



Occupational wellbeing of managers in the company offering tourism services in Northern Italy

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Abstract

Occupational wellbeing has developed over the years, and it has become increasingly important in the field of tourism. Wellbeing at work is recognized even better in workplaces because healthy employees are an important resource for the company. This research concentrated to the occupational wellbeing of managers in the specific tourism company which provides tourism services in northern Italy. The aim of the study was to find out the state of the wellbeing of managers in the client company.

The database was compiled based on previous research literature, utilizing the topics of occupational wellbeing, occupational safety, and management. This qualitative research was implemented in July 2022 by using in-depth-interview as a data collecting method. Observation was used as a supportive data collecting method. These methods were thought to support each other and increase the reliability of the research. In-depth interviews were conducted with two managers of the client company. Observations were made during June and July 2022. Results of the in-depth-interview and observations were analyzed by using thematic analysis.

As a result, wellbeing in the client company was at reasonably good level. At individual level working in the client company provided feelings of meaningfulness, -success and appreciation. Flow of work felt daily, and the work community supported the managers in their work. At the organizational level wellbeing at work was supported with fast, hierarchical, and clear decision-making processes.

The research also revealed issues that challenged managers' wellbeing at work; rush, high workload and rapidly changed situations caused stress to managers. The most significant development targets were found in the field of occupational safety and ergonomics. Working conditions were challenging and the risks required minimization or elimination.

As a conclusion occupational wellbeing of managers was at reasonably good level, but research also provided targets of development. At the end of the study, ideas were collected on how the issues that emerged could be developed.

Keywords/tags (subjects)

Occupational wellbeing, wellbeing of managers, work, tourism management, management, qualitative research, interview research, observation research

Miscellaneous (Confidential information)

No confidential content

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Esimiesten työhyvinvointi matkailualan yrityksessä Pohjois-Italiassa

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Tiivistelmä

Työhyvinvointi on kehittynyt vuosia ja siitä on tullut yhä tärkeämpää turismin alalla. Työhyvinvointi on tunnustettu työpaikoilla jopa paremmin, koska terveet työntekijät ovat yritykselle tärkeä voimavara. Tässä tutkimuksessa keskityttiin tutkimaan esimiesten työhyvinvointia yrityksessä, joka tarjoaa matkailupalveluja Pohjois-Italiassa. Tutkimuksen tavoitteena oli selvittää esimiesten työhyvinvoinnin tilaa asiakasyrityksessä.

Tietoperusta koostettiin aikaisemman tutkimuskirjallisuuden pohjalta hyödyntäen työhyvinvoinnin, työturvallisuuden ja johtamisen aihepiirejä. Laadullinen tutkimus suoritettiin heinäkuussa 2022 käyttämällä syvähaastattelua tiedonkeruumenetelmänä. Tutkimusta tukevana menetelmänä käytettiin havainnointia. Nämä menetelmät tukivat toisiaan ja lisäsivät tutkimuksen luotettavuutta. Syvähaastattelut toteutettiin kahden asiakasyrityksen esimiehen kanssa heinäkuussa 2022. Havainnointi tehtiin kesä- ja heinäkuussa 2023. Syvähaastattelun ja havainnoinnin tulokset analysoitiin teemoittelemalla.

Tutkimustulosten mukaan esimiesten työhyvinvointi on suhteellisen hyvällä tasolla asiakasyrityksessä. Työskentely asiakasyrityksessä tuottaa yksilötasolla merkityksellisyyden-, menestyksen- ja arvostuksen tunteita. Työn imua koettiin päivittäin ja työyhteisö tuki esimiehiä heidän työssään. Organisaatiotasolla työhyvinvointia tuettiin nopeilla, hierarkisilla ja selkeillä päätöksentekoprosesseilla.

Tutkimus nosti esiin myös asioita, jotka haastoivat esimiesten työhyvinvointia. Kiire, suuri työmäärä ja nopeasti muuttuvat tilanteet aiheuttivat esimiehille stressiä. Merkittävimmät kehityskohteet löytyivät työturvallisuuden ja ergonomian alueilta. Työskentelyolosuhteet olivat haastavat ja riskit vaativat minimointia tai eliminointia. Tutkimus osoitti, että esimiesten työhyvinvointi oli suhteellisen hyvällä tasolla. Tutkimus nosti esiin myös kehityskohteita. Kehitysideoita on koottu tutkimuksen loppuun.

Avainsanat (asiasanat)

Työhyvinvointi, esimiesten työhyvinvointi, työ, matkailu- ja palveluliiketoiminnan johtaminen, johtaminen, laadullinen tutkimus, haastattelututkimus, havainnointitutkimus

Ei salassapidettävää sisältöä.

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1 Introduction

Occupational wellbeing has developed over the years, and it has become increasingly important in the field of tourism. What is wellbeing at working life then? Ministry of social affairs and health has defined wellbeing as a complex concept, which includes many different levels, such as organizational-, individual-, community which are also affecting each other. Wellbeing at work increases productivity and reduces incidents and sick leaves. It is also connected to competitiveness and reputation of the company. Ministry of social affairs and health (2023)

Why was the occupational wellbeing of managers in tourism company selected as a research object? Although this study distributes with managers' wellbeing at work in the company, wellbeing and tourism can also be seen in wider context. In general, wellbeing is highly valued in human life and tourism has multiple impacts to wellbeing in tourism destinations. Godovykh et al. (2023) In the larger context of wellbeing and tourism, tourism will bring up positive and negative impacts. Tourism has an impact to the society which shows in economic growth by increasing income in local communities. To simplify understanding the scope of tourism it can be said that the industry will affect to wellbeing itself by creating job opportunities, small businesses and improving infrastructure of tourism destinations. Tourism also stimulates the industry of transportation, food- and restaurant industry, service providers and accommodation service providers. Therefore, it can reduce unemployment by offering jobs in multiple industries and offer seasonal jobs in the areas which does not have multiple job opportunities. In short, positive impacts of tourism are mostly linked into economic benefits such as employment, investments, revenues, and infrastructure.

On the other hand, as Godovykh has explained, tourism also has a dark side. Sociocultural costs as crowding, crime rates and weakening of traditions can be seen negative impacts of tourism. Tourism has also negative impacts to environment; pollution, waste problems, noise and wildlife destruction can be seen as factors reducing wellbeing of residents and tourists, but also service providers. One of the negative impacts of tourism for locals' wellbeing is increased cost of living and

uneven distribution of economic benefits especially in the destinations which operates mostly seasonally. Godovykh et al. (2023)

Managers of tourism industry are, therefore, dealing with the wellbeing and wellbeing at work every day. They are also a significant factor in the development of wellbeing at work in tourism companies. According to the studies, the wellbeing of managers also affects the wellbeing of other employees.

In this research, the goal was to investigate the state of occupational well-being of managers in tourism company. Instead of researching all employees in the company, the research has limited to investigate occupational wellbeing of managers in one specific tourism company in northern Italy. In this study, 'managers' mean supervisors who have subordinates and who work in management positions. The reason why this research review wellbeing of managers is that wellbeing of managers plays crucial role in the tourism industry and no similar research has been done in the client company before. Job satisfaction is important in the industry which offers touristic services because it is not possible to work efficiently without wellbeing in the burdensome tourism sector. Akin et al. (2005)

There are multiple studies about wellbeing of employees, but perspective of managers' wellbeing at tourism industry is less presented. In any case, the managers work for the company, and they are also affected by the basic issues of occupational wellbeing. Previous research has established that, managers who are feeling well in their work, also brings wellbeing to their work community. As noted by Huo et al. (2020), managers have a great influence on job satisfaction, work engagement and physical health of other employees as well. Manager who feels well in her/his work, promotes employees' internal motivation and their perceptions of organizational fairness. Huo et al. (2020) On the other hand, occupational wellbeing is a hot topic in modern times; working life is changing and younger generations are willing to feel well in their work to an increasing extent.

This study maps the state of supervisors' wellbeing during at given time and find the objects to be developed. By finding out the state of wellbeing in tourism company, functional ways and areas for development, the development of wellbeing at work will be possible in the future.

2 Theory of occupational wellbeing

The research is concentrated to wellbeing at work in the perspective of managers in tourism company. Wellbeing at work is divided into topics, which are affecting to wellbeing of managers, such as individual wellbeing, work community, working organization, work itself, management, and physical occupational safety. Additionally, time management, working atmosphere, work time and coping, communication and flow of work has been researched. The database has been compiled between 1.3-31.7.2023.

Definition of wellbeing, tourism and destination

Definition of wellbeing at work is complex and it can be defined in multiple ways and from multiple perspectives. Wellbeing can also mean different things for different persons, and it can be changed. The term of wellbeing is wide and intuitive, which means it can cover feelings about how the life goes from the perspectives of the individual, community, and society. The UK office for National Statistics has introduced the model of wellbeing of work which states that the most important part related to wellbeing at work is individual wellbeing. Individual wellbeing is based on the meaningfulness, health, and satisfaction in life. Also, happiness and sense of purpose are represented in this model. Litchfield et al. (2016)

Discussion about wellbeing is usually concentrated to occupational safety. The definition is also influenced by whose point of view wellbeing is considered. The employer can define wellbeing differently than employee. Ministry of social affairs and health defines wellbeing at work as a healthy, safe, and pleasant place to work, where individual can enjoy good and motivating management. Workers who experience wellbeing in work are more productive and committed to the job they are doing. Wellbeing at work also reduces incidents and sick leaves of employees. Ministry of social affairs and health (2023)

Tourism is an act or process of spending time away from home. Tourism usually includes activities of relaxation and recreation. Tourists (people who are spending time away from home) usually, but not always use the services in the destination. Britannica (2023)

Italy is one of the most popular tourist destinations in the world. Italy attracts international and domestic tourists with the historical and cultural destinations which offers artistic, architectural,

and archaeological value for the visitors. Total contribution of travel and tourism to GDP in Italy was 162.6 billion euros in 2021. Travel and tourism have contributed to employment in Italy with 2.64 million jobs in 2021. Visitors who are visiting with the purposes of business are spending 14 % of the money. The leisure tourists spend the largest amount while traveling. Statista (2023)

Tourism destination is defined as a place visited while traveling. It is a physical place, where visitor can spend a night, and which has administrative and analytical boundaries. There are also destinations which do not administrative or analytical boundaries. Destination has its intangible image and identity, which will affect to its reputation and competitiveness. UNWTO (2023) Company X studied can be seen as a luxury destination of Italian agritourism and it is one of the destinations of UNESCO World Heritage sites. This unique destination attracts tourists and visitors who are looking for culinary experiences and an authentic atmosphere in the Italian countryside.

