

Master Thesis

How does work management recover from work?

Case Study: Company X

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Abstract

The well-being of managers has an impact on the whole organization's work well-being. Wellbeing is essential for all of us as it impacts our mental and physical health. Focusing on well-being within an organization creates a more positive workplace that leads to a better-performing workforce, increased productivity, and better employee morale and engagement.

Recovery plays a central role when talking about well-being and cannot be emphasized enough and has a central role in this study.

This thesis aims to study the recovery from work concerning work management for Company X. Today there is no specific strategy within the organization that supports only work management in their work. The current strategy covers all employees working for company X and there has never been a study that is specific about wellbeing and recovery for work management.

A quantitative research method was used in the form of a questionnaire that was sent to all participants. There were 16 questions with two open questions to be answered. Theoretical models used in the study were the *well-being model* by Marja-Liisa Manka and Robert Karasek's *demand-control model of job stress*.

The result of this study shows that work management needs to some extent more time to recover more resources and better planning of work.

Language: English

Keywords: well-being, recovery, stress, managerial work

EXAMENSARBETE

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Abstrakt

Välbefinnandet hos en förman kan påverka hela organisationens arbetsvälbefinnande. Välbefinnandet är viktigt för oss alla och har en inverkan på den mentala och psykiska hälsan. Då fokus inom en organisation sätts på välbefinnandet, skapar det en mera positiv arbetsmiljö som leder till bättre arbetsförmåga, ökad effektivitet och moral samt bättre engagemang för de anställda. Återhämtningen har en stor betydelse då välbefinnandet diskuteras och kan inte betonas nog, och har även en central roll i denna studie.

Syftet med denna studie är att undersöka hur arbetsledningen för företag X återhämtar sig från arbetet. Det finns ingen specifik strategi inom företaget idag som endast stöder arbetsledningen i deras arbete. Den nuvarande strategin stöder samtliga arbetare inom företaget och det har heller aldrig gjorts en studie som baserar sig endast på välbefinnandet hos arbetsledningen och deras återhämtning.

En kvantitativ undersökningsmetod användes i studien och ett frågeformulär skickades ut till samtliga deltagare i undersökningen. Det fanns 16 frågor att besvara varav två av frågorna var öppna frågor. Den teoretiska litteraturen som användes som grund var *välbefinnande modellen* av Marja-Liisa Manka samt Robert Karasek's *krav-kontrollmodell för arbetsrelaterad stress*.

Resultatet av studien visar att arbetsledningen till en viss del behöver mera tid för återhämtning och mera insatser till resurs- samt bättre arbetsplanering behövs.

Språk: Engelska

Nyckelord: välbefinnande, återhämtning, stress, förmansarbete

OPINNÄYTETYÖ

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Tiivistelmä

Esihenkilön hyvinvointi voi vaikuttaa koko organisaation työhyvinvointiin. Hyvinvoinnilla on suuri merkitys meille jokaiselle ja vaikuttaa meidän henkiseen, että psyykkiseen terveyteen.

Jos organisaation sisällä keskitytään hyvinvointiin, luodaan positiivisempi työympäristö, joka johtaa parempaan työkykyyn, lisää työtahuutta sekä edistää henkilöstön sitoutumista.

Palautuminen on keskeisessä roolissa kuin keskustellaan hyvinvoinnista ja on myös merkittävä osa tätä opinnäytetyötä.

Opinnäytetyön tarkoitus on kartoittaa, miten työnjohto yrityksessä X palautuu työstään. Yrityksessä ei ole nykyhetkellä tiettyä strategiaa, joka tukee ainoastaan työnjohtoa heidän työssään. Nykyinen työhyvinvointi strategia koskee koko henkilöstöä ja aikaisempaa tutkimusta ei löydy, joka kartoittaa ainoastaan työnjohdon hyvinvointia ja heidän palautumistansa.

Tutkimusmenetelmä, jota käytettiin kyseisessä opinnäytetyössä, oli kvantitatiivinen menettelytapa. Työnjohdolle lähetettiin kyselylomake, jonka avulla työnjohto vastasivat 16 kysymyksen, näistä 2 kysymystä oli avoimia kysymyksiä.

Opinnäytetyön teoreettisina malleina käytettiin Marja-Liisa Mankan *työhyvinvointimallia* sekä Robert Karasekin *vaatimus-hallinta malli, liittyen työstressiin*. Tutkimuksen tulos näyttää, että työnjohto jossain määrin tarvitsevat enemmän aikaa palautumiselle ja lisää panoksia tarvitaan resurssi- että työsuunnitteluun.

Kieli: Englanti

Avainsanat: hyvinvointi, palautuminen, stressi, Esihenikön työ

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1 Introduction

Employee health and well-being are of great importance to an organization. Focusing on well-being and good health among employees creates a more positive workplace that leads to a better-performing workforce, increased productivity, and better employee morale and engagement.

In 1930 national economist John Maynard Keynes predicted that in the early 21st century people would have more time from work and enter a new phase where everyone's basic needs would be fulfilled, due to technical progress and better productivity. (Stara, 2023). This statement from John Maynard Keynes does not match the reality of work well-being today. Despite technical progress and better efficiency at workplaces, employees are exhausted and working as hard as before. Maximizing the work effort and pushing resources to their maximum is not the right way to create better work well-being and increase employee health.

The thesis aims to examine *recovery of work* for the work management, including unit managers and supervisors for Company X. Is recovery from work affected by the work itself or other external factors such as personal life situations or other individual experiences that can affect work well-being? The participant in this study concerns work management for an infrastructure company in Ostrobothnia, called Company X in this study.

As work is also seen as a source of individual self-realization and research by ethnologist Hodson (1998) has shown that the experience of executing work with high performance and quality also has a significant impact on success, pride, and feeling of happiness. These are all factors that contribute to one's well-being as the perception of joy and happiness also connects to health and wellbeing for everyone. (Wents, 2022)

1.1 Background

Company X is an infrastructure company in Finland established in the late sixties. Brothers and other family members own the company. Many of the owners are still actively participating in the operational work. In 2022 the revenue for Company X was around 90 million euro.

As of 2023, company X has almost 190 full-time employees about 50 seasonal employees, and other cooperation partners. Company X consists of five different units such as land construction, railway construction, asphalt, material & transport, and a service unit. Each unit has its manager and the number of supervisors in all these units is about 35. The nature of the work is project-based. Company X has projects around Finland and from the start of 2023 also projects in Sweden.

The company offers projects to governmental enterprises such as VÄYLÄ, ELY-keskus, municipalities, and other private companies and associations. Only a small number of projects are offered to private people.

The work management consists of unit managers and supervisors. The job description for a unit manager and supervisor differs somewhat. A unit manager is responsible for the entire unit, which includes budgeting, sales, personnel matters, quality, and safety. The unit manager is also a member of the management team and cooperates closely with the CEO, CFO, and HR. The unit manager is also responsible for the development of the unit.

The job description for a supervisor is to lead the project and is also responsible for the project he is handed to oversee. The supervisor plans the schedule, and resources such as personnel and machines that are needed. In the project, the supervisor is also responsible for safety and introduces all employees to a new project. The supervisor has a continuous dialogue with the unit manager as well as the employees and other cooperating partners.

The nature of work is project based with approximately 100 different projects per year. Company X follows the collective agreement for the infrastructure branch. In addition to this, the company also has local agreements that have to be followed. The fact that projects are located around Finland and Sweden, travel time to the project must also be considered when it comes to working hours. The business itself is seasonal with a peak

season from April to November. This means that most of the projects occur during this period and the workload for all employees is seen as high during this time.

Company X has created a strategy and set principles for the working community in 2022. The meaning and purpose are made following the Finnish cooperation law (1331/2021 § 9). The goal is to maintain employee well-being as well as to encourage the professional skills and competence of an employee.

1.2 Aim of the thesis

Company X has a clear strategy to support the well-being of its personnel. Its purpose is to identify challenges and support all employees, unit managers, and supervisors in their work. The strategy is to maintain workability for the upcoming years and support employees when it is needed. There is no specific strategy today within the organization that supports only work management in their work. The current strategy covers all employees working for company X and there has never been a study that is specific about wellbeing and recovery for work management.

Studies covering the well-being of all employees within this company can be found, but not for this specific group. Therefore, the initial study is to examine how this group recovers from work, both mentally and physically as their workload and responsibility can be seen larger than other workers. Is the recovery affected by the actual work or is affected by the personal life situation or something else that needs to be considered in future planning of work well-being? HR plans the personnel's well-being within the organization.

As this group of employees also leads, supports, and inspires their team, their work contribution can also be seen as very important to the whole organization and has an impact on work well-being for the entire organization. In their role as managers, their recovery is therefore essential, so they can cope with challenging situations and make a contribution to the organization.

The study will gather data from a questionnaire given to unit managers and supervisors, and the result of the study will be used and analyzed by HR at company X. The initial aim of this study is that HR and the organization management receive important information from the answers given. This information helps in planning and making future strategies

concerning personnel well-being. How to find the right tools and ways to maintain well-being and support managers in their role.

Wellbeing at work is a very wide concept and many different definitions can be found. It can be seen as a combination of a person's physical health and emotional as well as social health. A person's feeling of well-being has a clear connection to life satisfaction and happiness. (Bakar, Hashim, Jayasingam, Omar, & Mustamil, 2018)

1.3 Research questions and objectives

The *research questions* for this thesis;

- How do unit managers and work managers experience their well-being and recovery?

The *objectives* of this thesis are:

- To collect information about work well-being and especially how unit managers and work managers recover from work through quantitative research methods in the form of a questionnaire.
- The gathered data could be used for future planning and wellbeing strategies by HR for company x.
- How well-being at work can be connected to Marja Liisa Mankas's model and Robert Karasek's Demand-Control Model of job stress theory.

1.4 Delimitations

Company X has nearly 190 employees and the scope will be narrowed down to unit managers and work managers, which are altogether 33 people. This study will examine this group thoroughly how they consider themselves recovering from work and in what sense the organizational culture or personal life situation plays a role in the recovery.

As there is a large amount of literature and different studies concerning recovery and organizational culture, this study aims to identify or compare similar studies made in the same or similar branch. This means infrastructure- or the construction industry.

Wellbeing is furthermore a wide concept, and many different definitions can be found. It can be seen as a combination of a person's physical health and emotional as well as social health. In this study for company X, wellbeing is not covered generally, the focus is on recovery and stress.

One of the theories used in this study is Robert Karasek's Demand-Control Model of job stress. Marja Liisa Mankas työhyvinvointi Malli, work well-being model will also be used as a theoretical framework in the study.

2 Method of research

There are several different research methods of collecting information that can be used in a study. A research method can be seen as a strategy or a process that collects data to gain more information or understanding of an issue. Research methods of data collection can be *qualitative or quantitative research methods*. Choosing a method always starts by asserting the research question and the purpose of the study. (Konkkanen, 2023)

This study will be conducted through a *quantitative research method*.

In this study, the author and researcher have access to documentation and reports inside the organization which can be helpful when analyzing the results as well as in the part where discussions about results take place. The author also has access to and knowledge about rules and strategies within the organization which will be used in some parts of the thesis. Due to this, the research method can partly be seen as qualitative as well when dealing with the results of the study as there are discussions and other reflections made upon the results shown.

2.1 Qualitative research method

A qualitative research method includes collecting, analyzing, and measuring non-quantitative (non-numeric) data. This could include text, audio, or video to understand different behaviors, opinions, and experiences. Qualitative research is commonly used for a small sample size of data collection.

The qualitative research method is used to gather in-depth information about a research problem, to understand attitudes, and can also be used to create new ideas. This can be done with interviews, surveys, and observations to receive data needed for the research problem. (Eriksson & Kovalainen, 2011)

2.2 Quantitative research method

A quantitative research method collects data and analyzes the data received. It is about collecting numerical data or amounts. An analysis of the data makes it possible to make predictions and conclusions from the information received. From the information received, it also makes it possible to see different patterns in the study and different analyses can be made. A quantitative research method is commonly used in psychology, sociology, and educational studies that usually contain large samples. (Konkkanen, 2023)

3 Well-being at work

3.1 Definition of well-being

According to the Finnish occupational and health legislation, every employer should care for an employee's physical and mental health at work. The purpose is to maintain and secure their workability as well as to prevent occupational diseases or other circumstances that may affect the health and well-being of an employee due to working conditions or working environment. (Finlex, 2002)

The feeling of well-being can be described in many ways, this concept is very individual and can be perceived differently by every person. For example, the feeling of happiness, control of one's life, sense of purpose can be seen as some factors. Essential is that well-being has an important role in the individual's mental and physical health. The human mind is very flexible, however at some point it may crack if the burden increases to a big extent which affects a person's well-being. (Sahimaa, 2020)

According to Chen and Cooper, the theory about well-being at work includes multiple factors such as organizational commitment, engagement at work, motivation, vigor, and thriving, for example. Not to forget the importance of work-life balance, which plays an essential role in one's well-being at work. (Chen P.Y & Cooper, C.L, 2014)

Well-being is a wide concept that is affected by multiple factors, some stated above and has an impact on one's health, feeling of safety, and meaningfulness. Not to forget other factors such as leadership, work atmosphere, and the competence of employees. These also affect the feeling of well-being. In good working conditions where the employee is appreciated, the work task is interesting with well-organized processes, are other key factors that influence the well-being of an organization. (Työterveyslaitos, 2023)

Organizations that emphasize well-being at work are more likely to create a more positive and supportive workplace that sets employees' health and well-being as a priority. This is a matter of choice. A healthy work environment increases productivity and reduces sick leave days and employees are also committed to the task given and to the organization. Within the working community, other trigger factors can influence and affect the feeling of well-being of an employee. Some of the factors that were stated above but important

to remember also are ethical or unethical factors such as feelings of victimization or other hostile acts that may occur at the workplace that need to be taken into consideration when talking about well-being. (Bakar, Hashim, Jayasingam, Omar, & Mustamil, 2018) This means that the organization must care for all employees and treat them equally, and fairly and include everyone in a non-discriminating work atmosphere. (Suonsivu, 2014)

An organization should not fear changes, sometimes it is inevitable to make changes that are required to change the organization's culture and learn new ways to operate.

