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Orientation of new employee

– Case Hyvinvointivalmennus Studio One Oy

BACHELOR'S THESIS | ABSTRACT

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ORIENTATION OF NEW EMPLOYEE

- Case Hyvinvointivalmennus Studio One Oy

This Bachelor's thesis studies the orientation of new employees in the company operating in the wellness industry: Hyvinvointivalmennus Studio One Oy. The goal of this thesis is to clarify to the reader what does work orientation mean, why is it important for the operations of an organization, and what are the main influencers of orientation especially in Hyvinvointivalmennus Studio One Oy. In the implemented research the aim was to find out the opinions of both the employer and the employees about how they see orientation in the company.

The nature of the research was qualitative and it was implemented through structured questions, using the e-mail as a tool of sending the survey and receiving the data. 5 out of 5 persons replied to the survey, out of which 1 person was the employer, and 4 persons were either current or old employees of Hyvinvointivalmennus Studio One Oy. The company was also the commissioner of this thesis. In addition, some already existing materials of the company were used as a secondary data in the research.

The most important results from the conducted research include the fact that orientation in the organizations should be invested on. Both the current and new employees of the company are the face of an organization and they should communicate in an integrated and unified way in order for the customers to understand the operations of the company. The values play an important role in this effort, and according to the research those values of the company should be stressed on. Due to the research and theory base presented in this thesis, a first version of the orientation manual was created for Hyvinvointivalmennus Studio One Oy. This created orientation manual will act as a supportive tool of orientation in the future, and it will also support the company's vision of being the most trusted and the most professional operator within the wellness industry in Finland.

KEYWORDS:

Orientation of new employees, human resource management, entrepreneurship, values of company.

Mikko Äikäs

UUDEN TYÖNTEKIJÄN PEREHDYTYS

- Case Hyvinvointivalmennus Studio One Oy

Tässä opinnäytetyössä tarkastellaan uuden työntekijän perehdytystä hyvinvointialalla toimivaan Hyvinvointivalmennus Studio Oneen. Opinnäytetyön tavoitteena on selvittää lukijalle mitä työhön perehdyttäminen tarkoittaa, miksi se on tärkeää yrityksen toiminnan kannalta ja mitkä tekijät vaikuttavat erityisesti perehdytykseen Hyvinvointivalmennus Studio One Oy:ssä. Tutkimuksen avulla haluttiin selvittää sekä työnantajan, että nykyisten ja entisten työntekijöiden näkemys perehdyttämisestä yritykseen.

Tutkimus oli laadultaan kvalitatiivinen ja se toteutettiin strukturoitujen kysymysten avulla hyödyntäen sähköpostia kysymysten lähettämiseen sekä vastaanottamiseen. Kyselyyn vastasi yhteensä 5 henkilöä, joista 1 toimii työnantajan roolissa, sekä loput 4 joko nykyisinä tai entisinä työntekijöinä Hyvinvointivalmennus Studio One Oy:ssä, joka on samalla tämän opinnäytetyön toimeksiantaja. Tutkimuksessa käytettiin myös Hyvinvointivalmennus Studio One Oy:n jo olemassa olevaa kirjallista materiaalia.

Tutkimustuloksista voidaan nähdä tärkeimpänä huomiona se, että työntekijän perehdytykseen organisaatioissa on syytä panostaa. Niin uudet kuin nykyisetkin työntekijät ovat yrityksen kasvot, joten kaikkien on kommunikoitava niin, että asiakkaat ymmärtävät yrityksen toimintatavat samalla tavalla. Tässä korostuu yrityksen viestimät arvot, jotka tutkimuksen mukaan ovat avainasemassa työntekijöiden perehdytyksessä. Tämän opinnäytetyön pohjalta syntyi sekä tutkimustulosten, että teoriapohjan myötä, ensimmäinen versio perehdytysoppaasta Hyvinvointivalmennus Studio One Oy:lle. Tämä perehdytysopas toimii yrityksen lisä- ja tukityökaluna tulevaisuuden perehdytystilanteissa, sekä tukee yrityksen visiota ja tavoitetta, joka on olla Suomen ammattimaisin ja luotettavin hyvinvointialan toimija.

ASIASANAT:

Työntekijän perehdytys, henkilöstöjohtaminen, yrittäjäyys, yrityksen arvot.

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LIST OF ABBREVIATIONS (OR) SYMBOLS

WHO

World Health Organization

1 INTRODUCTION

1.1 Background and motivation for the thesis

This thesis will study the orientation of new employees of Hyvinvointivalmennus Studio One Oy.