Occupational wellbeing

Wellbeing can be divided to three different perspectives. Different theories exist in the literature regarding wellbeing. Chen & Cooper (2014) has established that wellbeing can be seen as “hedonic phenomenon” with pleasant feelings and avoidance of pain and negative feelings. (Chen & Cooper, 2014, p.11) Second, there are also “eudaimonic perspective” (p. 11) which suggest that wellbeing is related to personal growth and the idea of meaningfulness in life. “Engagement and self-actualization” (p.11) can be seen the factor of experiencing wellbeing at work. Eudaimonic wellbeing is related to basic human needs for competence, autonomy, relatedness, and self-acceptance. (p.11) Wellbeing can be seen as a factor which affects to every part in our lives, because it is connected to our basic needs. One of the three perspectives of wellbeing at work is social wellbeing. Social wellbeing is leaning on the theories of importance of social relationships. Hedonic, eudaimonic and social wellbeing have different indicators, but all these perspectives are affecting to overall wellbeing. Chen & Cooper (2014) According to this theory, it can be said that wellbeing is a broad concept that can be viewed from many different perspectives.

By contrast, in the book “Työhyvinvointi johtamistehtävänä – periaatteet, rakenteet ja käytännöt” written by Tarkkonen (2012), wellbeing at work has described as an experience or outcome that

occurs at individual level. However, working organization, physical work environment, work community, work tasks and employee himself/herself are all included in wellbeing at work. Wellbeing at work can be divided to occupational health and safety, activities that maintain and promote work ability and quality of working life. These concepts are overlapping, and development has happened. In 1990's wellbeing meant occupational health and safety, basically in the point of view of avoiding harm and dangerous working environment. After 1990 wellbeing at work has developed and it has concentrated to maintain and promote work ability. In 2000 century, wellbeing at work also takes quality of working life into consideration. Development of wellbeing can be seen as a positive development which has expanded the concept of wellbeing instead of focusing on just one aspect. Lately, studies have also point out the importance of organizational practices in occupational wellbeing. In the article "Well-being and performance at work: a new approach favorable to the optional functioning of workers through virtuous organizational practices" written by Julia Aubouin-Bonnaventure et al. (2023) Aubouin-Bonnaventure has stated the eight types of practices to optimizing employees' psychological wellbeing and optimal health. According to Aubouin-Bonnaventure, organizations can improve wellbeing at work by creating organizational practices such as participative decision making and problem solving, giving space for ideas and opinions, enabling employees to understand the organizational processes, embracing work-life balance, focusing on protecting physical and psychological safety, preventing accidents and injuries at workplace, recognition of the effort and rewarding. Career management and ability to develop persons' own skills, open communication between management and employees, organizational justice and social discussion with the company are also considered as supporting wellbeing at work. Aubouin-Bonnaventure (2023). Therefore, according to the current understanding, wellbeing at work includes much more than previously have been thought.

A great deal of previous research into wellbeing has focused on that concept of wellbeing at work refers to psychological state of employees. Feelings of joy, -appreciation, -control, -meaningfulness has a positive influence on employee's health and safety. On the other hand, wellbeing can be seen as level of action, which means that personnel's occupational safety, ability to work and mental wellbeing has taken into consideration. Tarkkonen (2012)

Individual wellbeing and work community as a wellbeing factor

By drawing on the concept of wellbeing, Tarkkonen (2012) examines the extent to which individual wellbeing includes for example job satisfaction, joy of work, flow of work, feelings of control, appropriate level of challenge, peaceful environment but also feelings of appreciation, justice, and experiences of success. Wellbeing at work has been established to include also ethical principles for example care, truth, and moderation. In addition, caring refers to occupational safety and make sure that working is healthy. If work cannot be done safely or healthy way, it should stop. According to Tarkkonen, truth refers to finding out the condition of wellbeing at work. Wellbeing management is only possible if the state of wellbeing is known. In this point, the research can point out what have done right in the target company and what should be developed to increase wellbeing at work. One important aspect mentioned by Tarkkonen is that nowadays it is important to arrange work according to ones' own life. This action is called moderation. Moderation means that work should be moderated for employee and according to the situation of life. Tarkkonen (2012)

Work community as its wellbeing will affect to managers and other employees in practical way. As demonstrated in book of Tarkkonen (2012) if upper level of organization has given permission to develop working conditions, work community can work towards more safe workplace and healthier workload. Usually, the process of changing the conditions of wellbeing is slow and it requires co-operation and communication between all organizational levels.

As Tarkkonen has described that individual has a big role in work community. Individuals may also have different working conditions inside the work community and working conditions may differ from other employees working conditions. Discussions with employees offers knowledge about work and it will also provide knowledge about wellbeing of community or whole organization. Keeping up open atmosphere at work, individuals can discuss about challenging situations at work, but also encourage each other to success. Open atmosphere increase discussions and keep up connection and relationships between staff members. Depending on how work is organized and implemented, it can cause troubles or wellbeing for managers and other employees. Tarkkonen (2012)

As far as wellbeing is concerned, Pyöriä (2012) has professed that work can be empowering or threat for employee's health. Balance between requirements and feeling of control at work are

supporting wellbeing. Burnout has been seen as the result of stress and low sense of control at work. The requirements and stress exceed the individual's resources and the individual burns out. Family life and free time should be in balance to support employees and managers wellbeing. Employer has a big influence on how family life and work can be reconciled. Pyöriä (2012)

Managerial work and challenges at work

In the book *Tourism management*, Page (2014) has introduced management of tourism as a complex phenomenon. As described in Leiper's approach, tourism industry can be seen segment of economy with multiple organizations which are connected to tourism. Food suppliers, retailers, and service providers are connected to tourism industry very strictly. Co-operating with multiple organizations demands for example organizing skills, time management skills and advanced communication skills. Page has established that there are multiple levels of management in tourism. These levels include individual business level management, the destination management and country level management. However, these levels are interacting and influencing each other's, and all these levels need to take into consideration while doing decisions. Managers are expected to consider all subject areas. Planning, organizing, leading, and controlling are forming the concept of management. Planning means setting and achieving goals which has been set. Organizing can be explained by splitting big tasks to smaller tasks so tasks are easier to divide to other employees. Management includes also motivating and influencing to staff, so they can meet the goals. One job of the managers is controlling the work. Controlling means managing and evaluating information about what must be done. Manager's responsibility is also to monitor that job has done on time and according to instructions. Page (2015)

Also, in the case of wellbeing at work, this phenomenon can be seen differently from the perspective of managers and employees. According to Pyöriä (2012) managers tend to see wellbeing at work more positively than other employees. Managers wellbeing is leaning on human resource management and effectiveness of other people's work, but employee's wellbeing is related to experience of wellbeing at work. Effectiveness can be seen positive for finance as a perspective of high command and managers but for employee it may cause stress and lower experienced wellbeing at work. One of the reasons managers see wellbeing at work more positive way can also be better opportunities to influence their own work and timetable. Pyöriä (2012)

Managers are facing multiple challenges in their work, which is affecting to their wellbeing. Pyöriä (2012) found that limitlessness is new phenomena in working life. It means that work has lost its clear limits contentially and temporally. Location of work can also change, or work can be done online. Limitlessness set pressures to individuals; employees itself have a responsibility to set boundaries by themselves instead of workplace. To meet the challenge, work can be individualized for the manager or employee. Individualized work means that employer provide variable opportunities for employees regarding their situation in life. Work can be individualized differently for older employees or families with kids. By offering the opportunity to individualize work and support employees with families, the employer can improve job satisfaction. In this research, respondents are also having a family. Pyöriä (2012)

In terms of challenges in managerial work, high expectations towards managers are also affecting to the wellbeing at work. The situations where managers need to decide what to do and try to do ethical decisions can be overwhelming for managers wellbeing. Managers are a role models for the employees and they have responsibility of ethics at the workplace. Ethical dilemmas and changing situations can cause stress at the workplace. Dilemmas at work are demanding energy, time, and resources. Pyöriä (2012) Time consumed to solve dilemmas is out of the rest of working time. Clear instructions how to solve these dilemmas can save time and energy of managers.

Nowadays fast and tight schedules apply to all industries and urgency is a part of life. However, if the rush continues for a long time, it causes feelings of inadequacy, stress, and health problems. As Nummelin (2008) has described problems such as insomnia, anxiety, irritability, and fatigue also increase in people who feel rushed. Physical symptoms such as head-, back- and stomach-ache are also common symptoms caused by stress. Working organization can develop their organizational culture, but also operational practices to reduces stressors by investing in equal management, positive feedback and providing development opportunities and influencing opportunities. Encouraging and conversational organization culture make employees and managers cope better. Nummelin (2008)

As far as working hours is concerned, Nummelin (2008) has established that extending working hours is the common way to manage rush. Long working days certainly do not help cope with the rush if there are too many tasks to do in general. Overtime can make it difficult to reconcile family

life and work, which increases the stress factors at work. Also, individual motivation towards long working hours is a stress reducer. If employee must work overtime out of necessity, experiencing stress is more common. There are positive stress and negative stress which means that to an appropriate level of stress increases energy and a sense of control. Negative stress, on the other hand, paralyzes and reduces energy.

On the other hand, Nummelin has established that satisfaction with working time is more relevant factor than the length of the working day. However, long working hours have indirect health effects such as reduction of social relationships and exercise. Overtime also makes eating habits unhealthier. Continuous overtime can be a sign of lack of staff, problems of working organization or increased efficiency requirements. Foresight, planning, and prioritization prevent the workload from piling up. Nummelin (2008)

Organizational level of wellbeing

Organization is based on the trust, and it is basic need in working life. As Juuti (2011) has explained trust promotes commitment, supports wellbeing, and improves quality of working life. With trust, creativity, creation and sharing of knowledge and cooperation can be seen improved. Trust reduces costs due to supervision. Lack of trust will affect to entire work community. In the management of the work community, trust can be shown by fairness, keeping promises, consistency of words and actions, openness, and opportunities for participation of personnel. Recognition of competence, optimization and the creation of an appreciative atmosphere can influence the trust in work community. In addition, customers are also expecting a confidential relationship with the company. Customers interact with the organization when they seek experiences, and the organization must be able to produce services that meet customer's needs and exceed expectations. If the organization has a lot of social capital, the relationship of trust with customers is well established. Social capital of organization means helpfulness, cooperation, and a culture of support. Usually, communication is curious and positive in the organizations which has a lot of social capital. Cooperation which is based on trust and open information flow and involving the entire work community in problem solving have been found to increase social capital. Juuti (2011)

Nummelin (2008) has also established that ability to work arises from the interaction of the individual, the work, and the work community. If the available resources and the requirements set by the job are in balance, the ability of work can be perceived as sufficient. Work motivation, skills, resources, psychological skills, adaptability, flexibility, and communication skills are increasing the individual experience of control. Work is also easier to find pleasant and understandable when the organization has clear goals and sufficiently challenging tasks. There should also be suitable amount of work and it should be suitably challenging to avoid underwork or overload. Nummelin (2008)

What becomes to the relationship between managers and the subordinates, Nummelin (2008) has established that the relationship between manager and work community forms the core of well-being at work. In wellbeing at work, manager has a more important affect to the wellbeing than encouragement and support between employees. Subordinates' satisfaction with organization and information flow correlates with the satisfaction with the manager. Cooperation between subordinates and managers which functions smoothly increases job satisfaction and efficiency.