3.2 The well-being of supervisors

As the aim of this thesis is to identify the well-being and recovery from work considering work management, including supervisors and unit managers, it is essential to talk about this specific group and what well-being at work means for the entire organization. The organization on the other hand should give their full support and ensure that the work management has the right tools and resources to cope with the task and role given.

This group of employees can be seen as a cornerstone for well-being at work as their role is to maintain well-being and be attentive to changes. (Suonsivu, 2014)

Foremen and supervisors who are devoted to their work tasks and as their workload is seen bigger than others, are in a high-risk zone when it comes to recovering from work. Also, conscientious individuals can be added to this high-risk group. Therefore, it is clear that factors such as rest, recovery from work, and good mental health are important to keep an eye on for this specific group of employees. (Järvinen, 2014)

If the work management is not able to detach themselves enough from work there is a big chance that their motivation, workability, and state of alertness is weakened, and the mindset is absent as well. In the worst case, the supervisor needs a long time to recover from work. This on the other hand will affect the whole organization as a work community without a leader can be seen as insecure. A supervisor's temporary state of exhaustion is not to worry about and will not affect employees for a long time. (Järvinen, 2014)

The organization, especially HR, can keep an eye on and follow up on the well-being of the employees by reacting to work absences, increased injuries, or other accidents or changing behaviors that may occur.

Another infrastructure company in Finland called Oteran, has published an article where they emphasize the well-being of its personnel with the following headline "*A constructor is also a human being*" (urakoitsija on myös ihminen). The article brought up the challenges many infrastructure companies are facing today, difficulties employing enough personnel, long working hours with tight schedules, and difficulties arranging annual leaves due to seasonal work. Lack of enough resources leads in most cases to difficulties recovering from work, which concerns the whole infrastructure branch. A study within Oteran group was made in 2022 and the results showed that employees put the balance between work and free time primarily, salary was a fourth priority. (Oteran, 2023)

This is very interesting and could perhaps also show a change in attitudes where other values than money are of importance for many employees. Yet, this is another reason for organizations to emphasize well-being and find tools and ways that support an employee at their work.

Therefore, the work management should also make sure they take care of their well-being to support and help their employees in different ways and in different situations that may occur.

3.3 The role of supervisors

The action of a supervisor is vital when it comes to well-being and safety at work, and they should lead by example. They have a responsibility toward employees to care for their physical and mental health and to ensure a good work atmosphere. The supervisors should furthermore make sure that the right tools and requirements are right for the employees so their work can be done. (Laitinen H., Vuorinen, M & Simola A., 2009).

As stated, and discussed earlier, the role of a supervisor is important, however, it is also important to discuss what is expected of them and what their role includes. Of course, they should care for their own and their employee's health and safety, but the responsibility does not lie with them entirely. Everyone must care for their health and well-being with support from the employer and other support functions such as work health care for example. There are limits to what the supervisor can do for the employees and should be aware of when to ask for help in a challenging situation.

The supervisor should pay attention to the work environment, and the employees' actual work performance and be able to identify and anticipate the risks that may occur. In addition to this, the supervisor follows rules and regulations set according to the company standards as well as laws and sees that everyone is aware of them and that it is followed. When it comes to employee well-being the supervisor should have different measurements to identify risks and essential for risk analysis also. With these measurements such as absences, sick days, etc., the supervisor can identify if actions need to be made. (Työterveyslaitos, 2024)

Different measurements inside the company indicate when the early support model (tidig stöd) needs to be applied to support the employee in the best possible way when there are worries about their well-being. The early support model is a good tool that should be planned by the human resources department and applied in the well-being strategy within the organization as well. This tool helps to identify, anticipate, and support the work performance of an employee, and different actions can be taken. (Työterveyslaitos B)

If the supervisor notices a change in an employee's behavior and has different measures to help, it is a responsibility to act and inform the work health care and of course the human resource department about this. This enables the employee to get the right help that is needed and receive help in good time. When the early support model is implemented in the company strategy and plan, everyone knows in which situations the model should be used to help the employees with their challenges. (Manka & Manka, 2016, pp. 95-97)

3.4 Stress

The feeling of stress may have an impact on one's well-being and is therefore also discussed in this thesis and has a part in the questions given to work management as well.

The definition of stress is very individual and broad and can be explained as a feeling of discomfort or a feeling of blues. This feeling may occur out of fear for the future, too many problems to solve, fear of not reaching the goals one set or frustration with something. Different demands, not performing well enough, timelines and not enough time for oneself (recovery) may also create a feeling of stress. As it is hard for our system to separate threatening situations that are real vs unreal situations the feeling of stress arises in the way we experience the situation or when demands are seen as too high to deal with.

Essential to remember is that the feeling of stress is natural and a vital reaction to human beings when experiencing a threatening situation. (Wents, 2022)

Stress can be described as an imbalance between resources and demands, there are simply not enough resources to meet the demands. Demands that are either set by the employer by oneself, or by both. (Wents, 2022)

These feelings are usually shown as tension, feelings of mental exhaustion, difficulties relaxing in various situations, and difficulties concentrating. Stress and even on some occasions, mental fatigue can lead to pessimism and struggles to handle own emotions and jeopardize relationships with others. (Wents, 2022)

Not to mention factors like age, life situation, competence, and attitude toward life also affect the perception of the feeling of stress and how one perceives various situations. (Peltomaa, 2016)

Because managers and supervisors lead other employees, this group of employees should be attentive to others, read their state of mind, and help in problem-solving or support them in their challenges in various work situations. Within this branch, infra-structure work security is of great importance and a supervisor who is often stressed may miss essential safety regulations or situations due to exhaustion and a tired mindset.

A human mind can only cope with a certain number of demands and complex work tasks, otherwise, the resource of the mind gets more and more drained and the mindset changes and simplifies ways of working. A tired mind often leads to stress which may also lower the individual resilience and an employee must make more effort to cope with the work task given. (Wents, 2022)

Every one of us inevitably needs to adapt to stressful situations but when the adaptation requires and takes too much of a person, it becomes detrimental.

3.5 Prolonged stress

Essential to remember that every one of us, sometimes feels stressed, exhausted, and tired at work. This is something not to worry about. When the stress is prolonged the alertness and feeling of happiness are missing and the recovery takes too long, this could be a sign of prolonged stress. (Peltomaa, 2016)

There might be several factors that affect stress for a longer period, months, or even years. These factors can be caused by one's personal life situation, work-related matters, difficulties handling relations, or a combination of many different reasons.

Prolonged stress may negatively affect the body and mind, the mechanism that promotes sleep gets weakened, headaches may occur, stomach pains or other gut problems, etc. During the daytime feelings of tiredness occur regularly which leads to the increase of the stress hormone cortisol and might also change eating habits. Other symptoms as anxiety, irritability, and difficulties concentrating and recollecting things are also common symptoms of prolonged stress. (Nummelin, 2020)

Changes within the organization, different performance goals set and a constant hurry at work put one's resources tight if the goal set aims bigger, higher, and faster. The working culture within the organization is therefore essential and sets the boundaries. If the employer is not included in the planning of the work, has indistinct tasks, or is included in the working community, this may also give a feeling of insecurity which results in a feeling of stress. Everyone wants to be seen and heard. The identification and reasons for prolonged stress should be investigated thoroughly as it might in severe cases lead to depression or burnout. Within the organization, it is essential to look for reasons, and situations that trigger the feeling of stress or discomfort. (Nummelin, 2020)

Usually, the employee does not notice changes in his behavior, and therefore supervisor should be attentive to changed behavior and act according to it. A supervisor also must find ways to support the employee. The first sign of prolonged stress is limited resources despite sleep, weekends off, or yearly vacations. Their behavior towards work changes as well, become negative about work tasks, have harsh outbursts, withdraw from social situations, and are careless about what is happening at work. (Nummelin, 2020)

The employer should never neglect the feeling of stress or discomfort of an employee and always take seriously the thought that an employee states. The threshold to seek help is usually high and therefore the actions of the organization are vital for continued collaboration and trust.

In an organization supporting well-being and creating a culture of trust where the employees can state their opinions, feel supported, and are treated with respect, and valued the more content and happy the employees are. If an employee feels that the organization is humane, they are more committed and devoted to their work. (Nummelin, 2020)

4 Theoretical models

The theoretical models used in this thesis are the well-being model by Marja-Liisa Manka and Robert Karasek's demand-control model of job stress. These models were chosen as the author had these two models as a framework when considering questions given in the quantitative research method used, the questionnaire, and found many good insights from these theoretical frameworks.

4.1 Well-being model by Marja-Liisa Manka

Professor and well-being docent Marja-Liisa Manka can be seen as a pioneer in Finland when it comes to work well-being. She has created a well-being model where well-being in an organization is seen as an entity and based on the following.

- *Organization (organisaatio)*
- *Leadership (johtaminen)*
- *Work (työ)*
- *Work community (työyhteisö)*

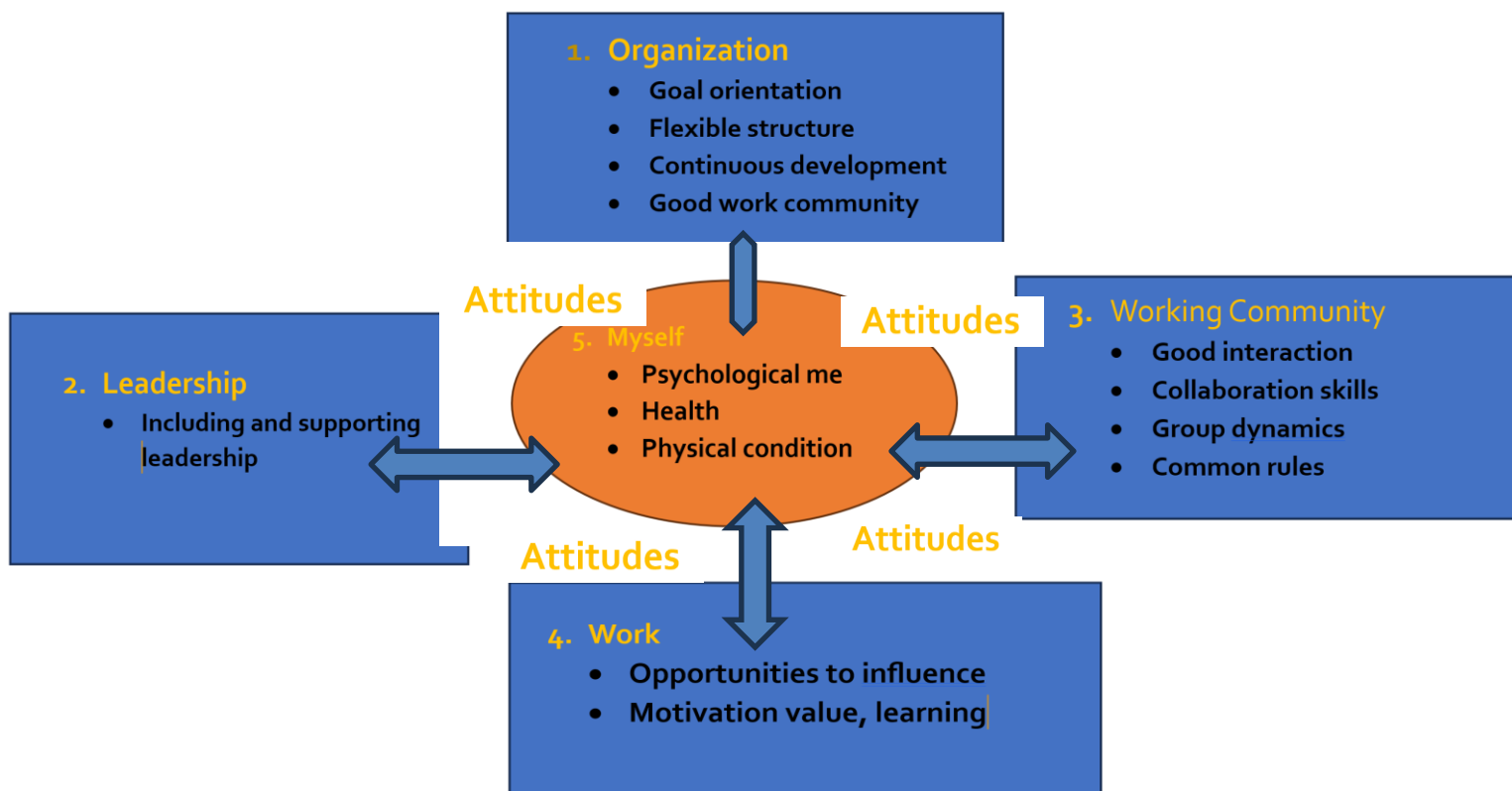


Figure 1. Well-being model by Marja-Liisa Manka

The well-being model describes what affects the well-being of an individual (figure 1). At the center of the model is the individual (me), the psychological, physical, and mental aspect. Physical well-being is related to a person's health and condition such as exercise, sleep, rest, healthy eating habits, and good ergonomics at work. Psychological well-being can also be seen as an inner strength that individuals may use when facing difficulties and also prevent the feeling of anxiety and feeling of insecurity. (Manka & Manka, 2016)