According to World Health Organization, in 2008 more than 1,4 billion adults were overweight and more than half a billion adults were obese. In fact, at least 2,8 million people die each year as a result of being overweight or obese (WHO, 2016). From that perspective was Hyvinvointivalmennus Studio One Oy created in October 2015 by me (the author of this thesis) and Roosa Hannula. Hyvinvointivalmennus Studio One Oy offer services in personal training, nutrition coaching and massage. The existence of obesity have almost doubled between 1980 and 2008. Back in the day obesity used to be associated with high-income countries, but now obesity is also prevalent in low- and middle-income countries (WHO, 2016).

Hyvinvointivalmennus Studio One Oy is located in Turku, Finland and the company is managed in a way that it is possible for it to expand. The company goal is to be the most professional and trusted operator within the wellness industry. One major concern is that how is it possible for Hyvinvointivalmennus Studio One Oy to get such motivated and professional workers as the company currently have in the future too and how will it be possible to implement the core values in the everyday operations of new employees, maybe in new cities, in an efficient way. I strongly believe that doing the orientation stage properly truly helps in the training process of new employee, and this work will concentrate on the orientation and training process. In fact, in the previous workplaces that I have worked I have never got a proper orientation which have led to unsolved issues, misunderstandings and frustrated state of mind. Therefore as an second owner of Hyvinvointivalmennus Studio One Oy I want to make sure that the new employees always feel that they know exactly what is expected, how things are done according to the company values and what does it mean to work in the Hyvinvointivalmennus Studio One Oy. That I believe will give the added value for the customers too.

In addition to the lack of orientation in my previous workplaces, another main motivation of this thesis was that sharing the entrepreneur's mentality is hard. I have faced a lot of challenges in terms of dividing the entrepreneur mentality and attitude to work as it is

quite different from the regular workplaces. I strongly believe that the employees are the most valuable asset for any company. So, in order to create an productive atmosphere within the staff of the company, I believe they should be trained properly and to be putted in the right mind-set right from the start.

1.2 The objective of the thesis and research questions

The objective of this thesis is to find out that as the new employee of Hyvinvointivalmennus Studio One, what are the stages to go through in order to understand and implement the core values of the company. For that purpose I created questionnaires (see Appendices 2 & 3) to the employees and to the second owner of the company. In addition to the survey implemented, I will use the already existing materials of Hyvinvoinvivalmennus Studio One Oy as a data.

Another objective of this thesis is to create an first version of orientation manual as a supportive tool of orientation. That is designed for new employees in order to help and guide them to work efficiently as soon as possible. That must take place according to the strong company values and the professionalism, as the goal of the company is to be the most trusted operator within the wellness industry in Finland. The long-term objective is that the orientation manual will work as a basis of the new locations as the company vision and goal is to expand its operations to other cities outside Turku, in the future. In practice this means that the outcome of the research and theoretical part will give the reference in order to create the first version of an orientation manual (see Appendix 4). The orientation manual is written in Finnish since Hyvinvointivalmennus Studio One Oy is allocated in Turku, Finland and the company's official language is Finnish.

The main purpose of the research and this work as a whole is to find out the answers to the following research questions:

- Why a proper orientation programme is important, and why is it especially important to a young growing company such as Hyvinvointivalmennus Studio One Oy?
- What are the fundamental issues that should be covered when starting as a new employee in Hyvinvointivalmennus Studio One Oy?
- What is the suitable process for telling the fundamental issues related to the actual job in Hyvinvointivalmennus Studio One Oy?

1.3 The value and structure of this thesis

The most important value of this thesis is that it helps the company to learn how the orientation of new employees should be implemented in Hyvinvointivalmennus Studio One Oy. In addition to that, the outcome of the first version of the orientation manual as a supportive tool of orientation will help Hyvinvointivalmennus Studio One Oy to expand its operations in the future.

In the following chapter I will describe the background of this thesis through entrepreneurial state of mind and, I will introduce the company of whom I will do the work: Hyvinvointivalmennus Studio One Oy. In the next chapter I will describe the theoretical base of organizational culture and work orientation as a basis of organization. After that there will be a description and theoretical information about the research methodology. In the last two chapters I will cover the outcomes of this thesis and make conclusions. I have attached four different appendices into this work, including: the cover letter of the questionnaires sent, questionnaires for both employees and employer and the supportive tool for orientation born through this work for Hyvinvointivalmennus Studio One Oy – the orientation manual's first version.

2 OUTCOME OF ENTREPRENEURIAL STATE OF MIND: HYVINVOINTIVALMENNUS STUDIO ONE OY

2.1 Describing Entrepreneurship

I believe that describing entrepreneurship is essential to begin this work since I (the author of this thesis) am the co-founder of Hyvinvointivalmennus Studio One Oy. The company could not have been created, or either this thesis, without an entrepreneurial state of mind. Therefore, I want to cover what is entrepreneurship in the first place and how Hyvinvointivalmennus Studio One Oy was originally created.