Manager also acts as a filter of change pressures, which means that if the supervisor has a positive attitude towards the changes in work community, this will also be reflected in the subordinates. However, creating the healthy atmosphere in the work community requires that the manager is in balance with themselves. In addition to this, the relationship with work must also be balanced. Stress management methods such as the opportunity to discuss openly with colleagues and upper management help manager to maintain the overall vision in their work. When a manager works at the interfaces of systems, they are not immersed in just one system. The interfaces where the manager works are environment, the organization, and the relationship with oneself. Nummelin (2008)

Organization is a group of people who work together towards their goal, which is set together. Cambridge dictionary (2023). Juuti (2011) delves into the topic in more detail through organizational capital. Juuti describes in his book "Työyhteisön kehittäminen ja johtaminen" that intangible capital is nowadays the main asset for organizations, even though it is difficult to be measured. Intangible asset consists of the human-, organizational- and customer capital. Human capital states for employee's knowledge and skills. Tacit knowledge is professionalism, competence, attitude,

and ability of development. Organizational asset stands for the knowledge contained in the culture, structures, processes, and systems. Organizational asset can include structural capital where tacit knowledge is also in systems, operating methods, and culture. Customer asset means knowledge and skills that customer brings to the service process. Juuti (2011)

Juuti (2011) presents the idea of Kaptein (2008), who has developed a model that describes the characteristics of ethical organization. The characteristics of an ethical organization are clarity, the example of the manager, the example of the management, feasibility, support of the organization, transparency, discussion, and the consequences of actions. These aspects show the ethics of the organization when they are realized. Clarity stands for the concrete and understandable expectations, values and norms that are followed in the company. The example of the manager means how managers and upper management are following ethical principles. Subordinates are looking at a model of how management works. Feasibility requires resources such as time, equipment, knowledge, and financial resources. It stands for the possibilities to pursue and achieve ethical action. Support of organization means how working atmosphere and organization supports individuals so they can follow ethical principles. If the consequences of ethical and unethical actions are visible, it can be said that the activity is transparent. Transparency requires giving and receiving feedback, in which case, for example unethical activity can be corrected. Ethical discussion culture means that discussion is allowed on ethical issues as well as unethical issues. The consequences of actions refer to rewarding ethical behavior and punishing unethical behavior and the implementation of these matters. Juuti (2011)

Hierarchical working system – advantages and disadvantages

The client company has hierarchical working system, which means the system where people or things are arranging according to their importance. Cambridge dictionary (2023). In the book “Hierarchy and organization: toward a general theory of hierarchical social systems” by Thomas Diefenbach (2013) the author has established advantages and disadvantages of hierarchy in organizations. Hierarchy in organizations provides order and stability. It also provides protection, conservation, and opportunities to personal development, but also development of career. Hierarchical organizations also provide benefits, which are monetary or non-monetary in their nature. Employees or managers who are on the upper level of hierarchy also have privileges. Prentize

2005; Zaleznik (1989) Employees on the lower level also benefit because they have security and hope for the better future. The balance of power includes reciprocity and common interests between subordinates and managers. Mast et al. 2010; Van Vugt (2006)

Disadvantages are based on the inequality. Primarily hierarchy is creating and maintaining unequal relationships in the organization, group, or levels of societies. According to Diefenbach (2013) hierarchy can be seen unfair, antidemocratic, and unjust system, which systematically perpetuates unjust structures. Hierarchy benefits upper level of management, and it has disadvantages for subordinates. Jermier (1998); Williams & Swartz (1998); Gouldner (1960).

Naumanen et al. (2023) has explained that work organizations have different job descriptions, roles, and areas of responsibility. A clear definition of the areas of responsibility facilitates the organization and the flow of the work; each member of the organization has their own role in maintaining wellbeing at work; upper management is responsible for the goals and resources. Middle management, on the other hand, decides on working methods and take care of working conditions. The areas of responsibility of managers include orientation, giving instructions and taking care of employees. Employees has also responsibilities for example taking care of themselves and their colleagues. They are also responsible for report problems and dangers. When all members of the organization know their areas of responsibility, the work runs smoothly. Smoothly running work is efficient, safe, meaningful, and productive. Naumanen et al. (2023)

Safety and ergonomics at work

In the study conducted by Kanerva (2008), work which is done in a safe way is rational and economically viable. Kanerva has explained that investing in occupational safety the company can save on accident costs, sickness absences, hiring substitutes and new recruitments. Investing in occupational safety also saves time. Neglecting safety causes interruptions of business and damage costs. Accidents also affects the company's image. When the occupational safety has been into consideration there are many positive affects to wellbeing at work. In this case, job satisfaction, fluency, work quality and operational management are on the rise. Occupational safety also has a positive effect on customer satisfaction, trust, and the image of the company. Studies have also shown that operating margin increases in safe working environment. In addition, occupational

safety reduces the recruitment of new employees to replace the injured ones. In overall, employees and managers have a right for safe workplace. Kanerva (2008)

Also, Nummelin (2008) is on the side of occupational safety. Ability to work and wellbeing at work can be supported by activities that maintain them. Preventive action aims to maintain the ability to work as well as possible for as long as possible. Second level occupational wellbeing describes actions that are taken if employees and work communities are threatened by a decline in work ability. The third and last level actions are aimed for those whose ability to work has already decreased and the goal is to preserve their ability to work and to prevent incapacity for work. Maintaining the ability to work requires long-term and planned activities and it should be as part of strategy of the company. Wellbeing activities could also be targeted at those who need it the most so that work ability could be supported as early as possible. Planning, setting goals and evaluating results are also valid in terms of wellbeing at work. These actions could help to see the benefits from individual perspective but also at the organizational level. Nummelin (2008)

In addition, managers' work becomes easier when the organization has agreed on clear policies on how to act in situations of impaired work ability. The fair treatment of employees and sickness prevention are improved when operating models for sickness absences and mental occupational safety are known. To make activities that maintain work ability a part of the company's everyday life, the management must commit to making it part of the strategy. Planning makes it easier to put things into practice and it also challenges to evaluate the effectiveness of actions that maintain work ability. Nummelin (2008).

3 Research methodology

This research is conducted by using qualitative in-depth-interviews and observation. Qualitative in-depth-interviews selected as a research methodology, because qualitative research is applicable when research concerns people's behavior or experiences of a phenomenon. In-depth interviews are data collecting methods, which are used in qualitative research to collect information about the behavior, attitudes, or perception of the interviewees. QuestionPro (2023)

In depth-interview has a flexible structure, which allows the interviewer to cover the topics which are important for the interviewee. In-depth interview can also be seen interactive, deep, and generative. Interacting with the interviewee encourages interviewee to answer. Interviewer is processing the information gathered from the interviewees during the interview and this allows quick response to the topics under discussion. Interviewer is also allowed to ask additional questions to dig deeper to the topics. On the other hand, interacting with the interviewees usually creates new information and topics. QuestionPro (2023)

In addition, observation has been used to support in-depth-interview in this study. Järvinen (2012) describes observation as an activity which is conducted to find out characteristics, motivations, feelings and plans of others. Observation can be used as a part of measure procedure. To obtain reliable information about researched subject, the observation must be conducted in natural and realistic environment and situations. On the other hand, direct observation brings reliability to research, because by observation, it is possible to verify whether words and behavior matches. Järvinen (2012)

3.1 Research questions

In this study, occupational wellbeing of managers in tourism company which is providing tourism services in northern Italy has been researched. The aim for the research is to find out the current situation of managers wellbeing in this one specific company, because occupational wellbeing has not been studied before in this company. Purpose of this research is to map conditions of wellbeing at work and make development ideas based on the results. To protect the privacy of participants, names or other identifying information will not be published in the report. In this research the client company is called "company X" or client company.

This research will answer to the research question about how occupational wellbeing is experienced in the company which provides tourism services in the countryside of northern Italy. The client company is operating on the tourism industry by offering luxury accommodation in northern Italy in the UNESCO world heritage area. The surrounded area provides diverse tourist experiences for example truffle hunting, artisan cuisine, wine tasting and hot balloon rides. The company also organizes events for companies and individuals.

Sample size in this research is very narrowed, and it can affect to the results by giving a one-sided picture of wellbeing at work. On the other hand, two managers are still reliable number of interviewees, because research is conducted in small company with 5 employees. In addition, the interviewees have several years of experience of management work in tourism industry. Sample size is representing managers in one, specific tourism company. In the bigger picture, well-being at work is multiform concept, which is based on human's regular needs of safety, meaningfulness, respect, recognition, autonomy and belonging. Thus, common factors of well-being at work can be seen regardless of the field of work.

3.2 In-depth interviews and observation as a research method

In this research in-depth interviews, observation and secondary data will be used in this multi-method qualitative research work. In-depth interviews and observation are conducted during working in the company X. As a result, state of wellbeing in company X will be determined, and development ideas are introduced through this thesis. Development ideas will be created based on the research data and results.

This qualitative research had started by collecting secondary data from previous studies about wellbeing at work and wellbeing of managers in tourism company. Secondary data has helped to find out the gap between other research and the current research. The gap in this case is that there are very few numbers of studies about wellbeing of managers of tourism industry. On the other hand, this kind of research is new for the client company.

The database has been compiled from 1.3-31.7.2023 with the search words: tourism management, wellbeing at work, wellbeing, occupational wellbeing, wellbeing of managers, development and management of work community, safety at work, qualitative research, in-depth-interview, observation, managing wellbeing, hierarchy, organization, work and wellbeing, tourism, Italy and agritourism from the database of Janet Finna, Google Scholar, JYKDOK, UNWTO, Britannica and Cambridge dictionary. In addition to this, collection of books of the libraries of Jamk University of Applied Sciences and library of University of Jyväskylä have been used to build database for the research.

Qualitative research will be used to collect in-depth data such as motivations and reasons of research phenomenon. Qualitative research provides wider and in-depth information about the topic, and it allows participants to express their emotions and knowledge more detailed way. In the book "Introducing qualitative research – a student guide to the craft of doing qualitative research" by Rosaline Barbour (2008) has explained that qualitative research gives possibility to study how people understand concepts and it allows us to study the processes which are hidden. Qualitative research can make topics visible by looking at the explanations of participants. On the other hand, qualitative research suits to studying context, because it often describes the process how changes will affect daily interactions and behavior. Barbour (2008) Thus, the state of wellbeing at work in client company and the factors that affect it have been researched by using qualitative research methods. The topic was investigated openly and critically, and the study considered different perspectives of wellbeing for example individual-, work community- and organizational affects to managers wellbeing. Prior experiences of wellbeing of managers are known and the research focuses on the well-being at work of the specific company. The main target group in this research is very narrowed. In-depth interviews are conducted with two managers of tourism company. Both participants have long working experience as a manager in this company. One participant has 20 years of experience in the tourism industry, while the other has 6 years of experience in the field of tourism. Both participants also have a background in the restaurant industry.

The in-depth-interview was held face-to-face at home of the participant, and it was conducted as a pair meeting with one interviewer. Participation in the study was voluntary. Participants were encouraged to talk more about their feelings in in-depth interviews, because the interviewer was able to ask extra questions related to the topic they were speaking about. Open interview was conducted to create open discussion and relaxed situation. Wellbeing at work as a topic can be complex, so relaxed atmosphere in the interviewing situation made it easier to speak about complex topic. In this research, open and relaxed atmosphere in the interview situation may have been affected to the research data; interview produced a lot of data.