The mental is related to own identity, personal growth, and attitudes toward the organization. Every individual interprets the organization from their perspective and **attitudes** which affects all parts of the well-being model. Our attitudes are based on previous experiences and education and have a great impact on how we perceive our surroundings. (Manka & Manka, 2016)

Every organization should have a strategic plan that sets goals for well-being where measurements are planned to follow up on the well-being status of the organization and its employees. These measurements can be seen as a success factor for a healthy and supportive working environment. (Manka & Manka, 2016)

The **organization** itself has a big impact on employee well-being. The organization should know its strategy, vision, and value. A vision is something an organization strives for with the help of a well-made strategy that leads to the vision in the future. Essential is that strategy should be also known to the whole work community, so everyone is working toward the same goal and knows how to achieve the goal. When employees are included, they are more interested and motivated also within their daily work to achieve goals and are committed to their work. Values within the organization should also be discussed as they are relevant to all, and employees know what they are committed to. (Manka & Manka, 2016, pp. 80-85)

A flexible organization with a non-hierarchic structure also brings good possibilities to well-being as then an organization may respond faster to changes and adapt to them as well. A flexible structure enables the employees to make their own decisions within their working area, which increases their initiative. Within a hierarchic organization model,

strict ways of working make it harder, and the working community cannot respond as they should, and the adaptability is tested. (Manka & Manka, 2016, pp. 87-90)

Equally important is the development and competence of employees and perhaps one of the organization's most important assets. This can also be seen as a competitive advantage over other competitors working within the same branch. To increase competence, it is important to find the right courses, seminars, projects, and other lectures for the employees. In case of tensions within the working community, stress, and mental exhaustion, this may disturb learning, and competencies within the organization cannot be developed as they should. (Manka & Manka, 2016)

The working environment also has a substantial impact on one's well-being and should be discussed when talking about and discussing this subject. All employees must have the right tools for their work, the surroundings are safe, and ergonomics are also considered according to safety regulations and laws. (Manka & Manka, 2016)

The **work community** concerns the social aspect, which includes different social relationships within the organization and includes open communication as well. A good working environment is essential as well as good relationships, and support from others within the organization as it has an impact on their well-being. (Viitala, 2015)

Good team spirit among employees and within the organization is achieved through opportunities to influence one's work, common rules and goals, support from the organization, and even appraisals. A good team spirit is furthermore formed by the leadership within the organization. (Manka & Manka, 2016)

The working community and the organization culture play an essential role in the well-being of employees and can be seen as a carrier of ideas, and values and distributed to all employees and creates social patterns within the organization. The culture creates the soul of the working community and is something that is quite easily detectable within the organization, especially from an outsider who visits the organization. (Alvesson, 2020)

Important to remember that each one of us, within the working community, plays a part in creating good and healthy working conditions, not only the management. Creating a healthy work atmosphere does not require large investments, good manners, and habits, and how you treat your co-workers is a good starting point. (Aro, 2018)

Marja-Liisa Manka also discussed the **importance of work**, as it has an impact on well-being as well. As we spend many hours a week at work our work should be meaningful, versatile, interesting, and to some extent challenging and joyful. It is important also that one can influence one's work and have the possibility to grow and learn. (Manka & Manka, 2016, pp. 107-112)

During the last decades, the meaning of work has changed in many ways. For approximately 50 years ago our work was mostly physical compared to today, where many work today with mental and social work tasks. Therefore, the burden has also changed, the physical burden was larger with outdoor work but today the mental burden is seen as larger. Technology can be seen as one reason for these changes, it has enabled many new things that ease work but on the other hand, it has created a more hectic working environment where everything happens fast and changes the nature of work also. Technology has made it possible to work no matter of time, place, or weekday. This can be seen as a mental burden, constantly being available and it is hard to balance work with private life. Checking on emails, responding to calls, checking on numbers on one's mobile unit, and so on. A constant hurry, connection, and tight schedules effect of course well-being and can be seen in mental nausea in our society. (Juuti P. S., 2014)

For many employees with families, it is hard to find the right balance between working life and private life. Many employees are devoted to their work and the time with their own families can be limited as well as time for themselves. Time is perhaps only chosen for work. This is not a good combination as a person who is completely devoted to work, has a bigger risk of losing all resources, and eventually the workload is seen as too much to handle and then family life also suffers. Important to remember that a person is not a machine and has only limited resources to use and time with family is something that also needs to be invested in. A working family life gives a person the energy to fill resources, process different issues, and cope with situations that come up. (Juuti & Vuorela, 2015)

There are also occasions where an employee is very devoted to his work and in some cases, it can be seen as positive as it increases enthusiasm for the work and work feels meaningful. On the other hand, an employee who is too devoted is at risk of exhaustion and burnout if the employer does not set limitations for the work as a person only has limited resources to use and needs rest and time for recovery as well. (Manka & Manka, 2016, pp. 107-112)

Work is important to many of us due to many different reasons. It is essential to our lives as it brings an income, creates social networks, improves our abilities, and creates a feeling of worth. In addition to this, it increases our self-esteem. At times it may be hard to adapt to changes within the working community. (Juuti & Vuorela, 2015)

According to Pauli Juuti, organizations should understand and know the meaning of work as it not only increases the well-being of employees but also affects the innovation within the organization as well as the effectiveness. (Juuti & Vuorela, 2015)

The leadership within the organization should be inclusive as well as supportive and the role of the supervisor is to ensure that every employee has a feeling of control during work. This can be done by good planning, listening to the wishes of employees, and being attentive to their thoughts and feelings. A person in a leading role has a very big impact on their well-being as they should create the best possible premises for work. (Manka & Manka, 2016)

The interaction between a leader and an employee is essential as both play an essential part in creating a good working environment. The leader should ensure that the foundation, the base for work is organized and planned well with the right resources in mind. A leader should not strive for perfection though, and there can be a lot of expectations set from the employees. Good communication skills enable a better understanding of each other's work within the organization. When the cooperation is working within the working community it also eases the work for the leader. (Manka & Manka, 2016)

A good leader also makes an employee feel worthy and involves them in decision-making by listening and encouraging them to state their opinions. Important that the leader is competent enough to manage various situations that come across and the employee has

trust in his or her leadership. However, a leader is not a super person who can manage everything, and employees should also be aware of the leader's work as well and this could be brought up in discussions. The insight into the leaders' tasks and obligations is better understood then. (Manka & Manka, 2016)

4.2 Demand control model of job stress.

The Swedish sociologist Robert Karasek developed in late 1970 a model to describe job stress, called a *demand-control model of job stress*. The purpose of this model was to analyze how the working environment affects the well-being at work. Roberts Karasek stated that two significant parameters affect the amount of stress employees perceive, *job demands and decision latitude*. (Suonsivu, 2014)

- **Job demands** are so-called stressors in the work environment such as tight deadlines, high aims, interruptions at work, or conflicting tensions.
- **Decision latitude** refers to the level at which an employee can control their work. This is also known as "autonomy".

According to Karasek's theory, employees whose work was rated high in demand but low in decision latitude/ autonomy usually experienced tiredness at the end of the day. They also had difficulties waking up in the morning, and in addition to this, experienced more anxiety and depression. Employees in high-demand job roles with more decision latitude/autonomy experienced less stress, increased well-being, and were motivated toward work. The table below describes Robert Karasek's theory. (Suonsivu, 2014)

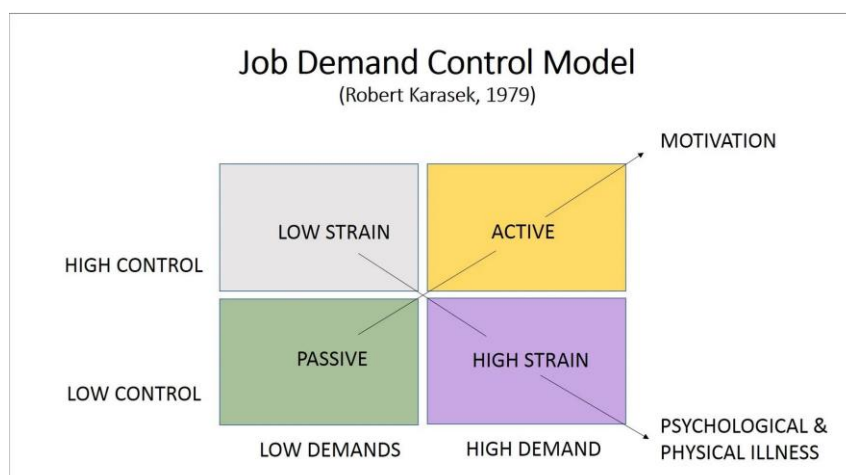


Figure 2. Job Demand Control Model by Robert Karasek (Eipa)

In the figure, there can be seen four different types of working environments based on the following.

- **Low control and low demands**
 - This is characterized by simple work tasks with limited challenges and little control of work. This may lead to a passive employee without motivation.

- **Low control and high demand**
 - An employee has very large freedom of decision-making/autonomy but little work / low strain. This on the other hand may lead to boredom and lack of motivation as the employees' abilities are not fully used.

- **High demands and low control**
 - Typical of this working environment is an employee with high-performance requirements but with little control over the work. This can in many cases lead to stress and burn-out.

- **High demands and high control**
 - The working environment is a combination of high work task requirements with a high level of autonomy and freedom in decision-making that leads to high motivation and a feeling of control and reward.

Robert Karasek's model was further developed and called the *job demand control support model* which also considered the social relationships within the working community such as a good working atmosphere with the support from colleagues and supervisors. According to this model, social support is essential when it comes to high-demand work. (Suonsivu, 2014)

4.3 Recovery

Recovery refers to the body and mind's recovery process after a period of high burden or workload. The recovery process aims to restore the resources and find the right balance between workload and recovery. Everyone needs to accept that recovery is vital to keep up the energy levels and no one can keep up without some kind of recovery. Adequate recovery prevents feeling job stress, health problems, and exhaustion. (Lindholm & Salminen, 2017)

Several studies show that lack of recovery increases irritability, reduces work performance, and increases feelings of stress and messy thoughts and feelings. If the workload for instance has been high, it is seen more difficult to recover between work hours as the recovery time is too small. A new workday should never start with a feeling of tiredness and burden. Another factor that contributes to the slow recovery can be explained by the fact that the workload has been too intense, and the demand has been set too high. Too little spare time can also be seen as another contributor, many workdays without free time and many workdays with overtime. (Wents, 2022)

It has also been made studies of the impact of holidays and days off and how it affects recovery. Different studies show that resources increase during holidays when feelings such as tension, and stress decrease, but better sleep and happiness increase, which has a good effect on well-being. The human mind and mode are also perceived as lighter as there is time for other activities that are seen as meaningful and joyful that are not related to work. It must be mentioned that there is a difference in the recovery process between longer and shorter holidays and days off. After eight (8) days, there are signs of increased resources that stayed on a higher level. During longer periods of days off the quality of sleep was also seen better. Additionally, researchers found that holidays that consist of four to five days off also have a positive impact on well-being. The impact increases if one can disconnect themselves from work immediately after an activity that felt meaningful was performed during these days off work. However, the feeling of increased well-being during shorter holidays disappeared within three days. (Wents, 2022)

Psychologist and researcher Anniina Virtanen from Työterveyslaitos an expert on psychological recovery, states that one should remember that all free time should not go to the recovery from work. There should be enough time during days off for joyful activities and other important matters as well as that is important to the recovery process.