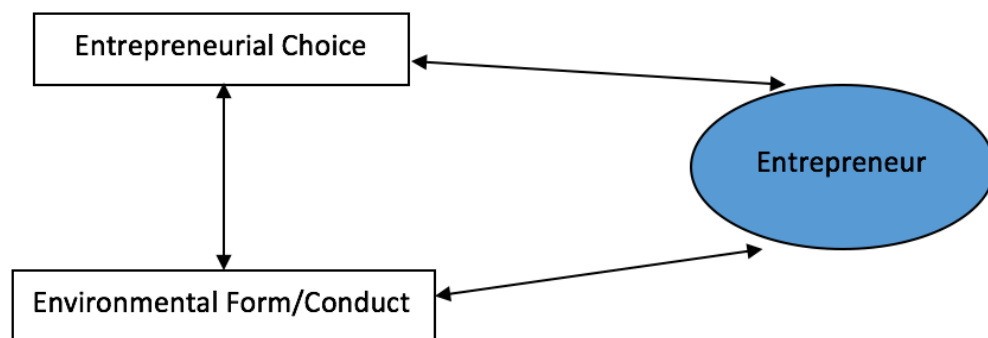
Entrepreneurship was originally referred to men organizing and managing the exploration expeditions and military manoeuvres. The term has evolved from its original meaning during the years but most of the definitions have always included the following behaviours: creation, innovation, risk assumption, general management and performance intention. Creation means creating something new e.g. new business. Innovation is in the hearth of entrepreneurship since the business involves a new product, process, market, material or organization. An entrepreneur always takes risks in creating a new business and those risks may be different. General management is the process of the owners allocating and managing the resources of the new business. Performance intention is referred when the company is in tenting to make profit or growth. (Hatten 2006, 33.)

Entrepreneurship can be described as an process of identifying opportunities in the current or future market and taking the risk of creating an organization in order to take advantage of those opportunities seen. The risks that comes up with creating an organization in order to fulfill an market needs can be financial, material and psychological. (Hatten 2006, 32-33.)

Kanungo (1998, 46) describes the opportunity recognition process as an three element –framework (see Picture 1). There are several issues influencing into the decision of starting a business both internally and externally of an entrepreneur. The entrepreneurship process begins with thinking a new product, process or service or in other words – with an innovative idea (Hatten 2006, 35). The recognition of opportunity may rise from a variety of choices made by the entrepreneur. All ideas are not seen as

an opportunity, but the span of choices depends on the alertness of the entrepreneur and his or her ability to identify opportunities, while taking into consideration his or her background, professional experience, and formal or informal networks (Kanungo 1998, 46).

As the opportunity has been recognized the entrepreneur then seeks for further ideas and wider views for his ideas. He may interact with other entrepreneurs, family members, constitutional parties or with his friends. The idea evolves during the way by filtering and re-defining the concept. The type of business and the characteristics of other entrepreneurial choices largely defines the quality and type of business which evolves during this stage. (Kanungo 1998, 46.)



Picture 1. Recognizing of Opportunity (Kanungo 1998).

Hyvinvointivalmennus Studio One Oy was created due to entrepreneurial state of mind in addition to the opportunity recognition. According to WHO (2016) there is a big problem related to obesity, and one of the main tasks and goals of Hyvinvointivalmennus Studio One is to actually reduce the level of obesity in the population of Turku habitants one by one. (Hannula, 2016)

There are not one combination of characteristics that an entrepreneur should have in order to rise to the top of their profession but there are some common traits and prerequisites for becoming successful. First and the most important of them all, is the passion for what you are doing. One cannot succeed with stepping into the business with take-it-or-leave-it attitude. Determination is also in the hearth of entrepreneurship since one always have choices and one must understand that he or she is not an victim of fate and only by working hard enough and long enough it is possible to succeed. Thirdly, the

one specific characteristic that is seen in successful entrepreneurs is the deep knowledge. An entrepreneur is out there to solve its customer's needs and problems, so it is vital to have the knowledge at the required level. (Hatten 2006, 41)

In addition to the passion, determination and knowledge, the research have shown that entrepreneurs commonly have a higher need to achieve than non-entrepreneurs. People with a high need to achieve usually are more attracted by jobs that will challenge their skills and problem-solving abilities. People that have the need to achieve –mentality avoid goals that they evaluate to be impossible or too easy to achieve. What impacts the most to the preferred choices of tasks are the kind of which the outcome is dependent on their individual performance. That leads to the one more common trait of entrepreneurs and it is the locus of control. Locus of control is a term through which it is used to explain how people view their own ability to determine their own fate. Entrepreneurs seem to have the stronger internal locus that the non-entrepreneurs and due to that, they usually do not believe that luck, chance, fate or control of other people have the same effect on the performance than their own actions. People with higher internal versus external locus are more probably to start their own business since they believe their own actions means the most and they are ready to seek solutions from themselves. At the same time these people usually seek the autonomy, freedom and independence as starting their own business. (Hatten 2006, 41-42)