3.3 Data collecting

Literature review, in-depth interviews and observation was conducted to gather data for this research. Literature review pointed out that there is limited amount of knowledge about wellbeing of managers in tourism industry. In-depth interviews were held for two managers of the tourism

industry. The aim of the in-depth interviews was to find out the state of wellbeing of managers in client company and how the managers are experiencing the wellbeing in their workplace. Observation was conducted to get a basis for comparison. Observation and in-depth interviews were done side by side to support each other's reliability. The observation did not focus on observing individual persons, but on workplace practices in general. The researcher worked in the company during the research and participated in the daily work together with other members of the work community.

Sample size of this research has been narrowed in the in-depth interview. The interview was conducted with two interviewees who have worked multiple years in the tourism industry. The client company is a small company, and the research concerns the part of the company that provides touristic services for the customers. Sample size of the observation is wider, because observation was conducted in general for the entire work community which includes four full-time employees and one trainee.

3.3.1 In-depth-interview as a data collecting method

According to Järvinen (2012) interview is a conversation between interviewer and respondent. Interview has a purpose to collect information from the respondents. In this research, in depth-interview has been used as a data collecting method. Semi-structured interview (non-formalized interview) was used to gather insights of the life of interviewees. Järvinen introduces theory of qualitative interview by Kvale (1983) which is explained with 12 different aspects of interview. Qualitative interview should be centered on the world of interviewee, seek the understand of the meaning in the interviewee's world, to be qualitative and descriptive and to be assumption less and specific. Qualitative interview should also be focused on themes and be also open for changes. For the interview experience to be positive, sensitivity is required from the interviewer when cooperating with the interviewees. Semi-structured interview has used as to gather interpretation of the meaning of the described phenomena. Kvale (1983) This research looking for manager's interpretation of wellbeing at work in the client company.

Interview was chosen as a data collection method by its benefits. According to Lincoln (2021) interview provides possibilities to research individual's experiences in depth. Another benefit of in-

interviewing is flexibility in scheduling and location of the interview. There are also many opportunities to clarify the questions and meanings during interview which decrease the amount of misunderstanding. Interview can also be close to everyday conversation so it can be comfortable for both parties. Lincoln (2021).

The main reason for using interview as a data collecting method in this research were these benefits introduced above. On the other hand, the final criticism of the method of in-depth-interview is that it struggles with generalizability, because the interview has conducted in one specific company. In any case, it provides information on the question that research was originally looking for the answer. In-depth-interview was held on the summer 2022 in Italy.

The main research problem was: How occupational wellbeing is experienced in company X and how it would be developed? However, there were 5 interview questions which sought to find out the state of occupational wellbeing in the company. Questions which were presented for the interviewees were following:

RQ 1. How would you describe mental wellbeing at work in your own words?

RQ 2. How do you think mental wellbeing is realized in company X?

RQ 3. How would you describe physical wellbeing at work in your own words?

RQ 4. How do you think physical wellbeing is realized in company X?

RQ 5. What is the state of safety and ergonomics?

The part of the question, where interviewees was asked to define mental wellbeing at work in their own words, was intended to find out interviewee's own perception of mental well-being and how interviewee defines the concept themselves. With the freedom to define wellbeing at work as they see and experience it by themselves an attempt was made to avoid suggestibility. Katy Wheeler, senior lecturer in sociology of consumption from University of Essex has stated in her video that in-depth interviews are used when researcher wants to understand general attitudes to

an issue. In-depth interviews work when the interview is conducted with the interviewee who has experience and interest in the matter in hand. In-depth interview is a versatile and flexible method, and the method works at its best when the researcher aims to explore understandings and direct experiences of the research topic and experiences of individuals. In-depth interview can be defined as a conversation with the purpose, it is one-sided, and it is usually recorded. Interviewees are purposely selected because they have experience about the topic or phenomena. There may be multiple topics, but they need to be flexibly discussed to allow new and unexpected topics to arise from the conversation. Interview questions should encourage the interviewees to share their stories and experiences in their own words. In-depth interview will last from 45 minutes to an hour, but it can also take more time as well. Wheeler (2021). As Timothy D. Lincoln has stated in his book *Qualitative research* (2021), all interview questions need to be related to the research problem if research data is collected from interviews. Because of this, the interview questions are closely related to wellbeing at work.

Another part of the question, which was how mental wellbeing is realized in the company X was aimed to find out how this previously defined mental wellbeing can be seen in the company X. The question was intentionally broad, so that would give the interviewee room to talk about topics from their own point of view. The same was done with the third question, which wanted to find out the state of physical wellbeing in company X. According to Barbour (2008) in the interview it is desirable to give interviewees the opportunity to bring up any other issues that they have experienced. Modifying the questions during interviews gives opportunity to find out new issues related to the research topic. Barbour (2008)

Additional questions were asked as the interview progressed (appendix 2.) Comprehensive answers were given to all interview questions. Based on the answers, the study was able to form a comprehensive answer to the main research question of how occupational wellbeing is experienced in the company which provides tourism services in the countryside of northern Italy. The answers provided information about the current state of wellbeing at work in the company. The interview was recorded with an iPhone of the researcher to make it easier to analyze later. The interview took one hour and 36 minutes. Recording was stored on the iPhone and in Google Drive. The files were password protected. After the interview, the recording was transcribed. The transcription consisted of 31 pages of written text.

3.3.2 Observation as a supportive data collecting method

Järvinen (2012) describes observation as an activity which is conducted to find out characteristics, motivations, feelings and plans of others. Observation can be used as a part of measure procedure. To obtain reliable information about researched subject, the observation must be conducted in natural and realistic environment and situations. Direct observation brings reliability to research, because by observation, it is possible to verify whether words and behavior matches. Järvinen (2012)

Observation was conducted to support the research. Researcher was participating to the work community daily while conducting practical training. Observation was done generally, and the aim was to form bigger picture of the company's wellbeing at work. Wellbeing at work is not born in a vacuum which means that it is affected by many different aspects from the work community to the job security. Observations were written down according to weekly research themes. The limitation of this data collecting method is that there is possible bias in the observation.

Complete participant observation method was used to get observations from the wellbeing at work as a phenomenon in company X. Complete participant observation means that the observer is fully involved in the same activities than participants. The idea is that observer will understand the phenomena by experiencing it first-hand itself. MeasuringU (2023)

In this study, the perception is focused on phenomena related to wellbeing instead of individual persons. To meet the challenge of partisanship, recording of the observations has done daily, and observations are documented as impartially and neutrally as possible without interpretation. Part of the observation themes were arising from the literature review: communication, workflow, and occupational safety. Another themes, management, work and coping, time management and working atmosphere arise during the study.

3.4 Data analysis

Literature review data was collected from the books, articles and websites which were processing wellbeing at work as a topic, and which were peer reviewed. The selected material was chosen

based on where the topic was clearly discussed. Several books from different year of publication were used so that the accuracy of the information could be verified.

In-depth interviews were planned before hand by selecting five main questions for the interviewees. The main questions were “How would you describe mental wellbeing at work in your own words?”, “How do you think mental wellbeing is realized in company X?”, “How would you describe physical wellbeing at work in your own words?”, “How do you think physical wellbeing is realized in company X?” and “What is the state of safety and ergonomics?” Additional questions were asked during interview, depending on the topic discussed. Interview took 1 hour, and 36 minutes and it was recorded with iPhone. Interview was stored in iPhone and in Google drive. iPhone and Google Drive were secured with passwords.

Data analysis started with listening the recording of interviewees. After listening, interview was transcribed with the transcribing tool in Word. Transcribing tool gave frames for the transcribing, but the interview also had to be transcribed manually as well to ensure quality of transcribing.

After transcribing, transcribed text was coded with ATLAS.ti application. Transcribed text was analyzed word by word in ATLAS.ti application and coding all the words which were related to research question, which was to find out the state of wellbeing of managers in the company X.

After coding, codes were photographed and screenshotted so they would stay safe. After the list of codes were created, author started to look at them and divide them into groups. Clear groups emerged from interview that affect well-being at work; individual factors came up multiple times. Work community and working organization were also mentioned several times in the interview as well as work itself and management. Cultural aspects were recognized in the interview, and it became one of the groups whose effects must also consider in this context, when the parent company is located abroad and the people who work there come from different cultures. Impartiality was sought in the coding and all observations, regardless of their nature (neutral, positive, or negative) were coded up.

Thematic analysis can be defined as a qualitative data analysis method which goal is to find and handle key themes from the data collected. In the book Differences between thematic analysis

and content analysis: Exploring environmental and sustainability education resources written by Katy Wheeler (2021) has explained that thematic analysis has focused to developing themes from the researcher-generated data or other existing documents. According to Wheeler, the reliability of this data analysis method is based on the use of memos and research diaries to record ongoing process, but also clear reporting of findings including assumptions of the aspects which could have been affected to results. Code development of thematic analysis is inductive even the researcher has been influenced it. Wheeler (2021)

Thematic analysis was used to develop themes from the transcription of the in-depth interview. Thematic analysis of the interview and transcribed text clearly brought up the categories which are affecting to wellbeing at work in the company under research. The factors raised in the interview can be divided into six categories: individual, work community, organization, work, management, and Italian culture. A lot of data came in and most of it was analyzed. In unclear situations, the data was mirrored to the research question, whether it provides information about to the research question.

4 Results of the in-depth-interview

Results has been divided to smaller sections for easier reporting. There are several factors to consider when discussing workplace wellbeing. In this research there are six main subject areas which are affecting to wellbeing of managers in tourism company. These six subjects have arisen from the in-depth interview and each of them are dealt with separately.

4.1 Individual factors of wellbeing at work

According to the interview there are multiple aspects which are increasing wellbeing at work. Self-knowledge, self-confidence, discipline, balancing responsibility, and freedom emerged as a factor that affect positively to wellbeing at work on a level of individual. Positive attitude, professionalism as well as organizing- and problem-solving skills mentioned in this level. According to interviewees, accepting the working conditions and -times are crucial in general at tourism industry, but also in the principal company.

Feelings of meaningfulness arise from responds and both of interviewees are underlining the importance of meaningful work. The experiences of success are creating meaningful atmosphere.

Great and time-consuming events are stressful but on the other hand they are bringing experiences of success and meaningful into job. In the principal company, open communication between all staff members and management team can be seen as a factor which increases wellbeing at work. Interviewees see their work community as a family-like community, where they can show freely their feelings of happiness or disappointment. Positive and respectful attitude towards other employees keeps the collective spirit functioning. Trusting in one's own professional skills and stopping, noticing the things that bring joy to daily job increases well-being at work. The interviewees claim that working brings them a great deal of joy. Working in the tourism sector is regarded as more of a way of life than a profession.

“ The second is the certain kind of positive attitude, even in such a difficult situation, because if you have a wedding coming up and you have terrible stress even before it, or if you have certain kind of positive attitude through working like “this is going to be good” instead that there is already the attitude that “damn, this is going to be tough. “

- Interviewee 1

On individual level, interviewees see negative aspects which are decreasing wellbeing at work. Stress factors, such as time consuming and stressful events, feelings of irreplaceable and guilt for not being able to respond to the customer immediately are seen as factors that consume wellbeing at work. Managers are in the middle hand while working. This means, that managers are receiving feedback, instructions, and requirements from the upper level of management, but also from subordinates. In this point, manager feel stress and contradiction while trying to balance with the feedback and requirements. A responsible manager finds it difficult to refuse other people's requests.