Furthermore, Virtanen highlights other reasons that affect the recovery, which are not connected to the workload, that is poor work atmosphere, constant hurry, stress that is related to technical issues, and the pressure of always being available. Anniina Virtanen underlines that it is not only the employee's responsibility to care for their recovery it is also the employer's responsibility to see that working conditions are as they should be. Is there enough time for breaks, are the tools and conditions right for employees so that they can perform as wished? (Virtanen, 2020)

4.4 Psychological recovery with the DRAMA model

Psychological recovery can be analyzed with the help of the DRAMMA model which consists of six practices that encourage recovery. Personal life situation also plays an important part in recovery and people with bad habits usually recover worse. Bad habits such as too little or no exercise, consumption of alcohol, and little sleep. (Virtanen, 2020)

D = *detachment* **R** = *relaxation* **A** = *autonomy* **M** = *mastery* **M** = *meaning* **A** = *affiliation*

Detachment: activities that detach one from work and stressful situations as much as possible. For example, exercise, being creative, or other activities where the mind is not focusing on work-related matters.

Relaxation: there is no physical or mental effort for you. For example, reading, listening to music, and walking in nature. Simple "doing nothing".

Autonomy: being able to decide what to do, and having free will. Where there are no demands and being able to decide over actions and feel in charge of what to do during spare time.

Mastery: engaging in something that is not related to work and challenges you in some ways. For example, engaging in a sports activity, singing, learning a new language, etc. Engaging in something also creates a feeling of success.

Meaning: simply doing things that are of meaning to you and add purpose to life. Helping others (volunteers) is an example. This might require somewhat effort, but the outcome brings positive feelings which benefits the well-being.

Affiliation: invest in good relationships and surround yourself with people where you are true to yourself. Connecting to other people creates a feeling of belonging which also reduces the feeling of loneliness. (Virtanen, 2020)

This model explains to some extent how humans can find ways and actions to recover. In addition to this, recovery from stressful situations to a normal mode is influenced by previous experiences we have from situations caused by stress and high burdens and how resilient we are both in work life as well as in our private lives. (Virtanen, 2020)

4.5 Resilience

Resilience is the ability to adapt to changes, stressful situations, trauma, or other difficulties. It refers to the capacity to cope and recover from difficult situations and setbacks, in other words, recovery power. Resilience is not to avoid these situations but how one can manage and be flexible to cope with challenges that come across in life, work-related, or in one's private life and move towards goals set. Resilience is a personal trait and a function in how to learn to develop, grow, and accept difficulties during life. (Bergman, 2021)

Susanne Bergman, the author of *Resiliens och självledarskap*, writes in her book that there are six different abilities and competencies that can be identified and have a significant role when talking about resilience. These abilities and competencies refer to the environment such as *goals, entirety, and trends*, and the inner world such as *values, empathy, and self-knowledge*. Resilience is a combination of both these worlds. Working with these abilities helps to strengthen leadership and also helps to gain knowledge and understanding of which of these abilities are seen as important when facing challenges and difficulties. (Bergman, 2021)

A resilient leader is capable of facing challenges, and changes and still keeps the focus on the aim and goals set.

The six abilities that are essential and contribute to a person managing changes in working life are;

- **Goals and compass directions**

To have a clear and well-structured plan with a specific goal and a vision. It is important also to communicate thoroughly about this plan. This is especially important for leaders within an organization, to communicate so everyone knows what is expected of them and where they are headed. Not only to communicate with others but also to have your thoughts about why this goal is set and in what this could be achieved. (Bergman, 2021)

- **Resistance to changes and always having the direction in mind**

Along the way to reach the goal, one can face different obstacles and disturbances that disrupt concentration. Therefore, it is essential to have the right direction in mind along the way, and together with well-made strategies and structured plans these obstacles can be conquered, and the goal can be reached. It also creates clarity for everyone and being prepared for challenges also creates a feeling of safety. (Bergman, 2021)

- **Awareness and own values**

Own personal values play an essential part in what the actions are and what the choices one makes. To reflect and understand on own values, choices, and actions and how to communicate them to others is another ability for resilience. To understand how certain choices and actions affect different decision-making as well. Leaders who can stand up for their choices usually gain respect from others as well as self-respect when making conscious choices where the goal is reached. (Bergman, 2021)

- **Balance in life**

Finding a balance in life, between work- and private life is important. Finding ways that suit one's life situation best and making conscious choices that impact work- and private life. This means finding ways and abilities to create a balance and find ways to take care of one's well-being, one's health, sleeping- and eating habits, spending time with family and friends, etc. These are all factors that affect one's well-being and affect how the life puzzle is managed. Also important is to find enough *me-time*, time for oneself where one can reflect on own actions and behaviors. (Bergman, 2021)

- **Self-awareness**

This ability is about taking care of the inside, how I feel, think, and reflect on what is happening in life. Having a perception of the mental state and the strengths, weaknesses, and where there is room for development. Developing a strong awareness of how to sort different thoughts and feelings develops resilience also. It is easier to cope with changes and challenges that occur in life when we see ourselves. Self-awareness is important for continued growth and improvement and helps us to understand who we are and where we are headed. Self-awareness is a continuous work and helps us also to be more empathetic. (Bergman, 2021)

- **Empathy**

Empathy is the ability to understand others and the ability to see things from the perspective of others and show respect for others' situations. Empathy is also about helping others in challenging situations, not being judgmental. Being empathic as a leader, and understanding different life situations creates a better *feeling* which contributes to a healthy and safe work environment that also helps in challenging moments.

5 Organizational culture – support of recovery

As discussed earlier in chapter six, it is not only the employee's responsibility to care for enough recovery, but also the responsibility of the organization and the employer. The basis is the organizational culture of the organization, and how the organization supports the personnel's well-being and ability to work. It is essential to ensure that the employees have enough time to recover during a workday, that not only includes coffee- and lunch breaks but also includes the planning of work that should be smooth and well made. Every employee has the right to a supportive work environment that promotes well-being and cares for a good work atmosphere. (Suonsivu, 2014)

Many employees take after others within the organization as a culture that is usually felt, learned, and understood. Especially supervisors have a central part as they can influence others through their leadership, discussions, and attitudes. Active leadership where the focus is on the employees that contain encouragement, being present, and creating a safe environment is seen as vital when it comes to a positive working environment. Also, the ability to react to challenges are attributes that are seen as positive and support the well-being of an employee. (Suonsivu, 2014)

When talking about organizational culture it is important to bring up the importance of values within the organization. If values are shared by leaders with all employees, it is easier to act according to them and to be committed. The importance of values can be seen as a base for efficiency, enthusiasm, and employee well-being. Today, hard values such as economic success are not only a priority, but there also needs to be other values as well that are of significance that relate to good atmosphere and well-being. (Aro, 2018, pp. 47-49)

It is common today for organizations to state their values and bring them up in different forums, for instance when recruiting. As values can differ from a person's personal beliefs it might be good to state them, to avoid conflicts or being in situations that cause distress. (Strömmer, 1999)

In a healthy organizational culture, the environment is supportive, positive, and compatible and there is no fearful, tense, or distressing atmosphere. The organizational culture should be developed where an employee's physical and psychological well-being is considered. A supportive organization knows the importance of rest and recovery and how it affects well-being and by leading with example through organizational values, it is addressed to employees. (Strömmer, 1999)

Discussing recovery, it is important to remember an employee's personal life situation such as family and private life as it plays an essential role. The organization should be encouraging enough to create a family-friendly atmosphere as it greatly impacts one's well-being. A working environment where the employee's life situation is considered, whether there are small children, sickness in the family, life crisis, or something else that may affect the employee where the employee needs support from an organization. There must be a balance between work, family, and needs. If a balance cannot be found, there is a risk for the employee to suffer from anxiety, fatigue, depression, and in the worst cases depression. (Nevander Forsström, 2007)

6 Results and analysis of the study

This master thesis study aims to answer research questions with the help of theoretical models and the study results. With the help of the results, an analysis can be made that concerns the recovery of work management for company X.

The study and data collection for company X took place from January 8th until January 21st, 2024.

In this study for company X, a *questionnaire* has been chosen as a method of data collection. A questionnaire collected data needed for the research question stated. Essential that the questionnaire is based on the RQ that the questions are consistent with the RQ, and the design of the questions is structured and follows a logical pattern. This eliminates the possibility of misunderstandings for the participants in the study. (Konkkanen, 2023)

There are 16 questions in the questionnaire given, including two open questions. Open questions will allow the unit managers and work managers to open up and comment on matters that may not have come across from other questions in the questionnaire. The benefits of open questions in a questionnaire are several, it may give more detailed information, and give new insights and comments to the research that gives a better understanding of the study.

The study aims to gather as much information as possible about their work management, well-being, stress, and recovery. Therefore, the theoretical models have a big impact on the questions stated and used as a source when designing the questionnaire.

The reason for choosing this research method is mostly due to its character of privacy and confidentiality. The questions are more likely to be answered honestly. Also, the matter of time was considered as this method is seen faster than, for example, an interview with everyone. An interview would be time-consuming and perhaps also more difficult to get straightforward answers and comments.

The questionnaire with a cover letter was sent to all participants by email with a link to the questionnaire made with Google Forms. All participants were also told about the purpose of the study and methods of data collection.

The participants in this study are all members of work management, which includes supervisors and unit managers for company X. The questionnaire was sent to 33 participants and 26 participants answered the questionnaire given—an answering rate of 78%. The average time to answer the questionnaire was 5 minutes 15 seconds. Work management for company X consists of 31 men and 2 women, and the average age is 35,9 years. The work management consists of full-time employees working 40 hours/week. During peak season from May to October, working hours may extend to 50 h/week.

Nearly 20 people in the work management have over 20 years of work experience whereas many of the others have at least 10 years of experience working with the same or similar work tasks. There are also newly graduated construction engineers that are part of the work management, around 5 people.

The questionnaire consisted of 16 questions that included 2 open questions. The questions focused on stress, recovery, and workload. The questions were thoroughly considered with theories in this thesis as a background. The questions were also made so they were easy to interpret and easy to understand. Two test persons outside the company commented on the questions and the layout of the questionnaire before it was handed out to the participants.

Questions 1-13 were statements with the following options to answer: ***never, occasionally, often, and always***. I wanted the participants to have an opinion, think about the alternatives, and make a statement that suited them best. Therefore, there were no alternatives that could be seen as neutral.

Questions 14-15 were open questions that concerned their recovery, which the participants could answer with their own words and thoughts. The researcher decided to have these open questions at the end of the questionnaire so the participants would have time to think about what affects their recovery.

Question 16 was a question that could be answered with the following alternatives; **yes, no, cannot say.**

In this part of the study, the analysis is made based on the questions and answers received from the questionnaire given with theoretical literature as a base. The analysis will start from question one.

Question 1. I find it difficult to relax at the end of my workday.

(Jag tycker det är svårt att slappna av efter arbetsdagens slut)

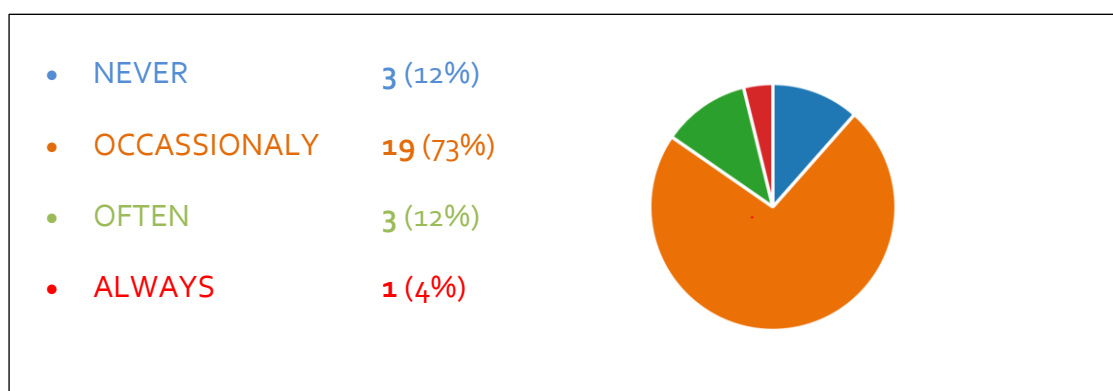


Figure 3. Data received from question 1.

In the first question, it was asked how they can relax after their workday, and 26 answers were received. The majority, 19 people (73%), answered that it was occasionally difficult to relax. Only 1 (4%) answered it is always difficult to relax at the end of the day. Answers as often and never were answered equally, 3 answers (12%).

From this figure following analysis can be drawn, people have only occasionally difficulties relaxing which is a positive result. There is still 1 person who answered always which is worrying as wellbeing can be affected by time or is already affected.

There are many ways how to relax after a workday and this is something very individual. It might be shown in the form of different sports activities or other activities that are not related to work. Of course, personal life situations also play an essential role as the balance can be hard to find.