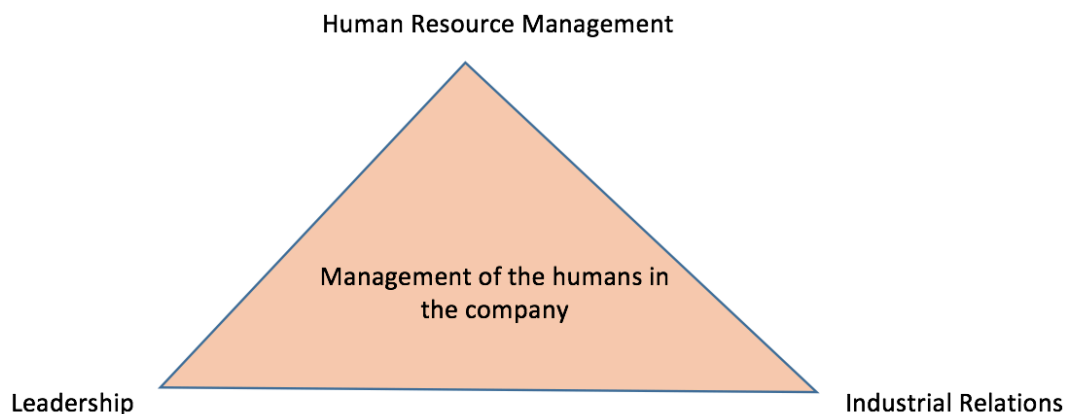
Innovativeness and creativity is in the hearth of an successful entrepreneurship. One description of the innovation by Hatten (2006) is that "it results from the ability to see, conceive, and create new and unique products, processes, or services. Entrepreneurs see opportunities in the marketplace and visualize creative new ways to take advantage of them." (Hatten 2006, 42)

2.2 Field of human resource management

This thesis is concentrating to the orientation and training of the entering employees within the company. As Lecklin (2006) describes later on, the humans are in the hearth of quality within the companies. The goal of Hyvinvointivalmennus Studio One is to be the most trusted player within the wellness industry (Hyvinvointivalmennus Studio One, 2016) and therefore it is important also to keep in mind what are the functions of human resource management within the organizations.

The classical deviation of human resource management (see Picture 2) describes the fact that management of the employees in the company is in the hearth of the operations in the first place. That is because through humans it is possible for an company to operate its functions. Human resource management is traditionally in the field of corporate management studies, literature reviews, and education, divided into three main areas. Those areas include the leadership, Industrial relations, and human resource management. In the everyday practical leadership in the companies those above mentioned areas are mixed and cannot be considered as separately as in theory. (Viitala 2004, 12).

Quality in companies is not created only by leading well, having the latest technology or from the working processes, but the background of quality is the individuals of the company. Even though there are processes that function by automated computers it is the humans that will supervise that the systems works properly. A motivated, educated and well prepared staff of the company will ensure the well-functioning operations of a company. For the executives it is vital to honestly think that the company staff is really the most important asset for it. The quality of the organization comes through co-operation. The company staff should consider high quality to be as a goal and commit so that the quality standards are met. (Leckilin 2006, 213-215)



Picture 2. Classic deviation of human resource management (Viitala 2004).

Knowing the quality standards and policy of the company relates to the individual quality produced. All the individuals within the company should understand how is their work related to the overall operations and how can they as individuals raise the quality of the

overall performance of the company. Making individual decisions and taking controlled risks are important in the individual quality management. In the new environment it is impossible to fully avoid the mistakes. Quality is therefore also the level of learning from those mistakes and going on with the new information. (Lecklin 2006, 215)

When a new employee is hired to the company or when an individual moves to new tasks within the company, there should be an orientation programme made. Having an experienced colleague called as tutor in the orientation stage helps the person to adapt to new tasks. In teamwork it is the team's responsibility to make sure that the entering new member is welcomed to the team and therefore is capable to work efficiently. (Lecklin 2006, 224)

2.2.1 The most important part of Hyvinvointivalmennus Studio One: its people

It is the people who plan, make and develop the services and products. Due to people of the company its systems and technology develops. It is the company staff who dictates how well the company succeeds financially and how well the functions of the company works together. It can be said that it is even more true in small and young companies like Hyvinvointivalmennus Studio One Oy as they are basically the whole company. In almost all of the public outcomes of companies it is stated that it is the staff of the company which is the most valuable asset for them, but it might be considered not to be enough, since the whole existence of the company itself is been dependent of the people of its. No matter the size of the company or the industry it operates in, there are always a human or a group of humans that operates it. (Viitala 2004, 10)