Uneven distribution of free time and workload causes psychological stress. Work should be organized to balance work and free time. To get weekly holidays, work can be delegated to another worker. According to the interviewees, avoiding stressful situations can be seen the factor which causes more stress. Having a solution focused mentality is helpful in navigating difficult circumstances. In the interview, it is also said that things that increase wellbeing at work should be added to one's work. Correspondingly, difficult issues should be resolved to avoid stress. Solution oriented attitude, preparation and training are seen as a tool which are increasing wellbeing at work.

According to interviewees, the ability to ask help from colleagues and management smooth out the work. Admission of ignorance is challenging for managers, but they see it as a way of showing respect to another employee. In an open and respectful atmosphere, asking for help is not shameful but insightful. Also, trust between colleagues and management is crucial. The loneliness of the managers rising from the interview; management work can be seen lonely in general.

Wellbeing at work is also physical. In the principal company there can be seen challenges and opportunities in the physical work environment. Height differences, lots of walking and lifting, weather conditions and rushing decrease physical wellbeing at work. The principal company is architecturally challenging and that is the reason why there is no central maintenance room available. Respondents see the working environment as a possibility; there are lots of opportunities to organize events which are supporting wellbeing at work. Interviewees mentioned the possibility to invite a yoga instructor, organizing walking tour or wellness day in the yard outside customer hours. In this kind of business, there are possibilities to compensate the challenging working conditions.

“—if equipment is needed, we will get them, like if it feels like that or this tool will make my job easier, because for example, if there is a long window (to be cleaned), then we will get the tool that will work for it.”

-Interviewee 1

Individual characteristics have a positive effect on wellbeing at work. Individual characteristics which are rising from the interview are awareness, humility, mercy, and courage. Interviewees agree that working in the tourism company also needs ability to trust yourself and your colleagues. According to the interviewees, those who work in the field also share a high sense of duty. Self-confidence, self-awareness, and self-discipline are characteristics which are needed in a company that uses a liberal working time model.

“Wellbeing at work can be affected on so many levels and ways, and one of them is to accept the realities, the framework how this industry operates.”

- Interviewee 2

4.2 Working community as a wellbeing factor

Work community affects to the wellbeing at work. According to the interviewees open discussion, trust between management and employees and family-like atmosphere are affecting positively to the work community. Family-like atmosphere has its challenges, but in overall it can be seen as a positive factor. Challenges are coming from individual problems, which can be seen easily and quickly in work community that is small and family-like. There is possibility that problems in private life can follow to work. Ability to help and ask help from others considered an important part of well-being at work. According to the interviewees, it is also important to reveal their own uncertainty with the job. Revealing uncertainty gives subordinates the opportunity to reveal their own expertise and help in the problem solving. Positive attitude and working as a team are seen as factors that increase wellbeing.

According to interviewees the principal company is rational. Communication with the parent company is seen easy and simple. Work community and organization has problem-solving ability and development ideas can be presented openly. Development ideas from subordinates are also considered. Revealing uncertainty enables learning and effective problem solving in the company. All team members are involved in problem solving, which increases trust and respect between team members and management.

“—but the loneliness of being manager could not be underestimated. Is the manager’s relationship with their own manager or with the CEO of the company so confidential that manager dares to ask even stupid questions? Are there enough colleagues or is there such a relationship with them? Or is the relationship with subordinates that one dares to give each part of the great appreciation of each area’s own expertise.”

- Interviewee 2

4.3 Organizational effects on occupational wellbeing

As stated in the previous chapter, connection with the parent company works smoothly in the principal company. Organization has clear business logic and chain of command. Chain of command means hierarchy of the company and it shows who is responsible for any task or issue. Chain of command and hierarchy can be seen increasing but also decreasing wellbeing at work. Hierarchy is seen stressful in the situations which are new and there are no previous experiences about

the situation. Interviewees see hierarchy mainly positive way which facilitates the making of various decisions. The core business vision and mission are to fulfil customers' wishes. Organization is seen as willing to experiment and the atmosphere for development ideas is fruitful. According to interviewees, the company's operations are always based on a business idea, and they are business idea oriented. Identifying special skills of employees are strengths of the company.

“Yes, that kind of problem-solving ability or that kind of willingness that problems and development proposals can be talked about, and they can be changed quickly and really flexibly and nimbly, it's definitely a similar atmosphere, generically throughout the entire industry, it's definitely one of the biggest things that increase work well-being even if it's not all can be implemented, but if they if they are taken into account.”

– Interviewee 2

4.4 Work tasks and wellbeing

Versatility of working tasks brings stimulation for interviewees. According to interviewees, working flow is easily accessible in their daily work. Working flow and versatility of work are perceived as a factor that increases wellbeing at work. Smooth communication between management and subordinates is one of the factors which are affecting to working environment and atmosphere. Working in the tourism industry is perceived more as a lifestyle than work. According to interviewees the working atmosphere is brilliant.

“There is work to do and the work is so different every day and it is so versatile, it at least stimulates me so much, so it is not like I go to factory next to the belt and press that button and look at that, so it is a little bit same every day. There are so many things you can do.”

– Interviewee 1

Working as a manager includes challenges and tourism industry has described as a difficult industry. In the principal company the workload has increased step by step, which affects to managers wellbeing at work. The workload can be seen to have increased step by step and now a situation has reached the point where the additional labor is justified. The set goals and reaching them

cause pressure for the person who works between management and subordinates. Experiencing stress at work varies according to the day, season, and events.

“The operational supervisor standing in such a crosswind, they has their own stress about their own irreplaceability it is one cause of stress that must be recognized, and it must be recognized by everyone at all levels of the organization.”

– Interviewee 2

According to interviewees the working time format is liberal in the principal company. Liberal working time format means that working hours are not limited to a specific time frame. Work will be done when it is needed, and free time starts accordingly when the day's work is done. This work time format requires flexibility and self-control from managers. Correspondingly, it provides flexibility reciprocally. In general, according to interviewees, management work is perceived to provide freedom and responsibilities.

“The liberal working time model requires the manager incredibly more to say “now I will have free time”, but it also requires responsibility that even I have my free time now, these things will be taken care of because I have instructed that this person will do this and he will do these things, this person will do this and these jobs can wait, these tasks do not need to be done.”

- Interviewee 2

Working times is perceived as something that should not bother while working in the tourism industry. Working time varies during weeks, seasons and it is also related to activities and events which have been organized in the company. The interviewees agree with each other that the realities of the industry such as working hours must be accepted by individual. Accepting the realities of the industry improves wellbeing at work, because it reduces intrapersonal conflict about what

manager want to do and what she should do. One example of this interpersonal conflict was mentioned; in the tourism industry managers and other employees are working when other people are spending their holiday. This is situation, which may cause interpersonal conflict, if manager has not individually accepted the fact that tourism industry has its busiest season when other people are on vacation, meaning that employees in the tourism industry will work during holiday season.

Time management brings challenges to manager's work. Communicating with subordinates, management and customers put the manager in a challenging role. Interviewees prefer methods that facilitate time management, for example automatization of processes and prioritizing. Installing alarm limits on order products also facilitates time and inventory management. Managers also underline planning and preparation work which improves the experience of wellbeing at work. Management work includes a lot of planning and preparation work, and the amount of work is relative to, for example, the size of the event.

Interviewees also mentioned the impact of Covid-19 on their work. Covid-19 has affected their work for example that way that nowadays customers favor extremes in the use of services. This means in practice that customers are booking their vacations either at short notice or years later, because they are afraid of new upcoming pandemic. Customers and tourism service providers also have greater pressure to make the vacation successful, because the vacation has been waited for so long.

Co-operation with the universities and educational institutes is perceived as a positive way to do development in the company. Company has an opportunity to offer for students who are willing to do developing projects for the company. Training program is continuous, and it involves three months training period per trainee.

4.5 Wellbeing factors of management

Management has perceived as increasing element of wellbeing at company X. Clear processes, especially decision-making processes which are based on hierarchy in the company is clarifying management work. In general, interviewees see challenges with the social responsibility in tourism industry; equality education is completely missing from the field especially in Italy, but also in Finland.

Another interviewee mentioned the fact that there is no universal information or instructions that apply everywhere brings challenges to management of occupational wellbeing. There are guidelines, but each company must find out the best solutions for increasing their wellbeing at work and reducing physical and mental sickness.

4.6 Impact of Italian culture

Interviewees are aware of the influence of culture and continent on well-being at work. The clash of cultures is also experienced in the manager's work. The clash of cultures can be seen, for example, as surprising or unexpected reactions to topics that someone from another culture may consider either normal or sensitive.

Interviewees see social responsibility as a challenge in tourism industry. According to interview, equality in the tourism industry is at the low level. Level of equality is lower in Italy than in Finland. However, Finland has very low level of equality as well. As a proposed solution to the challenges of equality, the interviewees bring up equality education such as is used for example in America. Equality education is perceived as a "neutral and indiscriminate" Interviewee 2 (2022) way to affect to equality issues. Interviewee also states that during and after equality education, it is easier to intervene in unequal situations.

"—when we go to difficult things like social sustainability, for example job discrimination, bullying things, sexual harassment there is still a huge amount.. Or everything else, acceptance, equality, equality between women and men, here in Italy is huge.. we are so far away compared to Finland."

-Interviewee 2

5 Results of the observation

Observation was used as a research support method. Researcher was participating to the work community daily while conducting practical training. Observation was done generally, and the aim was to form bigger picture of the company's wellbeing at work. Observations were written down according to weekly research themes. Themes of observation were communication, working time

and coping, workflow, management, occupational safety, time management and working atmosphere. Observation was done 13.6.-31.7.2022 and it took seven weeks. Complete participant observation method was used to get observations from the wellbeing at work as a phenomenon in company X. The perception focused on phenomena related to wellbeing instead of individual persons.

Observation chart has been added to demonstrate the results of the observation. At first week, the object of observation was communication. At second week the observation was concentrated to observe working time and coping of managers and employees in the company. In third week, flow of work was observed, and it followed by observation of management. In fifth week, the observation was concentrated to safety and ergonomics. Lastly, time management and working atmosphere were observed. The table documented aspects that are noticed to affect wellbeing at work.