According to the DRAMMA model, discussed earlier, there are different ways to encourage recovery. Detachment was seen as one activity, where one detaches

themselves from work as much as possible and focus on activities not related to work, for example, different sports activities. Also, relaxation is an important aspect of recovery. Where there is no mental or physical effort in it, simply doing nothing. (Virtanen, 2020)

Question 2. I feel exhausted by the end of my working day.

(När arbetsdagen är slut känner jag mig utmattad)

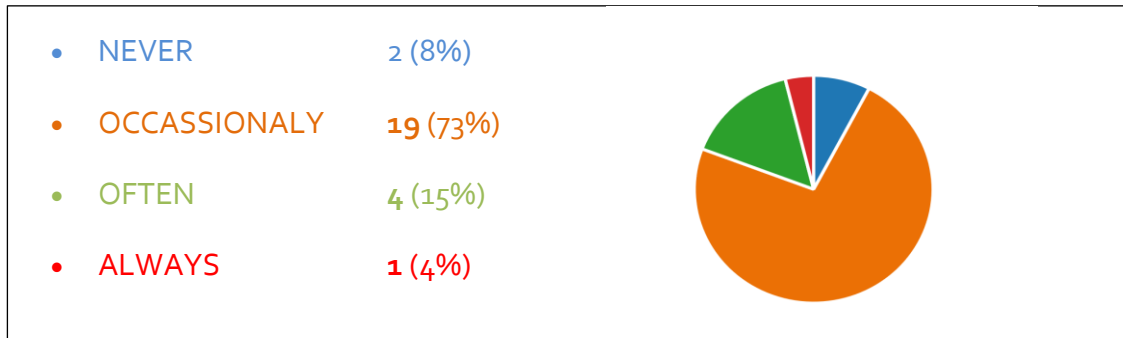


Figure 4. Data received from question 2.

The majority in question two answered that they occasionally, 19 people or 73%, feel exhausted by the end of their working day. As can be seen in this figure, the unit managers and supervisors perceived their well-being overall at a good level. There were still 4 people (15%) that often feel exhausted, which is worrying, and 1 (4%) that always feel exhausted.

A long period of exhaustion can in some cases lead to burnout - and reasons or situations that cause exhaustion should be examined thoroughly. Is it due to work planning, workload, high demands, few resources, or other factors that contribute to this feeling? The culture within the organization is of great importance also, as it sets boundaries and strategies that are implemented in the company culture. In other words, what is expected and what are the values within the company that are shown in employee well-being when it comes to workload and work effort? This was also discussed earlier in the thesis where Annti Aro emphasized that the organizational values should be shared with all employees as it has an impact on their well-being.

There are also occasions where the employee is very devoted and excited about work and immerses himself in the task given to the extent that it affects recovery and well-being. Here it is the employer's responsibility to see that work and recovery are in balance, so the employee has enough strength and motivation toward work. (Juuti P. S., 2014)

Question 3. I can easily ease my mind on work-related matters after my working day.

(Jag kan enkelt släppa tankarna på arbetet efter arbetsdagens slut)

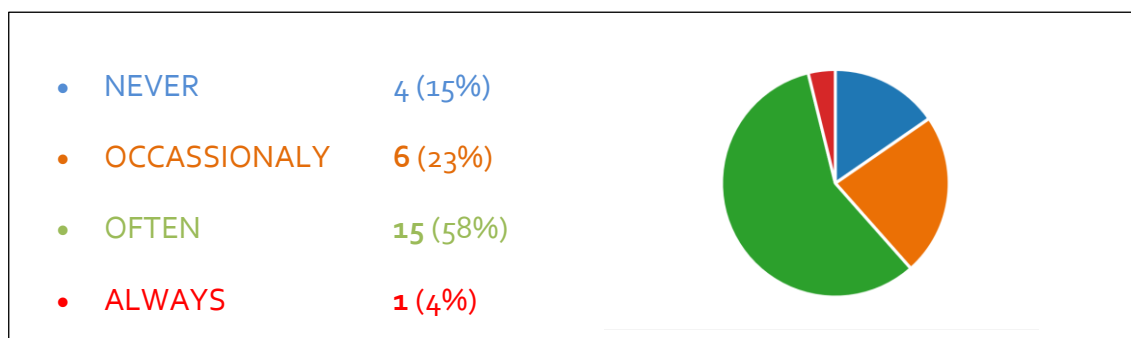


Figure 5. Data received from question 3.

As Figure 5 shows, the participants in the study can often, 15 people (58%), ease their minds off work after their workdays. However, 4 people (15%) answered they can never ease their mind of work and 6 people (23%) gave answers that is occasionally easy to think of something else than work. There was 1 person (4%) that could easily ease their mind on work-related matters.

Recovery usually happens when your mind is free, and you can detach yourself from work, and stressful situations and ease your mind with activities that are not related to work. There are variations in the answers given and it is shown that many have difficulties detaching themselves completely from work and thinking about work-related matters after their working day. Of course, their role as a unit manager and supervisors plays a role in this as their demands and work responsibilities are seen higher and they are almost constantly available. (Virtanen, 2020)

Being available constantly and most of the time by answering phone calls, and emails from others might also affect the answers given to this question. As their role in different

projects is important when it comes to planning, and organizing resources it is harder to detach themselves completely from work, outside working hours.

Here again, the top management of company X should see that there are enough resources that the unit managers and supervisors have the time to detach themselves from work and time to reload. It is a question of values inside the company also. The supervisors and unit managers should not be left alone despite their responsible role, there should be enough support from the management level where the leadership culture is not based on only one person. It should be led together with the entire organization.

Question 4. My recovery after work affects my private life.

(Jag upplever att återhämtningen efter arbetet påverkar mitt privatliv)

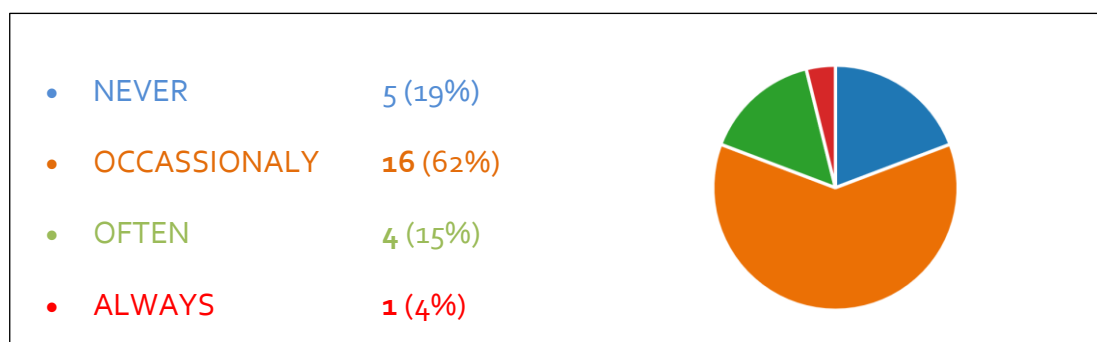


Figure 6. Data received from question 4.

Question four asks the participants to give answers to statements on how the recovery affects their private lives. The majority answered that the recovery occasionally affected their private life, 16 answers (62%). In this question, 4 or 15% said that the recovery often affected their private life and 1 (4%) said that it always affected their private life. The number of answers that never felt that recovery affected their private life was 5 or 19%.

One's personal life situation is also important when it comes to well-being and recovery and to find the right balance is not always easy. When it comes to recovery, the organization should create a positive family-friendly atmosphere within the company that is shown in company values and strategies. The strategies should include individual life situations and support employees to find the right balance between private lives and work.

Different life situations that can affect recovery and work engagement are, for example, small children, sickness in families, life crises, age structure, divorces, etc.

The company can, with the help of strategies, find different arrangements that suit and support an employee in their work. Arrangements that are related to working hours, more flexibility for instance, distance work or planning for more resources to make the work situation easier. (Arbetshälsoinstitutet)

The employer should be attentive to an employee's thoughts and wishes that usually come up during development talks and should not be ignored. Reacting fast to an employee's wishes and thoughts related to working conditions which affect the life situation is essential to one's well-being and also creates a culture of understanding and compassion.

If the organization has difficulties supporting and helping the employee in the best way possible way the company's health care can give assistance and support as well. (Arbetshälsoinstitutet)

Question 5. I have difficulties concentrating during my workday.

(Jag har koncentrationssvårigheter under arbetsdagen)

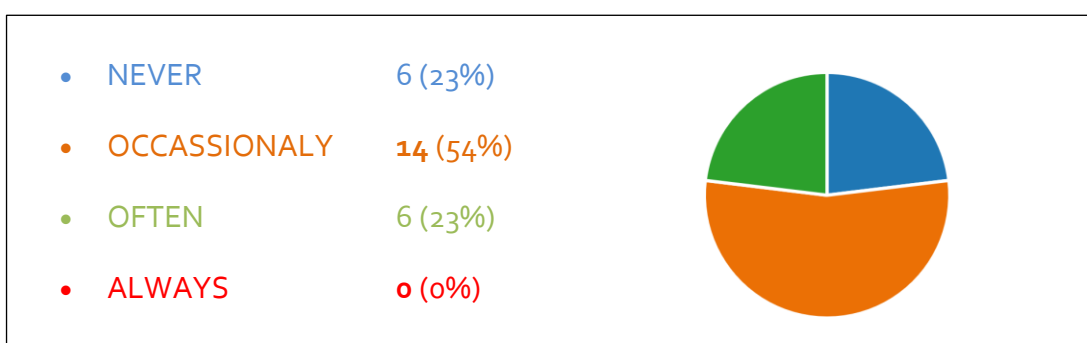


Figure 7. Data received from question 5.

Answers given in question five show more variety in the answers given. The figure shows that employees occasionally have difficulties concentrating during their workday, 14 people, or 54% had this opinion. Answers as never and often had equal amounts of answers, 6 people answered this or 23 %. No one answered they always have difficulties concentrating during the workday.

This question does not ask what difficulties or situations they may come across during their workday that explain difficulties in concentrating which could perhaps explain the variety better. As explained before, unit managers and supervisors have different work tasks and the work is executed in different ways as their working conditions are different, office work and/ or site work.

Question 6. I experience the workload too big, and my work is affected for the worse

(Jag upplever att arbetsmängden är stor och mitt arbete påverkas till det sämre)

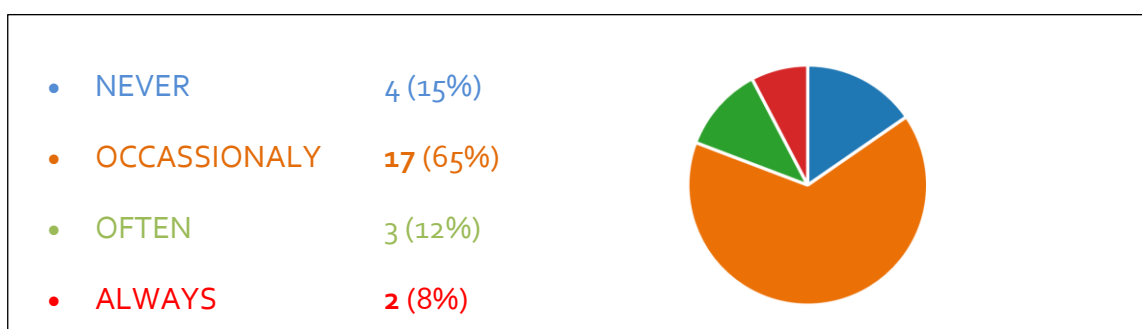


Figure 8. Data received from question 6.

In company X the workload is experienced too big occasionally by most answers given, 17 or 65%. Answers such as often were answered by 3 persons or 12% and always by 2 persons or 8%. The answer never was received by 4 persons or 15% in the questionnaire.

The workload can be seen as too big if many different types of tasks need to be done during the workday and it is difficult to concentrate on only one thing or hard to complete a task. Also, the complexity of the work task plays an essential role. If the resources are too limited, the workload and burden increase as well. In the infrastructure branch, which is project and seasonal-based, there might be occasions where the workload rises too high as the project has a timeline to be considered and planning of resources and machines should also be considered and can be difficult at times.

In this study that includes both unit managers and supervisors their role and workload can be seen as higher than other employees as they are in charge of many different work tasks from planning the work and resources to leading other employees and guiding them in their work.

The work itself is important to all employees, it needs to be motivating, and demanding enough with some challenges. If the workload is too big for a longer period and the burden is too high, it may cause stress, anxiety, and insomnia which affects the work and of course one's well-being. (Nevander Forsström, 2007)

Question 7. I experience that my employer expects a lot of me, and the demands set are high.