The lack of the know-how of the company staff or the poor quality of work reflects to outside of the company immediately. Even though the company has an excellent quality of service concept, it does not save the reputation of the company if an employee acts improperly to the customer. This fact is even more important in the service industry in which Hyvinvointivalmennus Studio One operates in. If a company wants to develop its quality standards in high expectations, it is vital to make sure that the employees work in high quality way and also stay within the company. New products, services, or ways to operate are not born to the company if its staff is not innovative and therefore capable of designing them. (Viitala 2004, 10-11)

In successful companies the human resource planning is part of the company's strategic planning, and it works on a basis of meeting the business goals of the organization both the short-term as well as in long-term. Human resource management has its own processes to which have been set with its own desired levels and followed parameters through which it is possible to follow the achieved results. Areas into which the human resource management may affect and operate, therefore adding value both individually but also in organizational level might be by Lecklin (2006):

- Staff selection
- Know-how and competence level
- Education, practise and coaching
- Development planning
- Career progress
- Compensation policies
- Collaboration
- Motivation
- Working environment
- Work satisfaction and atmosphere
- Healthcare
- Spare time activities.

Buchanan and Huczynski (2004) addresses to the fact that organizations are a social arrangements in which people strive to achieve control over the resources available, in order to produce goods and services efficiently. It is not the full story since organizations are also a political systems in which some individuals exert the control over others and therefore the power to define the goals and purposes of an organization is not distributed evenly. Following that, one of the main mechanism of organizational control is the hierarchy of authority. Hierarchy is widely accepted and managers are in the place where they decide and the lower-level employees are obligated to comply or leave (Buchanan and Huczynski 2004, 9). In Hyvinvointivalmennus Studio One there is not much of hierarchy since all the employees accept the fact that they sell their own professionalism and the results are dependent on the individual effort, but in the brand and overall issues the power to decide has been appointed to the owners of Hyvinvointivalmennus Studio One Oy (Hannula 2016). In my opinion it is the most suitable way of organizing the company like Hyvinvointivalmennus Studio One Oy. That is because if there would be too much of hierarchy within the company, it would not increase the commitment and

freedom of operations. Of course there has to be some kind of ground rules and appreciation between the employer and the employees but in Hyvinvointivalmennus Studio One, it has been taken care of by weekly team meetings and other events in which the employer party informs and guides the employee's actions.

2.3 Presenting the case company: Hyvinvointivalmennus Studio One Oy

Hyvinvointivalmennus Studio One (in English: Wellness coaching Studio One) was created from the idea of I and my associate Roosa Hannula wanting to do something different in the wellness industry (Hyvinvointivalmennus Studio One Oy, 2016). We as founders of Hyvinvointivalmennus Studio One Oy had both seen how human resource development in big corporations is done in our past workplaces. We both felt that we could increase the output levels of many companies by providing them the planned services that was related to job wellbeing and engagement. The idea was to affect into peoples' everyday life by coaching them in terms of both nutrition and sports. Eating properly, doing enough sports and other aspects related to wellbeing is a huge difference in the energy levels of people, which is commonly related to the productivity level of employees within companies. What was needed was the private space, providing the possibility for the people who does not like to go to public gyms starting to train. From that perspective came up the idea to put on the first wellness studio in Turku, Finland.