Table 1. Observation chart

Observation chart

13.6.-31.7.2022

WEEK / TOPIC OBSERVED	MON	TUE	WED	THU	FRI	SAT	SUN
1 COMMUNICATION	Italian is used as a working language	Open and versatile communication	WhatsApp, phone calls, face-to-face discussions used	Feedback and encouragement has given constantly	Humour used daily	Difficult topics are also discussed/brought up	English bring challenges to communication
2 WORK TIME AND COPING	Supervisor's working hours approximately 9 hours/day	Flexibility and patience of manager and employees needed	Positive attitude towards work and life	Humour helps coping with stress	Family-like working atmosphere	Small amount of free time/work as a lifestyle	A long restorative lunch break
3 FLOW OF WORK	Strong hospitality mindset	Flow of work is strong	A lot of work, a lot of prioritizing	Optional and free coffee breaks	The days pass quickly	The work involves changing situations	The work involves organizing tasks and responsibilities
4 MANAGEMENT	Hierarchical management	Decision making and strategic management conducted in the parent company	Upper management: fast, immediate, separate and authority position	Lower management: open, flexible, respectful, professional, fast and self-directed	Tasks of subordinates are clear	The work community is capable to solve problems. Staff members has a lot of different skills	Challenges in time management (due to the workload)

5 SAFETY AND ERGONOMICS	A lot of risks: stairs, weather conditions, physically demanding work	Open access to the company's property	No firealarms, no defibrillator Gas alarms are available	Danger of broken glass and toxic detergents (housekeeping)	The terrain brings the risk of slipping and falling	A lot of moving by car	Working in non-ergonomic positions (lifting, squatting, walking)
6 TIME MANAGEMENT	No clear shift lists	Daily overtime hours due to workload	Interruptions during workdays: phone calls, questions, emails	Well-functioning booking calendar	Reliable co-workers in and outside the company makes work easier	Multiple last minute changes	Flexible working time model
7 WORKING ATMOSPHERE	Open, fun and discursive atmosphere	Employees respect and help each other	Family-like atmosphere: both in a positive and negative way	Active, encouraging and versatile	A problem solving atmosphere	Flexibility is required from all employees	Safe discussion atmosphere

5.1 Findings of communication, working time and workflow

As a result of observation communication takes place mostly in Italian and it is conducted face-to-face, by WhatsApp and phone calls. Communication is smooth and open both ways, towards management and employees. Communication includes lots of positive feedback and encouragement is daily. Daily communication also contains a lot of humor. The communication seems genuine; also issues that evoke negative feelings can also be discussed. Not knowing Italian language affects communication; gestures, tone of voice and the meaning of individual words are emphasized.

Working time varies daily in the company X. In general working time is 8-9 hours per day. Flexibility emerges in working hours; work is done when there is a need. Patience towards work can be seen as a flexibility in working hours; the work started is completed even if the working time is extended.

Humor, jokes, and positive attitude towards work community included in company's daily routine. Work includes a lot of prioritizing; the most urgent tasks are done first. Daily work includes lots of different tasks and they contain changeable parts. Breaks are included in working time. There are freely chosen coffee break and one longer lunch break. A longer lunch break can be spent in the company's premises or in a local restaurant.

The workflow is strongly visible in the company. In this case, workflow means concentrating on work as such a deep level that person does not notice the passage of time or external stimuli. Work tasks are tackled with energy and the employees dedicate themselves to them to complete the tasks. In the company X, employees can be reached by phone even in the evening. Daily work tasks are running smoothly, and employees has their own clear areas of work in which they work independently.

5.2 Management observations

The main company has the owner, upper management, and lower management. Upper management is quick to react, clear and final authority on work matters. Upper management affects company's operations from a distance, and it is physically located in another city. Communication between lower management and upper management is clear and fast, which can be seen for example in the clearness of instructions and daily operational processes.

Lower management is flexible, open, and respectful. This can be seen, for example in the ways in which employees and the manager talk to each other. Language is friendly and considerate. Key elements of lower management are humorous, professional, fast, and self-directed. The work tasks are clearly stated for employees. Lower management has ability to solve problems and work community has a lot of different skills and administrative competences.

5.3 Physical occupational safety in the client company

Occupational safety was also observed from the perspective of physical safety. In the main company, there are lots of factors which have impact to physical occupational safety at work. First, there are many stairs in the yard of the workplace, which poses a risk of falling. In the rain, the walkways and stairs become slippery. Slipping can also happen in the swimming pool area. When it rains, mud also flows on the road and causes risks for drivers. Weather has another impact to wellbeing at work when there are high temperatures. Working at high temperature poses challenges to physical wellbeing and fluid intake may be forgotten. Working in the sun also poses a risk of sunburn. Car has been used daily, because the company is in the countryside and the distances are long. Also, job itself, involves a lot of traveling and driving by car. In the countryside of Italy, the traffic is fast paced, and the roads are narrow and winding. Also, high speeds are used when driving.

The job also involves lots of walking, lifting, and bending. Correspondingly, the days when working in the office are not as physically demanding. When cleaning apartments, broken glass and toxic detergents can cause risks for staff members. From the perspective of safety, everyone has free access to courtyard, although there is a security camera in the area to ensure security. Another risk related to unwanted visitors is that accommodation doors may accidentally be left unlocked,

in which case visitors have free access to the holiday apartments. One of the most significant factors that affects work safety is that company's premises lack fire alarms. There is also no defibrillator on the company's premises. What comes to gas alarms, the company has gas alarms in case of case leaks.

5.4 Review of time management

Time management is based on planning and organizing how to divide time between different activities. In the company X, daily tasks involve a lot of prioritizations. Prioritization is the process that arranges activities in order of importance relative to each other. Prioritization is necessary to get the work done according to the schedule.

Employees have access to real-time booking calendar, where they can see past, current, and upcoming bookings. In the booking calendar it is also possible to block bookings at a certain time if necessary. The booking calendar facilitates forecasting of bookings. There are lots of last-minute changes in the bookings and this affects time management significantly. Constant interruptions such as phone calls, questions, and incoming emails affects to time management.

Company has a large network of partners, which facilitates the work of all employees but especially the work of the manager. Service providers operating in the area, such as restaurants and activity organizers work in close cooperation with the target company. Reliable partners save the manager's time when it is immediately known who can provide the service requested by the customer.

The company does not have clear shift lists, which would measure working time. However, working time is established from 9 am to 5 pm. In addition, working hours include daily-, seasonal- and event specific variation.

5.5 Findings of working atmosphere

Working atmosphere can be seen as an internal working environment which is experienced by employees. Working atmosphere affects to employee's motivation, behavior, and attitudes. As a result of observation, it was noticed that the working atmosphere of the company is above all open

and friendly. Openness can be detected in the ways in which working tasks were approached; help was provided both ways, even if the task did not directly concern the helper. Work related issues and problems were discussed as soon as they arose, for example the lack of the employees was brought up in the discussion. The work community also constantly encouraged and praised verbally its members. Kindness can be seen in the work community in such a way that co-workers are respected and helped when needed. The respect can be seen in the way that employees speak to each other in the friendly manner, are interested in each other's work and treat each other equally. Themes that emerged in the observations are the versatility and activity of the work atmosphere. The work atmosphere could also be described as family-like atmosphere where humor also plays its own role. Warm and caring atmosphere can be observed daily in the company X. On the other hand, family-like atmosphere can also have challenges related to draw employee's own limits at work. When work is done in a compact community, it can be difficult to refuse or say "no", for example, working at overtime. In compact work community, it is also easy to see moods of the employees on both good - and bad days.

6 Conclusion

The starting point of the research was to map the state of manager's wellbeing at work in the client tourism company. The research question was how occupational wellbeing is experienced in the company which provides tourism services in the countryside of northern Italy. The research was limited to focus on one specific company, because wellbeing at work has not been researched before in this company. The concept of wellbeing at work is extensive and it is narrowed to apply to this specific company. As a conclusion, the state of the wellbeing of managers in the client company is at reasonably good level; at individual level working in the client company provides feelings of meaningfulness, - success and appreciation. Flow of work is accessible daily, and the work community supports the managers in their work. On the other hand, work community affects positively to managers work. The work community offers professionalism, helpful and respectful attitude towards each other. Communication in the work community is open and when problems occur, they can be raised up and solved.

Based on the results, working organization is hierarchical and decision making is clear and fast. Hierarchical organization affects to the conflicts; there are no conflicts about work tasks because everyone knows their place, rights, and responsibilities in the working system. Conflicts between

cultures sometimes occur. Working organization has problem solving ability and it is open to development ideas.

Work itself has seen variable from the perspective of managers. Feelings of success and joy has experienced while working. Stress is caused by increased workload and rapid changes related to job. The intensity of the work varies daily, seasonally and event by event.

Management works at the upper level of the company but also at the lower level. Time management causes challenges in the managerial work which is caused by the increased number of work tasks. Communication between subordinates and management is open and fast, and it involves encouraging and feedback.

Physical occupational safety is part of the area where client company has room for improvement. Working conditions are physically challenging and risks should be minimized or eliminated to ensure the wellbeing of company, employees, and customers.

Lastly, it can be said that the study highlighted the state of wellbeing of managers in the client company. The research brought out areas to develop, but based on the research it is also possible to see aspects which are increasing wellbeing of managers in the company. Factors that support wellbeing at work can be seen such as experiencing meaningfulness at work, support from the work community and effective teamwork. At the organizational level, the company offers clear and fast decision-making which is in line with the company's operating principles.

7 Discussion

Reliability of the research – bias and limitations

There are limitations and possible bias in this research, and they need to take into consideration. First, access to information is one of the limitations of this research. This means, that it was complicated to find information about manager's wellbeing at work in tourism industry in general. However, single research was available and, there were information about manager's wellbeing in overall. In the end, wellbeing at work is based on human's basic needs.

Second limitation of the research is conflicts on biased views, which means that researcher was working in this company at same time while research was implemented. Importance of noticing this limitation is important when interpreting research results. A neutral approach and weighing results from many perspectives helped researcher remain as impartial as possible. The research aims to see the aspects which were supporting wellbeing but also debilitating aspects of wellbeing.

Third limitation is related to implementation of in-depth-interviews. In depth interviews were conducted with two managers in chosen company. Interview situation included interviewer and two interviewees. The main reason to conduct in depth interviews in this way, was to create more discussion and see if new topics would arise while discussing in the group. In-depth interviews with two managers provided new topics and discussions which were not expected. During discussion, participants came up with answers that provided extra knowledge about the topic. Another possibility would have conducted the interviews privately with the managers and this probably would have been affected to results in different ways. In-depth-interview was conducted when both of participants were present. There is possibility that this form of interview has affected to results of this research. It can be assumed, that the answers would have been different if the interviewees had been interviewed separately. Interview should be performed again to make sure of this. However, interview was conducted as a group meeting, because it was justified in the terms of research. From the beginning of this research, author wanted to create in-depth interviews to get as much data as possible. In the case of interview, it means that the aim is to create lots of discussion and insights. On the other hand, wellbeing at work can be seen complex topic to discuss about, so group discussion can provide support for interviewees. The wishes of the interviewees for the group interview were considered. Group interview can also be justified in another way; interviewees know the real edge of occupational wellbeing in the company, and they have versatile experience on the field. In the group interview, they had opportunity to bring up new topics that the researcher herself might not have been able to ask. This also happened, when the interviewees spoke very extensively and brought up new topics for example hierarchical working system and the importance of self-management.