(Jag upplever att arbetsgivaren förväntar mycket av mig och kraven är höga)

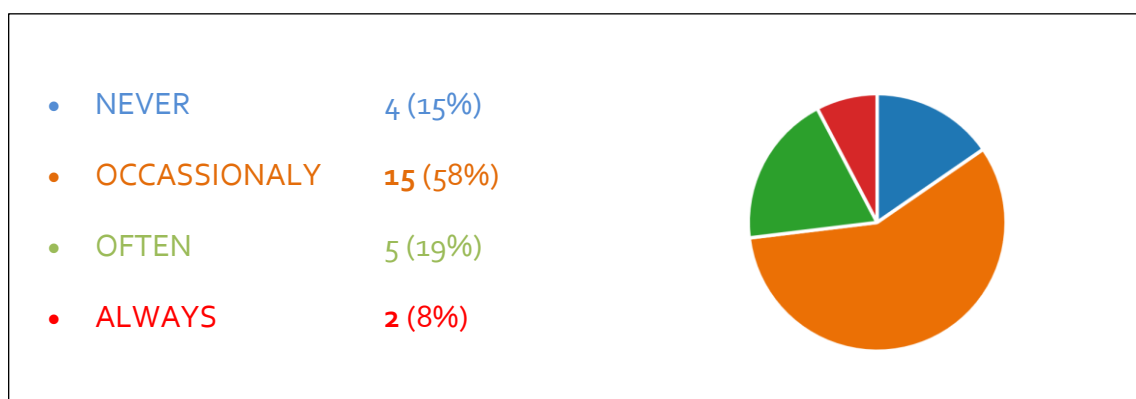


Figure 9. Data received from question 7.

I received the following answers in questions 7, 2, or 8% experienced that the expectations and demands set are high always, 5 people or 19% answered often, 15 people, or 58% occasionally and 4 people or 15 % answered never.

The rate was quite high if often and always is calculated together and something HR and management should be attentive to and further research on this could be favorable in the future. This could also be seen as a culture, where it is expected that employees work hard and require high work effort.

Question 8. I feel stressed during my workday.

(Jag känner mig stressad under arbetsdagen)

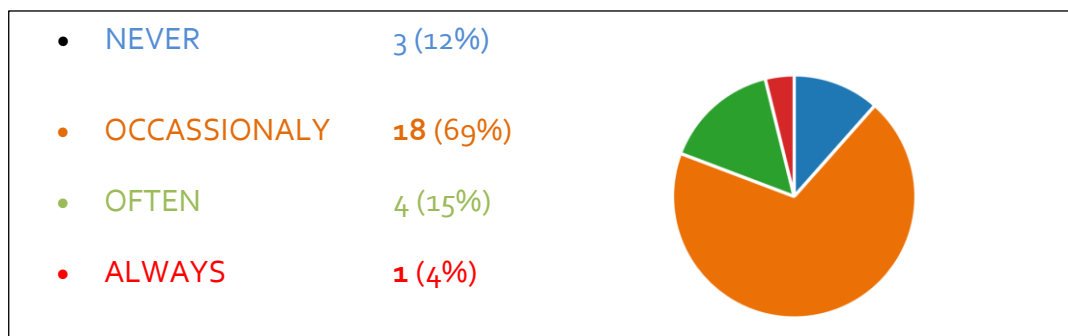


Figure 10. Data received from question 8.

Stress is individual and is perceived differently by everyone. Important to remember that stress is something natural and a reaction to experiences or situations we feel as threatening. Many factors affect the perception of stress at work, such as age, personal life situation, and competence for example. (Peltomaa, 2016)

Also, how resilient one is, has an impact on the feeling of stress and how one can adapt to stressful situations or challenges. As discussed earlier in this thesis, the DRAMA model explains that detachment, when one can detach from work with activities that are not related to work, influences the perception of stress and how one copes in stressful situations.

When talking about stress is essential to point out that the feeling of stress can be seen as an imbalance between demands set and resources given. As Kerstin Wents mentions in "*stressen effekter på individens resurser*" the demands can be set by oneself or by the employer. By these results given in this study demands and resources set, are seen at a normal level when following results were given.

In company x 4 people or 15% answered that they often feel stressed during the day, 1 person, or 4% answered always, 18 people, or 69% answered occasionally and 3 people, or 12 % answered they never felt stressed during the workday. These numbers are quite normal as the majority felt stressed occasionally during the workday.

Question 9. I feel tired during the last hours of my workday which affects my work.

(Jag känner mig trött under de sista arbetstimmarna och det påverkar mitt arbete)

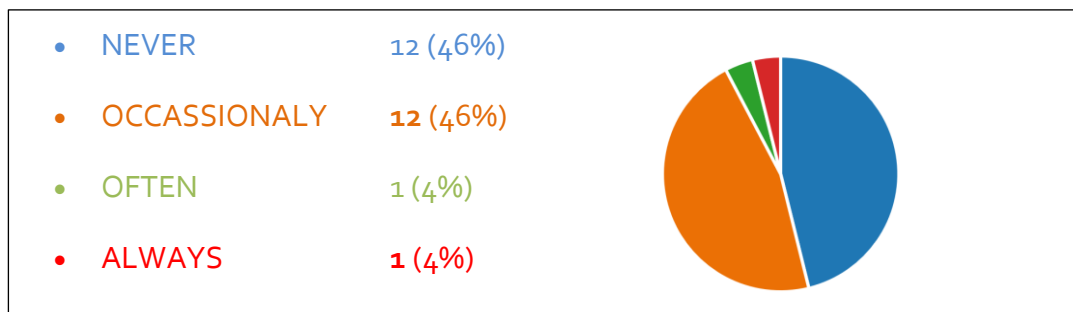


Figure 11. Data received from question 9.

As Figure 11 shows, many answered that they never feel tired during the last hours at work, 12 people or 46% which was the same number for occasionally. Only one or 4% person felt they were tired often and 1 person or 4% answered they were tired. always.

This result can be seen as good, it shows that the work balance during the day is usually good and does not affect work performance. This can be explained by the fact that there are enough breaks during the day that help to restore energy levels or that the work is divided evenly. Also, other factors that are related to recovery such as sleep, exercise, or other activities that have a positive impact on recovery can be considered in the answers given. If a person could affect their work and plan their work independently it may also have a positive impact which is shown in this figure.

However, in question 6 about workload, the answers were not as equal as in this question and there could be seen more variety in the answers given. This can be explained that the workload does not affect alertness during the day but affects the actual work.

Question 10. It can affect my work and workload.

(Jag kan själv påverka mitt arbete och min arbetsmängd)

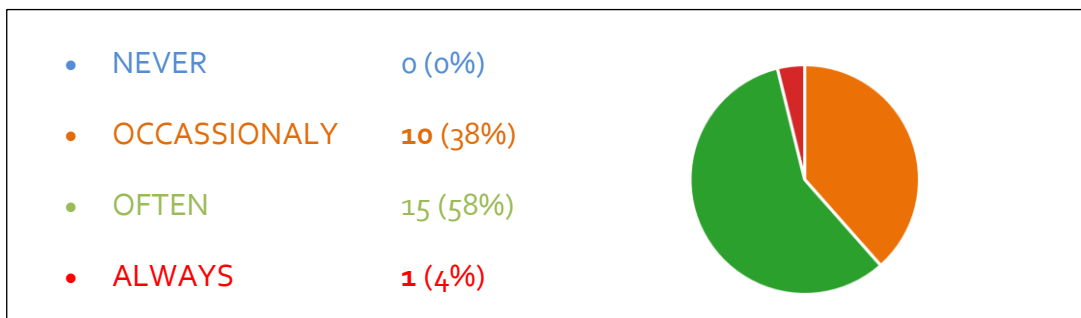


Figure 12. Data received from question 10.

It appears in this study that the employees have autonomy to control their work and workload seen in Figure 11. A majority answered they often, 15 people or 58% could affect the work and workload, 1 (4%) answered always and 10 people or 38% answered they could occasionally affect the work or workload. There were no answers given to the option never.

As Robert Karasek explained in his model, a working environment of high work task requirements with a high level of autonomy and freedom, leads to a feeling of control and reward. Employees in high-demand job roles with more decision latitude/autonomy experienced less stress, increased well-being, and were motivated toward work. (Suonsivu, 2014)

The content or work should be demanding, challenging, versatile, and variable enough. When employees perceive their work as meaningful and joyful it reduces the risk of stress and illness and motivates them also.

Question 11. My employer understands my workload.

(Jag upplever att min arbetsgivare har förståelse för min arbetsmängd)

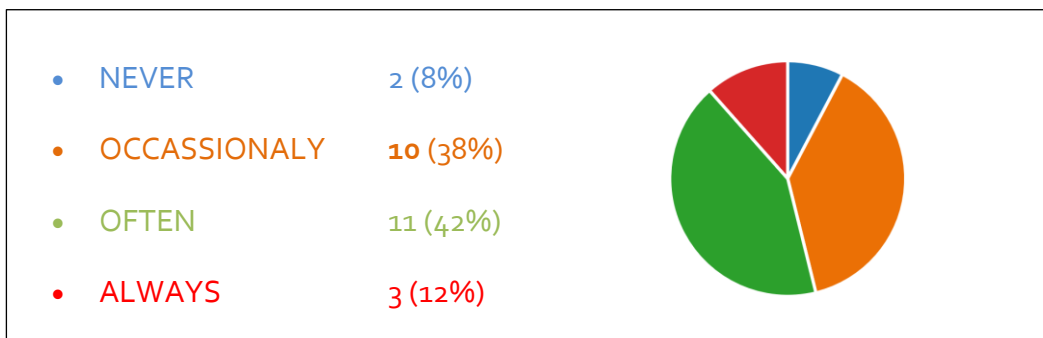


Figure 13. Data received from question 11.

The employer must understand the workload of its employees as they are seen as an important asset for the organization. It is the employer's responsibility to care for their employees, support them in their work, and to create good working conditions as well.

In this study, company X often understands the workload of its employees as the answers were given by 11 employees, or 42%. Only 3 people or 12% considered they always had the understanding from the employer. A high number, 10 people or 38%, felt that they were occasionally understood and 2 people or 8% felt their workload was never understood by the employer.

As there were more than 10 employees who wished for more understanding when it comes to their workload, the employer should be attentive to this question and the answers given. What factors affect understanding and is it a question of poor communication or lack of enough communication of vision, and strategy? If an employee is not heard or seen and challenges are not noticed it may cause less motivation, frustration, and irritation which affect the work performance and in the worst cases the employee is ready to move forward to another organization.

As Marja-Liisa Manka stated in her well-being model seen in Figure 2., the organization should have a clear vision and strategy that is communicated to all employees. This concerns the value aspect as well and is something that should be seen in everyday work. The unit managers and supervisors should have a clear picture of what the management expects of them, numerical expectations, and expectations related to employees. In some cases, there can be controversy over what is said and done. (Manka & Manka, 2016)

As there are many various answers to this question, company x may have a clear vision and strategy but the implementation, in this case, workload, is not communicated and planned well enough. The goals set are too high and resources too limited. This can be seen as a good subject for further studies.

Question 12. I have worried about my strength and well-being due to work.

(Jag har oroat mig för min ork och mitt välmående pga. arbetet)

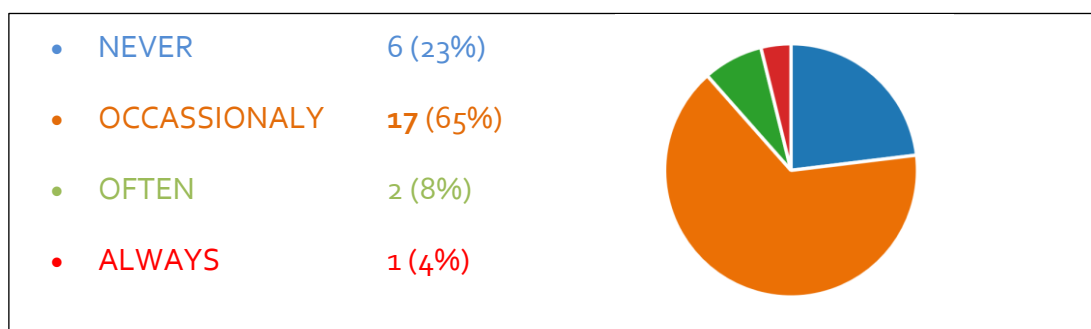


Figure 14. Data received from question 12.

Well-being at work is affected by many different factors such as the organization itself, actual work, the work community, and leadership. All these have an important role when it comes to well-being. This is discussed earlier in the well-being model by Marja-Liisa Manka. (Manka & Manka, 2016)

Of course, other factors affect one's well-being also such as personal life situations.

In question 12, the researcher wanted to know how the employees experienced their strength and well-being that is connected to work and received the following answers. The majority answered that they occasionally, 17 people or 65%, had worried about their strength and well-being. Only 1 person (4%) always worries about this and 2 people or 8% often worry about their strength and well-being. The option never was answered by 6 people or 23%.

When analyzing the answers received in open question 14 later on, *what can I do for better recovery*, that gave many answers such as more exercise and sleep. These factors contribute to a feeling of well-being and an analysis of the answers above perhaps explains why some of the employees have been worried about their strength and well-being.

This result shows that most of the unit managers or supervisors considered that their well-being is on a good level.

Question 13. I have considered searching for other work due to my large workload.