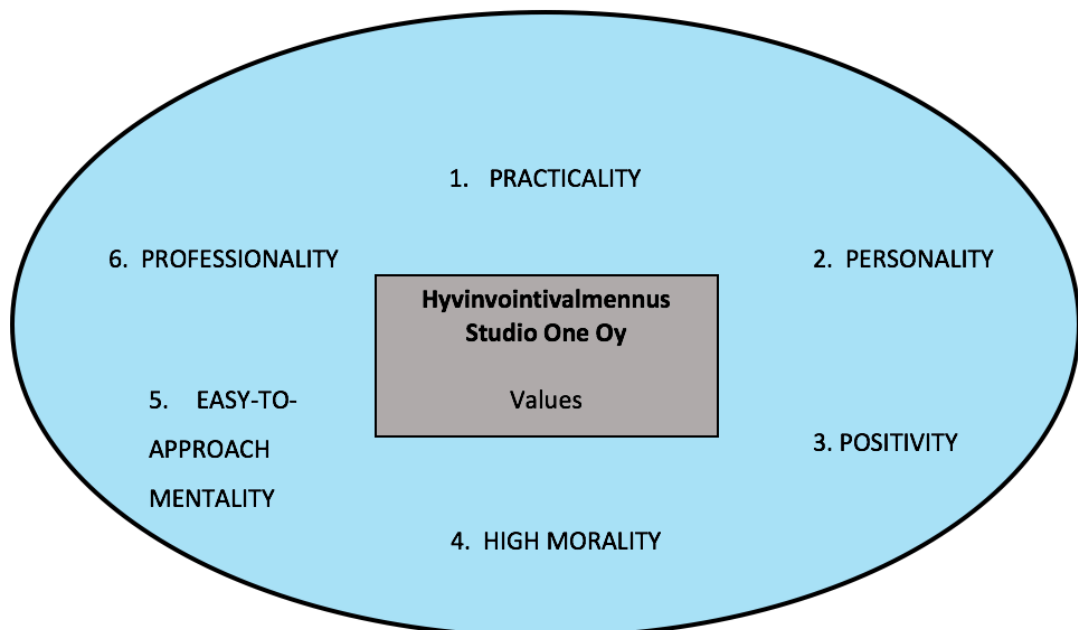
We rented an 131m² space from the hearth of the Turku city centre, and the renovation could be started immediately after the contract was signed. The renovation was not as simple as it was planned since there was a lot of different problems that occurred during the process, but the outcome was what had been wanted – a stylish, modern and well-functioning space for both sports and nutrition coaching.

Hyvinvointivalmennus Studio One's vision is to be the most inspiring and caring wellness company in Finland (Hyvinvointivalmennus Studio One Oy, 2016) but that does not come as granted. Hyvinvointivalmennus Studio One only promises fully personalized programs and coaching. That is, because the company staff honestly believe that every person is an individual and such them should be treated (Hyvinvointivalmennus Studio One Oy, 2016).

2.3.1 The company values and ground rules as a basis of operations

Hyvinvointivalmennus Studio One Oy operates in according to the strong company values and ground rules. This is why I will introduce them at this point of the thesis, and the values and ground rules will also to be an essential part of the first version of the orientation manual created through this thesis (see Appendix 4). The values of the company are presented in the web page of Hyvinvointivalmennus Studio One, and the ground rules are created in the team meetings during the summer of 2016 (Hyvinvointivalmennus Studio One Oy, 2016).

The company values are the core attitude of everything that the personnel does. Since Hyvinvointivalmennus Studio One's business relates to working with people, the communication of Hyvinvointivalmennus Studio One's staff for the customer's has to be at excellent level. The company's values are as follow (Hyvinvointivalmennus Studio One Oy, 2016):



Picture 3. Values of Hyvinvointivalmennus Studio One Oy (Source: Hyvinvointivalmennus Studio One Oy, 2016)

1. PRACTICALITY

The base for all the customer relationships are the everyday life of that one specific customer. The personnel of Hyvinvointivalmennus Studio One never puts the goals of themselves in ahead of the customers'. Listening and asking the right questions in order to understand the individual needs is in the hearth of the coaching and through that the coaching will focus to long-term results, based on the needs and wants of every individual customer. The goals are created in together with the customer. Based on those goals the coaches will create the operation plan of which is possible to execute.

2. PERSONALITY

Hyvinvointivalmennus Studio One takes into attention all the customers as individuals. Every customer will get the plan specifically planned for them. In everyday operations it is the personal contact that the coaches aim to keep.

3. POSITIVITY

We always aim for the changes through positive state of mind. We do not take the real important habits from the customers which they love to eat or do e.g. rye bread or going into vacation every month. Instead, we bring them new options and possibilities to their everyday life. We support our customers through positivity and we also think that failing something brings new possibilities.

4. HIGH MORALITY

We always take the responsibility for all of our actions. Our coaching is based on the scientifically proved methods, and there are no situation in which we would misleadingly harm our customers health. In all of our coaching we always aim for the long-term change whether the change is either small or big.

5. EASY-TO-APPROACH MENTALITY

We, like no one else, are not perfect. And we do not think we are either. We always accept our customers just like they are without judging anybody. Our training studio has been created for the reason that for many people it is a big challenge to start training in public areas. In the studio one can practise nice and quiet without the stress of other people watching.

6. PROFESSIONALITY

Our work is always based on the scientific evidence from both nutrition and sports. We educate our professional expertise constantly in order to keep up with the latest information available. We do not give instructions that we have found working ourselves but instead, what has been found working for the major population. Our professional expertise is to bring these instructions to all of our customers in understandable way. What works for one person, does not automatically mean that it works for all. In addition, there are no circumstance that we would exceed our limits of expertise. If we feel as a coach that our expertise is not valid we have the network of expertise that we can use to help the customer by appointing him or her further.