Also, the criticism of this observational design is that in the active participant observation situation, researcher has two roles: participant and the observer of others. Observing is inevitable selective and researcher will probably pay attention to different things than someone else would do in the same situation. Advance assumptions, feelings and previous experiences are affecting to observation of others. However, choices must be made in any research to obtain appropriate information. Anttila (1996)

Uwe Flick describes in the book "An introduction to qualitative research", that participant observation is hard to standardized and formalized beyond a general research strategy. Lüders (2004) However, the author overlooks the fact that it still provides important information about the target company. Also, by using observations together with the data of interview, the reliability of the results increases. Participant observations are also more reliable if they are coming spontaneously from participants instead of asking direct questions. The main goal of observation was to find out how likely the activities are occurring independently regardless the observation and participation of researcher.

On the other hand, the research was conducted while author was working as a trainee in this commissioning company. Author was doing observation while working. There can be seen advantages and disadvantages while working and doing research at the company at same time. Advantages are based on that researcher is closely involved and, on the scene, observing phenomena and activities. It provides information that an outside researcher would not necessarily be able to achieve. Disadvantages can be related to the difficulty of keeping the observations unbiased.

The limitation of this research is that this research is unilateral, which means it has conducted in only one company. Interview was conducted with two participants which have been working/are currently working in the company as a management positions. Regarding to this fact, results are narrowed into two participants views of wellbeing in the principal company. Thus, the sample size is small. However, we need to take into consideration, that this research was conducted in small business, which has four employee who were working full time. In addition to this, there are usually one trainee participating in this work community. In this small business context, the sample of two participants who have worked in management positions is sufficient. Saturation was seen in the results of the research. This research could have been conducted in other tourism companies

to see the difference but also similarities in the results. However, unilaterality is justified, because the main research question was to find out the state of occupational wellbeing in this specific company. There is still the possibility of further research.

In addition, confirmation bias is another potential concern, because the author was participating in this research very closely. Confirmation bias occur when researcher will favor or selectively interpret information to confirm researcher's pre-existing beliefs. Another research approach, in-depth-interviews were employed to gather different viewpoints on wellbeing in the workplace to minimize confirmation bias in this study. In this way, different perspectives were obtained in the research. Peer reviewing was also used to diverse perspectives and insights. Peer review helped identifying the confirmation biases, but also blind spots of the research. It also provided an opportunity to get feedback and criticism about the study.

To avoid confirmation bias, in-depth interview was transcribed accurately and word by word to get as truthful data as possible. Same process was done to avoid reporting bias; the aim is to present data in the form in which it is given, using the words used in the interview and bringing up the phenomena as they were presented.

Also, cultural bias was likely occurring. The principal company located in Italy and the representatives in the interview and author of this research were from another culture. Cultural differences and bias were recognized from the perspective of author and interviewees.

Ethicality of the research

In this research, the most significant ethical questions were related to data protection and personal data. According to good research ethics, personal data is not published if it is not essential for the research. This is the reason why this study does not mention the names or other identifiable information of the participants who have been researched. The client company is also not mentioned by name to protect privacy of the company. Also, mentioning the name of the company is not significant information from the point of view of research or the reader.

Another ethical question during this research was how to conduct in-dept-interviews and observation without causing any harm for participants. Allowing interviewees to talk about the aspects

they felt safe to talk about helped make the interview respondent friendly. Before the research, it was noticed that because wellbeing at work is not the easiest topic, it is important to observe tact, honesty, and openness. A neutral tone was also used in reporting because the task of the researcher is not to praise or judge, but to study the subject from different perspectives in a neutral and professional manner. When conducting the research, efforts have been made to minimize harm caused by the research.

Observing as a data collecting method may also have ethical issues, because it is based on the observations of the researcher. Researcher, who in this case, have been working in the company during observing may affect to the results of the observations. In this case too, an effort was made to improve the ethics of observation by observing the whole work community instead of individuals and reporting the results with honesty and openness. The personal data of the observed participants have not been documented anywhere and they are not discussed in the report either. The observation was conducted to bring additional information about the state of wellbeing in the client company and to provide another perspective to the study. On the other hand, observation supports in-depth-interview as a data collecting method.

Data analysis was done systematically, and the collected information was included in the study in its entirety and in the way it was appeared in the study. The data collected was stored on the computer and in a cloud service which were protected by passwords.

Discussion of individual level of managers' wellbeing

According to Tarkkonen (2012) wellbeing has described as an experience or outcome that occurs at individual level. When we compare this theory with the results of interview, we can notice that the individual level play's large role in examining wellbeing at work. Wellbeing at work starts at individual level and it is also influenced by the manager's personality traits.

Chen & Cooper (2014) see wellbeing as a hedonic phenomenon with pleasant feelings and avoidance of pain and negative feelings. According to them, there is also eudaimonic perspective of wellbeing which means wellbeing is related to personal growth and the idea of meaningfulness in

life. They underline engagement and self-actualization, but also competence, autonomy, relatedness, and self-acceptance.

According to the interviewees, engagement and self-actualization are key factors in wellbeing at work. Self-acceptance, self-confidence, professionalism, courage, and mercy have also arisen from the interview. Differences were also observed; unlike Chen & Cooper (2014) the interviewees see that avoiding difficult situations and negative emotions has negative impact to their work. Avoiding difficult situations and negative emotions is seen to cause more stress than facing the difficult situations and emotions.

According to Tarkkonen (2012) feelings of joy, -appreciation, -control, -meaningfulness has positive influence on employee's health and safety. Interviewees are also underlining the appreciation and meaningfulness in their managerial work. In the company researched, appreciation extends to both parts; to subordinates and management. Feelings of joy and success are constantly experienced in the company. Daily flow of work increases wellbeing at work in the company researched. The feeling of irreplaceability of manager also causes stress. Interviewees are also talking about appropriate level of challenge, which has been also stated by Tarkkonen (2012). Interviewees see that the level of challenge should be balanced, job should not be too easy, but not too difficult. Company under research provides reasonable challenges to managers with versatile daily tasks.

Tarkkonen (2012) has established that nowadays it is important to arrange work according to one's own life. In this company, working has a liberal working model, which gives freedom with working times and working methods. However, a company with a strong business logic and whose main task is to fulfil customers' wishes and serve them as best as possible always considers their customers first. This requires an understanding of the realities and hierarchy from the managers and other employees.

Work community and ethical organization supports wellbeing at work

As Juuti (2022) has established organization is based on the trust. Trust can be seen by fairness, keeping promises, consistency of words and action, openness, and opportunities for participation of personnel. In the client company, there is open and conversational atmosphere, which is raising

from the results of interview, but also from the results of observation. All staff members are encouraged to participate, for example, into the problem solving. Recognition of competence can be seen in the culture of feedback; employees are getting feedback from their work daily. The atmosphere is appreciative which can be seen in the words used towards each other, but also general attitude which underlines helping and encouraging. Results of interview has shown that individuals and their work are appreciated in the company; the professionalism and ability to take responsibility of each employee is trusted. The manager is strongly trusted by the employees.

Juuti (2011) has established the term of social capital. In the client company, social capital is very strong, and it shows for returning customers. The client company can produce services and meet customer's needs and also exceed expectations. Manager and employees work towards a common goal; with the aim of providing the customer the best possible experience. Communication is curious and positive, and cooperation is based on the trust and open information flow.

In the interview, the balance is rising multiple times. Nummelin (2008) has stated that if the available resources and requirements set by the job are in balance the ability of work can be perceived as sufficient. Suitable amount of work which is suitably challenging can be used to prevent under work or overload. According to the interview and observations, it can be said that the manager currently has too many tasks, but the matter has already been improved by hiring another employee, hospitality manager, to help with the tasks of hospitality management. This partly indicates that the client company is solution-oriented, which was the topic rising from the interviews.

As Nummelin (2008) has stated balance is needed from manager. A balance needs to find both in relation to the manager themselves but also in relation to the work. Interviewees bring up, for example the liberal working time model, which means that work is done when there is work and time off is taken when there is less work. Of course, the liberal working model has its pros and cons. Flexibility can be both, the pro, or the con. When working hours are not defined, it is easy to slip into overtime, which will affect to recovery. On the other hand, flexibility allows to relax on the quiet times.

Nummelin (2008) has stated that the relationship between manager and work community forms the core of wellbeing at work. Smoothly functioning cooperation between subordinates and management is increasing work satisfaction and efficiency. Interviewees are underlining the appreciation and humility in the cooperation with subordinates. They recognize that every employee has their own strengths in the work community and their professionalism is trusted. In the problem situations, the entire work community is involved in finding solutions.

As interviewees have mentioned the client company has a clear business logic and chain of command. Connection between parent company and upper management works smoothly and company's operations are always based on a business idea. The client company is business oriented and identification of special skills of employees is one of the strengths of the company. It can therefore be said that the company has intangible assets. Also, Juuti (2011) has described intangible capital as human-, organizational- and customer capital. Human capital states for employee's knowledge, skills, professionalism, competence, attitude, and ability of development. Organizational asset stands for the knowledge of culture, structures, processes, and systems. Customer asset is coming from the knowledge and skills which are coming from the customer when they participate to the service. According to the interviewees and observation, the core business vision is to fulfil customers' wishes. Juuti (2011).

The client company also meets the conditions of ethical organization. According to the idea of Kaptein (2008) the characteristics of an ethical organization are clarity, the example of manager, the example of the management, feasibility, support of the organization, transparency, discussion, and the consequences of actions. Interviewees has mentioned the clarity of the business, open discussion culture and support of the organization, which is shown in the hierarchy of decision making. Hierarchy makes decision-making clear. Kaptein (2008)

On the other hand, Nummelin (2008) has stated that encouraging and conversational organization culture make managers and employees cope better at work. Interviewees has mentioned that increased workload causes stress according to interviewees. Big and time-consuming events are stressful, but a positive attitude helps managers to cope. Organization can develop their working culture, but also operational practices to reduce stressors by investing in equal management, positive feedback and providing development opportunities and influencing opportunities. Nummelin (2008)

Managers' work is busy and according to the interviewees and observations conducted, there are multiple tasks to do in management work. According to Nummelin (2008) extending working hours certainly do not help to cope with the rush if there are too many tasks to do in general. Overtime can make it difficult to reconcile family life and work, which increases the stress factors. The stressfulness of working hours is influenced by whether the manager feels it mandatory or whether they willingly work overtime. This aspect rises also from the interviews; interviewees agree that if manager of the tourism company is stressing about the working hours, they are probably working in the wrong industry. Long working hours are seen as something that must be accepted in the industry. Despite this, it is good to remember that as Nummelin (2008) has mentioned, long working hours have indirect health effects such as reduction of social relationships and exercise. Overtime is also affecting to eating habits which become healthier when overtime increases. Also, continuous overtime can be a sign of lack of staff, problems of working organization or increased efficiency requirements.

It is also interesting that managers speak of the organization's hierarchy mostly positively. Hierarchy of the organization facilitates decision-making, because it is clear from which side decisions regarding the company are made. It seems that the hierarchy provides order, stability, and protection to the manager's position. As Diefenbach (2013) has stated, hierarchy also provides opportunities to personal- and career development. As it turns out from the interview, flexible working hours can be seen as a privilege. However, the privileges also come with the responsibility that the work is done regardless of the situation. In managerial job, a hierarchical system can also cause stress if the upper management disagree with lower level of management. However, in the hierarchical organizations, the upper management has the final word in decision making. Upper management can also affect changes regarding to wellbeing at work. In the daily work of the client company, the hierarchy is visible in such a way that employees and manager know their place and do their work as well as possible. They also appreciate each other's work regardless of the position. In daily work, hierarchy can be seen more as mentoring than commanding.

