-face communication is in many ways the best option, but unfortunately it is often not possible. Electronic methods can be used to communicate either text-based, with pictures or voice messages. Interactive methods make it possible to ensure mutual understanding immediately. Face-to-face communication has been considered to have improved the reliability of even later communication by mail.

Communication between the Company and different service providers is mainly done by electronic methods, such as message-based mails and interactive online meetings. The activity of communication and the way of communication depends a lot on the person who participates in communication on behalf of the Company. Challenges related to communication are misunderstandings and insufficient communication. The company's personnel feel that with active, direct communication to the person performing the tasks, the performance of the tasks can be made more efficient. On the other hand, the staff finds communication tools challenging, because a tool intended for sharing tasks cannot share the initial material required to complete the task, nor the detailed communication. Even though the staff feels that direct communication is effective, we are aware of the risk that the possibility of misunderstandings increases in case of personnel changes, because everything in the discussion phase is not necessarily archived centrally for the entire project team to use.

7.3.4.2 Quality

According to Pradeep Kumar et al (2016), quality is defined according to the wishes of the customer. Customer satisfaction depends on whether the customer gets value for the products or services he paid for; Quality must be at the appropriate level. Quality is a measure of companies' competitiveness, with which companies strive to distinguish themselves from their competitors.

The company's personnel feel to some extent that there are quality challenges in the execution of the outsourced tasks or in the result. However, these challenges are not clear-cut or easily demonstrated. Based on the interviews, design quality challenges came up several times, but different types of challenges appeared in almost every interview. The quality requirements specified for the external workforce are very well defined by the company's guiding person, and the requirements vary significantly between different people. Deviations against the law or standards are unequivocally quality deviations, but different functionalities or differences of opinion are more open to interpretation.

Deviations brought up in the interviews systematically lead to the fact that the tasks require more checks and corrections, which in turn leads to the fact that the budgeted number of working hours is not enough to get the whole finished. Since resources are limited, exceeding the number of hours leads to work being delayed or catching up on the schedule as overtime, both methods increase the Company's expenses.

8 RECOMMENDS

8.1 Strategy update

It would be advisable for the company to update and refine the strategy regarding outsourcing and the use of external labour. The strategy update should identify the competence which, in terms of the company's current and future competitiveness, must definitely be kept in the company's own hands, as well as the tasks which, in order to increase flexibility and efficiency, can be done at an external site, if necessary, as well as the areas which, as a rule, can be outsourced.

When implementing the strategy, the perspective of the personnel should be considered, how the outsourcing of tasks and supervision are implemented in practice. The possibility of influencing the personnel may reduce the resistance to change and the possibility of success improves if the personnel feel that they are aiming for achievements which they have had the opportunity to influence.

After updating the strategy, the company should identify the know-how and abilities required to operate in accordance with the strategy. A strategic change may cause the need to renew the competence of the personnel, which can be implemented either by recruiting the missing competence or by training the necessary competence for the personnel. Changes in the need for skills should be considered in updating the personnel strategy.

8.2 Performance measurement and quality

Based on the research, it is recommended to define a measurement method by which the impact of outsourcing and the use of external labour on the company's productivity and efficiency can be demonstrated. It would be necessary to define whether the power hook is sought as an increase in flexibility, which is numerically challenging to measure, or whether a direct increase in economic efficiency is sought. Efficiency can be improved either by increasing productivity or by producing the same with a smaller number of resources. The company should determine whether to monitor the efficiency brought by the external workforce through turnover, profit or time use, or a combination of all of these.

When a company is aiming for growth measured by turnover, the ratio of turnover to the Company's number of employees can be used as a measure of efficiency. However, the business must be profitable, even after growth, in which case it would be advisable to measure the efficiency brought by the external workforce in a more versatile and precise manner. Complementary methods suitable for measuring personnel productivity include, among others, the Human Capital Cost Factor - the ratio of personnel costs to the number of employees. Using HCCF, it can be noticed if personnel costs start to change, for example due to overtime or sick leave, or if the number of personnel is sufficient in relation to the workload. Human Capital Value Added – Turnover minus personnel costs in relation to the number of employees, using HCVA, the productivity of the work done can be measured, by removing personnel costs from the numerator, the change caused by outsourcing can be removed from the formula, because outsourcing reduces personnel costs but partly increases purchasing service costs. Human Capital Return On Investment measures the ratio of sales margin to personnel costs. HCROI – can be used to measure changes in productivity in relation to sales margin and personnel costs. HCROI is obtained when turnover minus materials and supplies and purchasing services is divided by personnel costs. Outsourcing Value Added – productivity in relation to purchase services, OSVA measures the company's profit in relation to purchase services, which is obtained by the formula net sales minus expenses in relation to purchase services,

Quality is a significant part of efficiency because lack of quality generally means either a redesign or a significant additional investment in the later stages of the project. The company should precisely define the quality criteria based on which the external workforce is guided and monitored. The quality criteria should be uniform and not dependent on the Company's personnel, because this makes it possible for the service provider to deliver a product or service of uniform quality and the required quality is not a concept subject to interpretation. The standardized quality level enables the service provider to make more competitive offers because there is no need to leave a risk factor in the offers in case the customer's requirements may be more demanding depending on the case.

8.3 Motivation and commitment

It would be recommended that the Company include the use of external labour as part of the reward system. The goals could be set either as an individual goal or as a common goal for the group, however, so that everyone has the opportunity to influence the achievement of the goal. The goal of the reward would be to activate the entire group so that the utilization rate of external labour and guidance would increase to the extent that the efficiency set according to the strategy would be achievable.