(Jag har tänkt söka annat arbete pga. för stor arbetsbörda)

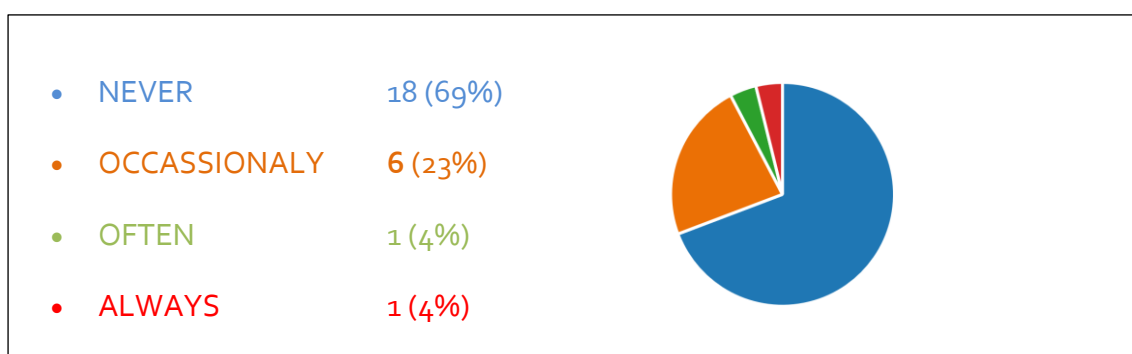


Figure 15. Data received from question 13.

The researcher also wanted to find out if many within the company have considered searching for other work due to their workload. As seen in Figure 15, the majority, 18 people or 69%, had never considered searching for new work opportunities based on their workload. This number can be seen as very positive for the organization. Unfortunately, there is still 1 person (4%) who always, and 1 person (4%) often has this thought in mind which is a setback for the company. It is a sign that these people are not satisfied with their jobs, and their work motivation or work performance can also be affected negatively. Dissatisfaction can lead to other issues that may arise at work and lead to long periods of absence. In this study, it is not shown what the factors are that affect their answer, if it is related to the actual work, work community, leadership, or other factors.

Paula Erkkilä, CEO of Österbottens Handelskammare, wrote in a column for Österbottens Tidning that the costs when an employee leaves the company and new personnel are recruited, are much higher than we usually think of. If a person leaves a company due to different reasons, the costs will be approximately 9-11 months of salary not to mention other circumstances it will bring the company. Other circumstances such as recruitment costs, time for the introduction of new personnel, and of course the social aspect when a new person enters the company. (Erkkilä, 2024)

Question 14. What changes could you make for a better recovery?

(Vilka förändringar skulle du själv göra för en bättre återhämtning)

This question was an open question where the researcher wanted to know how they can impact their recovery and if there are some changes they need to consider.

Only 12 answers were received and answered, which is low, and the researcher preferred more answers. Perhaps it is difficult to analyze own behaviors and to be true to one's feelings and thoughts. When it comes to recovery it is both the employer as well as the employee who has the responsibility to take care of one's health, well-being, and recovery. To reflect on work and own personal life situations, finding the right balance can be hard at times. Our attitudes towards well-being and recovery are also essential and it starts from that.

The following comments on this question were received and can be found below. The comments are divided into the following themes;

Personal lifestyle

There were some thoughts given that were related to their personal lifestyle and the following answers came up in the study.

"They wished for more exercise during days off"

"Better eating habits during periods away on projects and it is hard to find motivation for that was another statement."

"Answers as more time to other activities that are of interest to me, such as hunting is another example of answers given."

"Many of the answers were related to sleep and more sleep hours would be preferable."

In the answers given, it can be seen that more free time is needed and would increase their feeling of well-being. Free time is important to one's well-being, having time to focus on activities that are not related to work which is very important for recovery as discussed earlier. Many answered they wanted to exercise more if there was enough time. Having

an important activity is beneficial as it brings a feeling of joy and happiness and releases stress levels which leads to better recovery. From their answers given can conclude that work requires a lot of them, due to long working hours and days working on projects away from home and there is little or no time for other activities. Not finding the right balance between work and private life may eventually start to affect their well-being as discussed earlier in this study.

As shown and discussed in Marja-Lisa Manka's well-being model, the most important part of the model is me and myself. It all starts with that, how we perceive our health, condition, and mental state of mind. These affect all parts of the well-being model and how we perceive our work, organization, work community, and leadership as it is influenced by our attitudes.

There are many ways to recover, and this is very individual and all of us have our ways of recovering. Essential to remember is that recovery also happens during the workday, not only after work. The importance of coffee- and lunch breaks should not be underestimated or other means of detachment that have a positive effect on the recovery as well. Other means of detachment are, for instance, withdrawal from social contacts, lunch outside own work environment, small talks with colleagues, changing working positions, walking around at the office, or relaxation exercises.

Work planning

When it comes to the planning of work and according to the answers given, it seems there are signs of poor planning and something top management should pay attention to. The following answers can be found below.

"Better work planning is preferable, especially concerning work management. As it is today, it is badly organized."

"There is no quick fix to this, was also an answer given. The participant explained his/her view as follows and the biggest problem is of course working away on projects for long periods, away from home. Fridays should also be a day off but is in practice not possible"

due to meetings, education, and continuous contact with customers and suppliers that are related to my project”.

“The work should be better organized and planned”.

“Not being available constantly, worktime and days off should be separate and have a rule on maximum overtime. More employees are required”.

There was somewhat variation in the answers given and answers were mostly work-related. The majority saw that there could be a better improvement in work planning and more resources should be considered due to their workload. This conclusion could be drawn by answers that reflected on the difficulties of having a day off and constantly being available.

Resources

“Better mix with experienced resources and younger employees/supervisors. It is a win-win situation for both.”

There were also comments about resources available and thoughts linked to this as well. There is nothing said about what is meant by this and it can be interpreted in many ways. As there are no questions related to competencies this could be something to start with by examining thoroughly which level the competencies are.

Other comments

Some comments were not related to any of the topics discussed or given in the questionnaires but could also have an impact and affect their work well-being as it is brought up in the open questions.

“My supervisor should visit projects frequently so that they are aware of what happens on site.”

“I cannot say”.

“I try to set boundaries, but it is not respected.”

Having a good collaboration with each other strengthens the feeling of belonging and also eases communication, which is essential for everyone and of course affects well-being. In these answers given, a conclusion can be drawn that their supervisor is not involved enough in what happens on-site as they wished for more activity by their supervisor. As there is a comment on boundaries that are set and ignored, this can be seen as a sign of poor communication and ignorance from the supervisor.

In Marja-Liisa Manka's well-being model leadership was one of the blocks that had a significant part in work well-being. As Manka stated, the interaction between a leader and employee as in listening to employees, paying attention, and being attentive to their feelings, creates good premises for work well-being.

Question 15. What changes could your employer make for a better recovery?

(Finns det något arbetsgivaren kunde göra för en bättre återhämtning)

Question 15 is also an open question to be answered. The previous question was asked what you can do yourself for your recovery and here the researcher wanted to know what the employer could do to help and support a better recovery.

As there were only 10 answers given, makes the researcher wonder if they do not believe the employer can affect their well-being and recovery or if they simply did not have an answer to this question. This would have been a great opportunity for them to give suggestions and comments and more answers would have been preferable.

The following comments were made and divided again into different themes.

Work planning and resources

"Consider seriously keeping meetings, education, etc. on our days off (Fridays). There are certainly better and other alternatives."

"Better organization structure, there should be more project managers between unit manager and supervisor that could make better work- and resource planning. Management should be aware of our workload and more resources planned and division of responsibilities as many do the same job twice. Even the off-season should be better"

structured and organized in many ways. There is a constant hurry all the time and it seems that everyone is running and trying to extinguish fires!"

"Better planning of projects and their timeline"

"More resources for work management and better planning. Distribute work tasks equally."

"Better delegation of work tasks!"

"Better work planning and consider resources in the projects as well."

Analyzing these comments and other comments that were like them, shows that there are concerns related to work planning and having enough resources for projects. This is a sign and a clear message to the top management to react to, as there are several similar answers related to this and cannot therefore be ignored.

Work should be meaningful and to some extent challenging also, but being constantly available and flexible does not promote well-being. Therefore, top management within the company should have a clear understanding of what flexibility they have towards others than their employees do. It should not be required that the employees stretch themselves too far and there should be clear guidelines set. Of course, today's technology has enabled more flexible contact with each other and creates a more hectic working environment. It is the employer's responsibility to ensure that work is not done during days off and there is enough time for recovery. Answering phone calls, and emails during weekends, days off, or holidays should not be accepted and planned differently with, for example, more resources. Having meetings, education, or other training on days off should be planned in another way as well so they can be held within working hours.

During breaks, such as coffee- and lunch breaks, all employees should be given the time to relax, without talking about work-related matters during these breaks as it gives a moment of recovery within the working day.

An organization can help their employees in different ways when it comes to well-being and recovery by supporting them in their work, having a reasonable workload, and ensuring there is enough time for recovery both during the workdays and days off. Also, the planning of work and resources is crucial. It is a question of what kind of organizational

culture you want to create for your company as a good working environment creates a strong base for work well-being. Creating a positive atmosphere that enables employees to make mistakes without punishment, good communication skills within the organization, and of course a supportive management that listens to employees and leads by example. It is also the organization's task and responsibility to communicate well-being visions and strategies so that everyone inside the organization knows what the goal is, not only numerical facts but also the importance of soft skills and how it is done in practice.

In the end, the employer must create a safe working environment for all employees that enables enough recovery and supports well-being.

Other comments

Other comments also came up in the open question and should be discussed in the analysis of the results. They were as follows.

"Focus on bigger projects only and not trying to be too flexible towards customers and others than own employees and especially work management."

"I cannot say."

"No"

"I haven't given it any thought"

There were some thoughts about only focusing on bigger projects and it is understood that it could help their feeling of well-being and their recovery. Yes, to some extent focusing on fewer projects could be seen as helpful but is not economical for the company as it operates now. Knowing the company's strategies and vision, this is nothing the company aims for. There are around 100 bigger projects/year and smaller projects, nearly 1000 / year would mean a big decrease in projects. There should be other means that help and ease their workload instead.

Question 16. I can see myself working with similar work tasks in the future as well.

(Jag kan tänka mej att arbeta med liknande arbetsuppgifter även i framtiden)

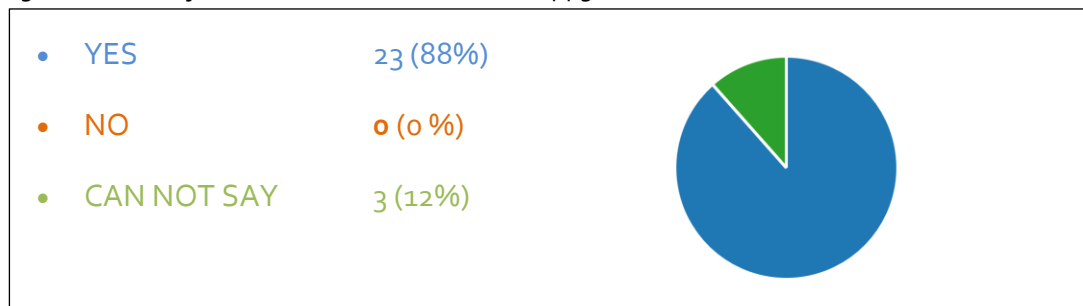


Figure 18. Data received from question 16.

In the last question, it was asked if they could see themselves working with similar tasks also in the future. The result is obvious and positive, 23 or 88% answered yes, and 3 or 12% could not say. No one said no, I cannot see myself working with similar tasks in the future.

The result was good, but it does not say if the employees would work for the same organization, only with their work tasks.

7 Discussion of the results

In this thesis, discussions, and analyses of theories from Marja-Liisa Manka, the *work well-being model*, and Robert Karasek's *job-demand-control mode of job stress*, have been made and the importance of employee well-being cannot be ignored.

From the results, the researcher gained information on how the work management for company X, which includes unit managers and supervisors, perceive their well-being and recovery. The study also covered questions related to stress as it is essential to talk about that when discussing recovery and well-being.

The result for company X was overall good and there are no alarming signs of exhaustion or burnout. The work management perceived their well-being and recovery at a good level with some exceptions. This result also answers the research question for the thesis; *how unit managers and supervisors perceive their well-being and recovery*.

The study shows that for many of the participants, it was occasionally hard to relax after their workdays and they occasionally felt exhausted. As discussed earlier this branch is project- and seasonal-based and this could be an explanation as the workload during peak season May-October is seen higher. The researcher also wanted to know if their work affected their private lives and many of the participants answered it was occasionally affected with some exceptions, as often and always as can be seen in Figure 6.

For company X and further study, it could be important to analyze on what occasions these feelings of exhaustion occur, only during peak season or low season as well, and whether is it related to the workload and given resources as well. This is something that did not come up in the study.