2.3.2 Ground rules for the employees in Hyvinvointivalmennus Studio One Oy

In Hyvinvointivalmennus Studio One Oy there are kept team meetings, in which there are created the ground rules for operating. These rules are related to working between the employees of the company. The commonly agreed ground rules of the employees are as following (Hyvinvointivalmennus Studio One, 2016):

1. ENCOURAGEMENT

Team members encourage, support and cheer for other team members.

2. POSITIVITY

Team members keep up the positive feeling. Your own positivity will move to other team members as well, and it will impact to the results, in addition that it will be appreciated by the customers.

3. RELAXED ATMOSPHERE

When keeping up the relaxed atmosphere within the team it is possible to ensure the freedom of operations and to create a workplace which is always nice to come.

4. OPEN COMMUNICATION

Let's communicate and discuss openly, and give positive feedback to other team members. If necessary the negative feedback must be given. It is everybody's advantage

when we openly discuss because that makes it possible for the individuals then to improve their work.

5. PROACTIVITY

Let's be active, offer help to others if needed and if something is unclear it is always preferred to ask from someone else. Let's try to actively get new customers and visibility.

6. ENTREPRENEURIAL STATE OF MIND

All of us sell our own services so the entrepreneurial spirit is needed. One have to be brave, active and creative. It must be clear that everything does not come ready so work is needed.

7. FAIR TEAM SPIRIT

Let's be fair to other team members. We must understand that other's success is not away from someone else. Let's also understand that we all have our own strengths and it is everyone's advantage that the customers will be appointed to the most suitable coach.

8. APPRECIATION TO EACH OTHER

Let's appreciate other team members and their expertise. We all have our own expertise areas and strengths, and it is a fact that everyone does their best in order to succeed together. The basis of an working team is that the aforementioned details are understood and that those will be respected.

Since Hyvinvointivalmennus Studio One Oy does not have had an established platform of orientation before this work, the orientation has been handled through covering the company values and ground rules for the new employees. The values and ground rules of the company will also act as a basis of the created orientation manual (see Appendix 4). In my opinion these values and ground rules are the core for the company to succeed.

3 ORGANIZATIONAL CULTURE AND WORK ORIENTATION AS A BASIS OF ORGANIZATION

3.1 Describing organizational culture and its definitions

As we could see from the previous chapter, Hyvinvointivalmennus Studio One Oy has strong company values and ground rules through which it operates both internally and externally. That might be seen as an outcome of the organizational culture of Hyvinvointivalmennus Studio One Oy. In order to get a wider idea of what an organizational culture is and how it supports the company operations, it is good to take a closer look at the theories around it. That will support the goals of this thesis as organizational culture and orientation of new employees are strongly connected to each other. As Hyvinvointivalmennus Studio One Oy is a relatively young company it is hard to describe the organizational culture that the company holds (Hannula 2016).

Organizational culture is usually seen in many ways and usually there is a little consensus on what organizational culture actually is, despite the fact that how it influences behaviour and whether it is something that the managers can change. It leads to problems since without a reasonable definition of culture we cannot hope to understand its connections to other key elements within the organization, such as the structure of it and its incentive systems. Therefore, it is hard to develop good approaches to analyse, preserve and transform the culture of the organization. Furthermore, if we are able to define what the organizational culture actually is, it will give us a handle on how to diagnose occurring problems and even to design and develop better cultures. (Watkins 2013, 1)

In a group, it usually takes time to create a common sense of experiences. That is why the born of culture is a historical process that does not happen to be borne by accident. Common beliefs are created in the learning process in which a specific action or cause are seen similarities in all the cases. Due to the need of repetition the culture change is to be considered hard to change (Paalunmäki, Source; Puusa and Reijonen 2011, 317-318). As Hyvinvointivalmennus Studio One Oy is a relatively new company, in my opinion it is essential to have strong company values and ground rules, which will act as a culture creator and which will show the way of behaviour expected for the entering employees.

Watkins (2013) conducted a discussion in the LinkedIn in 2013 to ask how people in various roles see the organizational culture. The responses were rich and varying perspectives and opinions occurred about its meanings and importance. Below is 3 example of how people describe the organizational culture according to the discussion launched by Watkins (2013):

"Culture is how organizations 'do things'." – (Watkins 2013, 2; according to Katanga)

"Organization culture is the sum of values and rituals which serve as 'glue' to integrate the members of the organization." – (Watkins 2013, 3; according to Perrin)

"Organizational culture is civilization in the workplace." – (Watkins 2013, 3; according to Adler)

As we can see from the above, there is relatively a large repertory of different kind of opinions and views of what the organizational culture really is. Therefore, it would be important to take a bit more specific approach especially concerning the industry of Hyvinvointivalmennus Studio One where it operates in: services.