In addition to motivating and committing the Company's own personnel to the use of external labour, the Company should come up with a solution on how to get the external labour force committed and motivated to work to achieve the goals of the client's strategy. If it is impossible to include external labour in the Company's reward system, the Company should agree with the service provider that the efforts of the person acting as an external resource to achieve the goals set by the customer would be rewarded in the service provider's reward system.

The company should focus on creating long-term partnerships. Long-term partnerships make it possible for both sides to become familiar with the methods of operation and thus to perform tasks more efficiently. Changes in the external workforce burden the personnel to a greater or lesser extent because the change, although positive, influence the quality of working life, the new persons increase the burden on the personnel in the tasks of instruction and orientation. Long-term partnerships reduce the need for training and thus increase overall efficiency. If the number of outsourced tasks is increased significantly, the company should come up with solutions to make external people part of the transfer chain of tacit information. The effectiveness of personnel learning and development through tacit knowledge will decrease if a growing proportion of project groups or the work community is not involved in the transfer of tacit knowledge. By developing an effective solution for engaging external workforce in the transfer chain of tacit knowledge, the Company makes it possible that in addition to transferring existing knowledge and know-how within the company, in the future external employees can transfer new know-how and knowledge to the use of the Company.

8.4 Training and development

The company should plan a training program for the personnel, based on the business strategy and the corresponding updated personnel strategy. The skills and abilities of the personnel must be updated in accordance with the identified ability needs. A business strategy that increases the use of external workforce requires extraordinary abilities from the staff, because the staff's work becomes more of a directive than an implementation, so in addition to extremely detailed specialized knowledge, the staff is expected to have the ability to direct and supervise the services provided by external operators. In this type of work, among other things, communication skills are emphasized.

Personnel should be motivated to develop themselves in the use of external labour and in daily routines with external labour. In addition to the Company giving feedback on the tasks performed by the external workforce, the Company's personnel should receive feedback from the service provider or partner. A simple format should be prepared for the feedback, in which the person performing the task can give feedback on which aspects he feels the cooperation went well and which areas are possible development targets. Based on the feedback, the person, independently or together with the supervisor, prepares a plan for how and to what extent personal activities can be changed so that the activities can run more efficiently regarding possible development targets.

8.5 Communication tools

The company should implement a system that enables both communication and file transfer and storage between the company and the supplier. The system should be comprehensive enough so that it would be possible to both communicate and save task-specific communication and shared files, but still so easy to use that learning the system does not increase the threshold to start using it.

9 SUMMARY

The purpose of this study was to find out the Company's use of external labour, what are the future goals and what is the current situation. The research found out what conditions there are for increasing the use of external labour and what experiences the personnel have regarding the use of external labour. The theoretical part of the study was collected from the main concepts of business and personnel strategy. Motivation and commitment, communication, and quality concepts. Based on the theoretical framework, factors related to the effective use of external labour were highlighted. Based on these factors, the main points of the thematic interview and the questions were compiled, so that they answer the research questions. The interviewees are employees and supervisors and work either directly for the company or as an external workforce. The theme interview was chosen because the concepts of external labour are broad, so the theme interview produced comprehensive material, so that the perspectives of the interviewees were not limited by too many questions. The collected material was analysed using deductive content analysis.

In order to increase the reliability of the research, the interviewees were chosen so that, in terms of the research topic, every personnel group was represented. The interviews were organized through the Team application and were recorded with good sound quality. The body of the interview with the main questions was the same in each interview, but the more detailed questions varied, according to which position the interviewee worked in the Company. In the analysis phase, commonalities were collected from the interviews, which were compared to the theory part, in addition to this, answers that deviated from the line were also considered and analysed. The quotes collected for the study have been chosen so that the interviewees are not identifiable.

The results of the study are summarised in accordance with the structure of the theoretical part. The research data revealed many similarities with the theory, so the choice of research method can be considered correct.

The starting point of the research was to find out what kind of practices the Company implements in the use of external labour, both decision-making for the use of external labour and work control and supervision. The company's goal is to significantly increase turnover, and increasing external labour is one component of increasing turnover. The research tested whether the Company's practices are consistent with the theory. The main question of the research was to determine whether the Company's practices in the use of external labour are effective, and to what extent the overall effects have been considered, and what measures should be taken to reach the Company's strategic goals in the future.

The results show that the company has a strategic policy in preparation for how to systematically utilize external workforce in the future. This policy essentially includes the identification of core competencies in line with the company's strategy. The company is also developing new tools and updates to existing tools that can be used to streamline the communication between the company and external service providers. The company currently uses external labour in a variety of ways. The company's premises are staffed by external service provider personnel who are fully integrated into the company's organization. These persons work completely under the management of the Company. In addition to this, tasks are outsourced to the Company's global service unit. And some tasks are outsourced to external operators as a purchasing service. The results show that in the current operation there are some degree of challenges in the communication related to the distribution and control of tasks, as well as in the quality provided by the external operator and in the reporting of quality deviations. The results also show that although the Company has a strategic goal to outsource tasks, the Company hardly has any tools to guide the behaviour of the personnel in order to achieve the goal according to the strategy. The study showed that, although outsourcing is encouraged and encouraged by the management, the processes are not established. Since there are no established processes, outsourcing and the related daily routines are dependent on the project staff, everyone handles outsourcing in their own way and the investment in managing the external workforce varies, this leads to the fact that the added value produced by the external workforce is also challenging to measure because the starting points for productivity are not similar.

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