The reason why the researcher finds it important for further study is due to prolonged stress, which decreases positive work experiences and increases fatigue will affect the well-being in time and affect work performance. (Nummelin, 2020)

The organization should also be attentive that there is enough time for recovery, even during the working days. Breaks during working days when one's mind focuses on something else than work-related matters are important. In this study, there are no clear

signs that the work effort is decreased during the last hours of work as there was only one person who felt it affected often and one person who felt it affected always.

There were questions in the study that are related to the workload as well, questions 6, 10, 11, and 13. The results of the answers given can show some worries about how the participants perceive their workload. As their role for company x is the unit manager and supervisor, their workload can be seen as bigger than other employees as they have more responsibilities. However, the workload should not affect their well-being and the workload should be in balance with work and time off work and this is something that the organization should recognize.

The result of the study shows that the majority experienced the workload occasionally too big but there were also answers that the workload was often and always perceived too high and it affected their work for the worse. If the workload is too high with an extended number of responsibilities to care for with little or no time for recovery, signs of exhaustion may occur over time. The organization needs to make sure that there is enough time and resources to execute the work that must be done.

Workload does not only involve the amount of work task that needs to be done, it also involves the complexity of the work and how much effort one needs to put into it. This is something that also should be considered as well as the changes that need to be made within the work. Changes that need to be taken into account during the work performance.

A question about how company X understands the work management workload was also given to the participants in this study. There was variety in the answers given, most of the participants answered that the employer often understands the workload but there were many answers with answers such as occasionally and never. An analysis of this is that the organization does not fully understand its workload. The work can be seen as very hectic at times and Company X should consider reorganizing so that resources are evenly distributed. If the workload is high and it is hard to decrease the amount, the work itself should be planned in a different way to maintain a good and healthy work environment.

Company X should consider if and how the work is distributed outside of working hours, answering emails and phone calls outside office hours and weekends. If there is no or little

time for recovery when always being available naturally affects the recovery. Is this something that the company expects or is it done by own free will? There is not a clear answer to this but something that the organization should be aware of and is very much linked to the organizational culture and values within the organization.

The participants were also given questions about the demands set by the organization, and many felt occasionally that the employer expected a lot and demands were high. Some people perceived this often and always. This result shows that there is a culture of high work morale and that the employees and in this case, the unit managers and supervisors, feel some pressure about demands and expectations.

There were many insightful answers to the open questions, especially the question that concerned what the company, in this study company X, could do for better recovery. The results showed that better planning of projects, concerning both work- and resources, should help their recovery. Also, planning of projects and project timelines should be thought of. There were also answers about constant hurry and meetings, and education during days off that the company should have in mind as it also affects their well-being and recovery.

The other open question that allowed the participants to answer what changes they could make for a better recovery gave many answers. Even here planning work played an essential role as well as days off work should be seen as a day off without work-related matters such as answering phone calls, emailing, attending meetings, etc. Some answers were related to more free time and more exercise and sleep.

An analysis of all the results shows that unit managers and supervisors wish for more understanding and support when it comes to planning work and resources. It seems the workload is at times very high, and they are stretching themselves quite hard and are very flexible when it comes to working hours.

According to Marja-Liisa Manka in the well-being model, work is very much related to competencies as well. The work can be exhausting and overwhelming if there has not been enough time for training and introduction or if one does not have the competence to execute the work that needs to be done. In this study, there were no questions related to competencies which could be seen as one contributing factor to why workload is perceived

as high in some cases. If competence is missing, it will also contribute to the feeling of stress. Feeling stressed occurs when a situation seems fearful, and one cannot control the situation. If the competence is too low a feeling of stress will certainly arise. (Manka & Manka, 2016). This is something company X could bear in mind when thinking about further studies about employee well-being and is something worth examining thoroughly.

A positive result was that despite the participants having the feeling of too much work with a high workload occasionally, there could be seen a high level of autonomy to control their work during workdays. As Robert Karasek's model showed, a high level of autonomy leads to the feeling of control and reward. (Suonsivu, 2014)

Following analysis of this can be made that they have the autonomy and freedom to control their work but the work itself can be overwhelming at times with few resources to use. Despite the high workload and long working hours almost everyone, 23 out of 26 people answered they could see themselves working with similar tasks in the future as well. This indicates that they perceive their work and role as meaningful and joyful and are also motivated in their work.

As discussed earlier in this thesis, large investments are not necessary for creating a good healthy, working environment but the cost of neglecting these factors as well as employee well-being will be bigger and significant for an organization. The productivity of employees decreases, cooperation between employees declines, more sick days and work accidents occur and there is a large variation in personnel resources. This also affects the organization's economy as well as its reputation, which also leads to difficulties in recruiting new personnel. (Aro, 2018, pp. 24-28)

The study concerned work management and as discussed, their responsibilities and workload can be seen as higher than others within the company. Still, it is important to state that they should not be left alone in their leadership and there should be enough collaboration with top management, HR, and other supportive functions within the organization such as work health care.

7.1 Future research

The researcher found many interesting subjects for future research for company X that would be beneficial for the organization when it comes to the well-being of work management.

There were several answers and thoughts about work planning and its inefficiency, and this is something to start with. Firstly, what is the main reason for poor work planning, and how it is done today within the company? As the work is projected based, project management is beneficial and crucial and a study considering this could give more helpful information about work planning and make it efficient enough.

There were also many thoughts about the little resources available and the researcher found it interesting knowing where there is a lack of resources. Is it within work management that requires, for example, more supervisors, or is it on-site where there is a lack of workers executing the actual work?

In the discussion there were some suggestions for future research on company X, such as studying thoroughly what is meant by a high workload, and what it refers to. Is it the work itself, its complexity or is it due to limited resources that the workload occasionally feels overwhelming?

There were no questions in this study related to their competencies and this would be a subject also for further studies. Is there enough education, courses, seminars, etc. to ensure that the competencies are at the right level so the company can be ahead of the development within the infrastructure branch? As the researcher has access to inside information, there are arranged yearly education days for everyone but by listening to work management and their needs, this could be developed better to ensure that they have the most accurate information. Supporting learning and development within the company, contributes to work well-being and also increases the quality of work and the results. Employees can perform better and adapt to changes that take place.

The researcher considers also using another research method than in this study to gain more in-depth information about these topics given for further research. The researcher would choose a qualitative research method with interviews for example where more

detailed information would be received. This method could be an effective way to understand the main reasons as well as develop and increase their well-being.

7.2 Reliability and validity

Reliability and validity are terms used to evaluate the quality of research. These terms show how well a research method or technique measures what is meant in a study. (Scribbr, n.d.)

In a quantitative research method, as in this study, it is essential to consider reliability and validity.

The reliability of this research depends mostly on the questionnaire and its design of the questions, the structure of the questions, where the questions were in a good order that followed a pattern, etc. Pilot testing, testing the questionnaire on others than those who will take part in the study is also essential. The participants in the study should understand the questions and response alternatives given in the same way. It is also essential that the questions are related to the study and the research question is answered as well. (Scribbr, n.d.)

The researcher planned the questionnaire thoroughly with theoretical models as a framework and also did pilot testing on two people. On the other hand, pilot testing could have been conducted with a larger test group. In this study, the researcher has tried to ensure consistency in the questions as well. Therefore, the reliability of this study can be seen at a good level.

The validity of quantitative studies is about how well the study results measure what it is supposed to. In this study, the well-being of work management.

The data collected has been gained through questionnaires and answers received were made in Excel to find the right data. However, the researcher could find some weaknesses in the study as well. As part of the work, management are also co-owners of company X, their answers may be influenced by their ownership as they are not neutral to all questions given in the questionnaire.

7.3 Conclusion

It is sad that despite today's technology, educated people with good competencies are feeling exhausted and drained trying to balance work with private life. This does not go only for the infrastructure branch; this concerns others as well. Haven't we got further yet and how can organizations support and develop the well-being of their personnel?

Handling stress is every organization's mutual challenge. As we discussed earlier, resources are limited and there should be enough time for recovery as well. It is not only done by the employer, every one of us must care for one's well-being with support from the organization.

The work can be seen as a puzzle where every piece needs to fit so it feels good. Every piece has a role and part in one's well-being. Pieces that are related to work, working environment, organizational culture, health, etc. As discussed earlier, if the work is perceived meaningful it is worth the time and effort one puts in it. Also feeling of safety, the working environment and culture is a safe place where one has the opportunity to make mistakes, speak up, and get rewarded.

Important to remember is that recovery and how one perceives it is very individual and multiple factors contribute to the feeling, as discussed in this study. Setting your boundaries, having good self-knowledge, and being aware of your limits is a good starting point. The employer supports employees in various ways, with the help of the supervisors, HR, and also the work health care but the responsibility also lies within every one of us. We are all responsible for taking care of ourselves.

Our resiliency also contributes to our well-being, and how we can face challenging situations that occur in life, whether it is private, or work-related. Knowing how to set boundaries and minimize distractions can make a difference to one's well-being and keep the focus as well.

Well-being within an organization is not created by itself, it is done in collaboration with everyone working within the same organization. The best results are gained where there is an open working atmosphere where there is a place for trust, discussions, and being able to express feelings and thoughts. Building a culture where it is ok to ask for help and support when it is needed and also be given that support and being cared for.

In the end, it is all up to us to create and build a good working environment, and the most important thing in working life is to treat other people as well as possible in a way you want yourself to be treated. Every organization have a lot to gain when investing in their work well-being and it will pay off in the end.

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This first appendix is the cover letter that was sent to all members of the work management. In the cover letter, there was all the information needed to answer the questionnaire.

Appendix 1.

FÖLJEBREV

Hej,

Det här är en undersökning om återhämtning för arbetsledningen och förpersoner och är ett slutarbete för mina MBA studier. Syftet med studien är att kartlägga återhämtningen hos arbetsledningen och förpersoner. Resultaten analyseras av HR på [REDACTED]. På basis av svaren kan HR utveckla och förbättra arbetsledningens återhämtningsförmåga.

Undersökningen besvaras **anonymt** och det tar ca 3 minuter att svara på frågorna. Svarstiden är **8.1-21.1.2024**

Länk till undersökningen; <https://forms.office.com/e/ycFfVeEhzn>

Du kan välja språket uppe i högra hörnet (svenska-finska)

Ifall du har frågor angående undersökningen kontakta Heidi Tärnvik, [REDACTED] eller 0400 149 920.

Tack för din medverkan!

Appendix 2

The questionnaire that was sent to work management.

PERSOINALUNDERSÖKNING OM ÅTERHÄMTNING FÖR ARBETSLEDNINGEN OCH FÖRPERSONER

* Required

1. JAG TYCKER DET ÄR SVÅRT ATT SLAPPNA AV EFTER ARBETSDAGENS SLUT *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

2. NÄR ARBETSDAGEN ÄR SLUT KÄNNER JAG MEJ UTMATTAD *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

3. JAG KAN ENKELT SLÄPPA TANKARNA PÅ ARBETET EFTER ARBETSDAGENS SLUT *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

4. JAG UPPLEVER ATT ÅTERHÄMTNINGEN EFTER ARBETET PÅVERKAR MITT PRIVATLIV *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

5. JAG HAR KONCENTRATIONSSVÄRIGHETER UNDER ARBETSDAGEN *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

6. JAG UPPLEVER ATT ARBETSMÄNGDEN ÄR STOR OCH MITT ARBETE PÅVERKAS TILL DET SÄMRE *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

7. JAG UPPLEVER ATT ARBETSGIVAREN FÖRVÄNTAR MYCKET AV MIG OCH KRAVEN ÄR HÖGA *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

8. JAG KÄNNER MIG STRESSAD UNDER ARBETSDAGEN

- ALDRIG
- IBLAND
- OFTA
- ALLTID

9. JAG KÄNNER MIG TRÖTT UNDER DE SISTA ARBETSTIMMARNÄ OCH DET PÄVERKAR MITT ARBETE *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

10. JAG KAN SJÄLV PÄVERKA MITT ARBETE OCH ARBETSMÄNGD *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

11. JAG UPPLEVER ATT MIN ARBETSGIVARE HAR FÖRSTÄELSE FÖR MIN ARBETSMÄNGD *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

12. JAG HAR OROAT MIG FÖR MIN ORK OCH MITT VÄLMÄENDE PGA ARBETET *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

13. JAG HAR TÄNKT SÖKA ANNAT ARBETE PGA AV FÖR STOR ARBETSBÖRDA *

- ALDRIG
- IBLAND
- OFTA
- ALLTID

14. VILKA FÖRÄNDRINGAR SKULLE DU SJÄLV GÖRA FÖR EN BÄTTRE ÅTERHÄMTNING

15. FINNS DET NÅGOT ARBETSGIVAREN KUNDE GÖRA FÖR EN BÄTTRE ÅTERHÄMTNING

16. JAG KAN TÄNKA MEJ ATT ARBETA MED LIKNANDE ARBETSUPPGIFTER ÄVEN I FRAMTIDEN *

- JA
- NEJ
- KAN INTE SÄGA
-