Naumanen et al., (2023) has described that organization has different job descriptions, roles and areas of responsibility and clear definition of the responsibilities is beneficial for the flow of work. In the client company, the job descriptions are clear, and all members of the organization knows their own role. As discussed in the interview, members have their own area of responsibility; top

management takes care of decision making and setting goals, employees take care of operational tasks such as cleaning and gardening and operational manager working between these two groups. In addition, operational manager takes care of customer relations. Because of this, the work organization works smoothly.

Versatile work provides advantages and challenges

Work itself has been seen as a versatile in the target company. According to the interviewees, flow of work and variable tasks has been experienced as empowering and stimulating. As Pyöriä (2012) has described balance between requirements and feeling of control at work are supporting wellbeing. Limitlessness is the new phenomena in the working life, which means that the boundary between working time and free time merges together. Interviewees do not speak about limitlessness but flexibility, which has been seen as a positive aspect. However, ability to draw boundaries also come up in the interview. To guarantee wellbeing at work you must also know how to take time off. From the perspective of observer limits of the working times are variable.

Work in the client company is seen physically challenging because the work includes lifting and walking. The job is done in the environment with height differences and varying temperatures. The intensity of working days varies daily, seasonally and event by event. The job requires social asset and personal skills such as problem-solving-, and communication skills, but also flexibility, mercy, and ability to ask help if needed. Pyöriä (2012) states that wellbeing at work can be seen differently by managers and subordinates. Effectiveness can be seen as a positive aspect from the perspective of managers, but for subordinates it can cause stress and pressures. According to observation, all staff members bear their own responsibility for their own working area. It also seems that everyone is also leading themselves towards goals. Independent way of working and efficiency can be seen among the entire work community.

Development of occupational safety and ergonomics

Kanerva (2008) has mentioned that safe work is rational and economically viable. Investments to occupational safety saves on accident costs, sickness absences, hiring substitutes and new recruitments. Investing into safety also saves time and decrease interruptions of business and damage

costs. Accidents also have affects to company's image. Studies have also shown that operating margin increases in safe working environment. When occupational safety has been looked from the perspective of the interviewees, interviewees see the working environment physically challenging. The job includes a lot of walking and lifting in the weather which varies. Height differences and heat makes the environment also challenging. Interviewees see the environment as an opportunity; the environment is suitable for activities which support wellbeing, for example yoga training or walking tours. Interviewees see this kind of activities as a compensating the challenging conditions. According to Kanerva (2008) employees and managers have a right for safe workplace.

By observing the work environment, it was noticed that there are many stairs in the yard of work place which are posing the risk of falling. Rain increases the risk of slipping, and especially the pool area is the danger zone. Warm weather brings up the risk of sun burns, heat stroke and dehydration. When cleaning broken glass and toxic detergents are causing risks of accidents. Observation also brought up that there are no fire alarms or defibrillator available in the company. Carbon monoxide alarms are missing in the accommodation facilities with fireplaces. Also, the garage has a lot of equipment inside and it can cause the risk in the event of fire. However, gas alarms are included in the equipment of company. Based on the findings, a safety check list has been made for the company as a safety development project. (Appendix 1.) The aim of the safety check list is to facilitates the monitoring of occupational safety. Also, Nummelin (2008) has stated that wellbeing at work can be supported by activities that maintain them. Maintaining the ability of work requires long-term and planned activities and it should be part of the company's' strategy. Therefore, safety check list has provided as a tool to notice and keep the eye on the risk factors at workplace.

Clear and effective management as a wellbeing factor

Pyöriä (2012) has established that expectations towards managers are affecting to wellbeing of managers. Ethical decisions can be overwhelming, and managers has responsibility of ethics at the workplace. Managers also need to do decisions and they need to think about ethical issues of the decisions. Ethical dilemmas and changing situations cause stress at the workplace. In the interview, interviewees stated that contradictions arise, and new situations causes stress. To help manage various situations, Q&A list (questions & answers list of) have suggested to create with the staff members. Q&A list allows employees and manager to prepare in advance for questions that

may arise in the company's operation or customer service situation. Also, Pyöriä (2012) has stated that clear instructions how to solve problems can save time and energy of managers.

Page (2014) has introduced management of tourism as a complex phenomenon, because tourism can be seen as a segment of economy which has multiple connections with other organizations, for example food suppliers and service providers. This complexity can be seen in the target company in practice. There are multiple moving parts in manager's daily job, which requires lots of organizing-, planning- and prioritizing skills. As mentioned in the interview, clear decision-making processes, which are based on the hierarchy of the company clarifies the management work. Page (2014) has established idea of multiple levels of management in tourism. Individual business management, the destination management and country level management are interacting with each other, and managers are expected to take all these levels into consideration. Individual business management is bound to destination management which is bound to country level management. In the interview we concentrated mostly to the individual management, but some aspects were related to destination management and country level management. Interviewees see challenges with the social responsibility in tourism industry, which affecting to all the levels of management in tourism industry. Lack of social responsibility does not just affect to individual companies at tourism industry, but also in destination management level and country level as well. Also, lack of universal information and instructions of wellbeing brings challenges to companies in tourism industry; every company must find out their own solutions of wellbeing at work. Equality education is missing from the tourism field in Finland but also in Italy.

Page (2015) has established that planning, organizing, leading, and controlling are the key factors in the concept of management. Management is also motivating and influencing to staff positively. One job of the managers is controlling the work, which means managing and evaluating information what should be done.

Interviewees see the management on the company very clear and hierarchical. Processes of decision making are clear, and the company has ability to solve problems fast and efficiently. These aspects were also found because of observation. Additional results of observations were that communication between lower management and upper management is clear and fast. Interviewees also see the communication between lower and upper management as direct and rapid. Results of

observations and interviews shows that lower management is flexible, open, and respectful. Humor, professionalism, and independent way of working are also rising from the results of interviews and observation.

Development ideas and future research possibilities

The analysis of the research results has brought up development ideas. The first development idea is the automation of daily operations in manager's work. In practice this means automatic responses, automatic alarm limits of products used daily in accommodation services such as toilet paper, detergents, and hygiene products. Automatic alerts would go directly to the supplier and suppliers could start processing product orders. At this stage, the manager would save resources for example time for other tasks. Automation would also bring certainty and reduce things that need to be remembered.

The second development idea is to arrange a regular well-being day for example every two months. The well-being day could include activities according to wishes or other optional activities together with the work community. The wellbeing day would highlight wellbeing at work regularly and reward employees for the well-done job.

In the client company, there is usually one employee working as a trainee for three months. This trainee is working as a management assistant, which means trainee got very versatile working experience in the client company. The trainee changes in every three months. As a development idea, there would be trainee program for gardening and/or cleaning as well.

As a development idea for physical occupational safety is to acquire fire alarms for accommodation facilities. Fire alarms would protect company's property, employees, and customers. Fire alarms and carbon monoxide alarms would be an inexpensive investment compared to a possible emergency. The physical occupational safety would also benefit from investing in a defibrillator. The client company is in a rural area and even though the hospital is relatively close, immediate help may be needed in an emergency. Just like fire alarms, defibrillator would be beneficial for the company, employees, and for customers as well.

As a development project the safety check list (appendix 1.) has been made for the client company. Safety check list contains items that affect occupational safety in the client company. Idea of the safety check list is to map the items related to occupational safety and lists them in an easy-to-handle format. The list can be reviewed, and observations can be made about matters related to occupational safety. Possible deficiencies and issues requiring correction can also be documented in the list. The aim of the list would be to provide an opportunity for regular monitoring of occupational safety.

There are versatile research possibilities related to this topic. One of the possibilities would be to research other tourism companies with the same research methods and compare the results. The second research possibility would be to find out the wellbeing of employees instead of managers in the client company and find out if there are differences between wellbeing of managers and wellbeing of other employees which are not in the managerial possession. Third idea for future research would be to find out how the development ideas mentioned in this research have affected to managers wellbeing at work. Also, one of the future research possibilities would be to find out the state of the wellbeing of managers in completely different industry. That kind of research would provide the possibilities to compare the state of wellbeing of different industries and find out if the issues arising from this research are universal and common in other industries as well.

Development ideas related to future research could be to conduct interviews separately, more accurate observation and inclusion of a reference subject in the study. Conducting interviews separately would possibly give more space to speak for both interviewees. It would also bring up the topics which are not discussed in this study. However, in-depth interview used in this study gained lots of qualify information about the topic of managers wellbeing in tourism company. In depth interviews gave a clear picture about how the managers experience their wellbeing at work in company X.

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Appendices

Appendix 1. Safety checklist for the purposes of developing occupational safety

OBJECT	Date	OK	NOT OK	COMMENTS
Fire signs clear and visible				
First aid signs clear and visible				
Lightning adequate and operational				
Temperature is comfortable				
Area is free from odours				
Ventilation works				
Electrical equipment tested and safe				
Electical switches/sockets in good condition				
Furniture safe and undamaged				
Access and egress paths clear				
First aid kit available				
Defibhillator available				
Initial extinguishing equipment available				
Fire fighting equipment easily accessible				
Fire fightn.equip cheked in last 6 months				
Taps free from drips				
Area free from pests				
Smoke detectors available				
First aid skills checked every 3 years				
First aid training available for the staff				
Burglar alarms available/work				
Through cleaning at the property last 6 months				
Garage clean and fire safe				
Locks (windows and doors) work				
Carbon monoxide alarm (fireplaces)				
Critical information backed up regularly				
Information systems protected with passwords				
Cash register and cash protected				
Payment protected				
Computer protection measures updated				
Firewall and antivirus software installed/updated				
Passwords changed regularly				
Pool area safe				
Responsible person in emergency has been appointed				
Gathering place clear in emergency				
Basic fire safety training for staff				
Safety place for valuables (customer)				
Emergency contact numbers saved in the phones				
Security cameras works				
Chemicals/hazardous substances stored in safe place				
Dangerous chemicals/machines not accessible for children				
Safety plan for bites/sting of insects or animals				
Chimney cleaning				
Candles has non-burning bases				
Fireproof ashtrays				
Maintenance of refrigeration equipment				
Maintenance of dishwashers				
Maintenance of washing machines				
Address information and coordinates in each Villa				

Appendix 2. Additional questions during in-depth-interview

Additional questions during in-depth-interview

15.7.2022

Has the wellbeing at work changed?

What do you think about communication in company X? Is it easy to communicate?

Does the work feel exhausting?

Have you noticed (work) flow in your work in company X?

What is it like to communicate with management? Will there be contradictions for example regarding to ideas?

So, it is possible to try new ideas?

Is it easy as a manager to say if something is a problem and then something is done about the problem?

Was there a (cultural) clash?

What kind of impact free time has to wellbeing at work?

Is it easy to do tasks on time or do the tasks pile up?

Is there anything to say about working equipment? Is there anything to update?

How does the work equipment affect? Do they make work easier?