According to Johnston et.al. (2012, 408), there is a growing understanding amongst the service operations managers that the organizational culture has a major impact on service delivery and performance. Johnston et.al. (2012, 408) explains the inconsistency within the service industry, as they had talked with the Chief Executive of a major international consulting and construction company as following:

"We are absolutely brilliant in a crisis. When things go wrong, we all pull together to make sure that we sort things out as quickly as we can for our customers. The problem is that we don't seem to have the same commitment to service as usual."

In order to explain the above mentioned contradiction we can identify some factors to be included such as training, leadership and reward mechanism. All the factors and more will have impact to the organizational culture. Managers should understand the current culture of an organization and the opportunities and constraints it affords, but also how they can influence and bring out changes to it. (Johnston et.al. 2012, 408-409)

Companies interact with the environment in addition to the internal interactions by the employees with managers and vice versa. Therefore the structure, management and functioning of an organization is not only determined by the internal considerations and choices. Effectiveness and maintenance of survival and growth of an organization is also

dependent on the responsiveness to challenges and changes. The organization must respond also to risks and limitations presented by the external environmental factors. Environmental changes will affect to inputs, and changes in inputs will affect the conversion process and therefore to the actual outputs of an organization. The open system approach is a view to organizations operating within its total environment and emphasises the importance of multiple channels of interaction. (Mullins and Christy 2013, 91)

The increased level of change in major environmental factors such as technical, economic, social and governmental has brought the need to study the total organization and adopt to a system approach. There are also multiple additional and constantly changing environmental influences (see Picture 4) which affect to the operation of an organization (Mullins and Christy 2013, 91). This will also play an important role in the strategy of Hyvinvointivalmennus Studio One Oy since the wellness industry is changing rapidly all the time. The company will have to adapt and modify its operations to the rapidly changing customer minds and trends but still hold on to the values and ground rules of its.



Picture 4. Environmental influences on the organization. (Mullins and Christy 2013, 91)

In order to understand the operations of organizations and to improve their performance it is necessary to consider how they achieve and internal and external balance. Also it is important to assess the fact that how are the organizations able to adapt to change in their environment and the demands placed upon them. (Mullins and Christy 2013, 91)

3.2 The purpose of orientation in organizations and in Hyvinvointivalmennus Studio One Oy

Pollari (2016) explains that she always thinks about the same puzzle when hiring a new employee: could this person run his or her own company? As an entrepreneur of Hyvinvointivalmennus Studio One Oy, I always try to make the people to match together when hiring a new employee (Hannula, 2016). Pollari (2016) continues that it is not the case that he or she would really do it but the core in this mentality is that he or she could actually pull it off. The hired employee will have the entrepreneur-mentality meaning that he or she can take risks while lasting them, and he or she also improves and develops the business. (Pollari 2016, 15)

According to Lecklin (2004) the staff of the company is the most important player when speaking about quality. As Lecklin (2004) continues, hiring a new employee is one of the most long-oriented decisions that an organization does. Making a bad decision in recruitment stage may affect suffering in long time frame the chosen person him/her self, the organization and its customers. Vice versa, a good recruitment decision may bring a positive development potential to the organization, a better quality of operations and better customer service. (Lecklin 2004, 243)

There are usually a lots of expectations against the new employee: he/she is expected to develop the work and him/her self, contributing a lot to the actual work expected, to get adapted fast to new working environment and improving the culture and atmosphere as soon as possible. Moreover, he/she is expected to bring something new to the organization, something that will reflect positively to the final customer as well. It is therefore obvious that an organization should invest in the recruitment process at least as much as they invest in new equipment or spaces. Despite its importance this is not that obvious, since the hurry and possible crisis situation affect to the process. (Lecklin 2004, 243)

New employee always affect to the quality and nature of the company operations (Lecklin 2004, 243). The goal of orientation in Hyvinvointivalmennus Studio One Oy is to make sure that the entering employee will understand and contribute the aforementioned values of the company. It is important since there is a lot of competitors in the market of wellness industry which do not follow the values like Hyvinvointivalmennus Studio One has. Following the values dictates how the company is to be seeing in the markets and therefore it is really important for Hyvinvointivalmennus Studio One as well to make sure the values will be implemented (Hannula 2016).

Orientation is supporting the entering employee until one is confident enough to take responsibility of one's own work. It is about familiarizing with the new organization and to new tasks. Orientation is a favour to the new employee to the maintenance of quality within the organization and to the company image. Orientation should be given to all the entering staff of the company whether it is a trainee or actual worker. As the person oriented is new to the company it is vital to getting familiar with the whole organization while as moving to new tasks inside the organization it is more about the tasks itself that needs to be oriented. (Viitala 2004, 259)

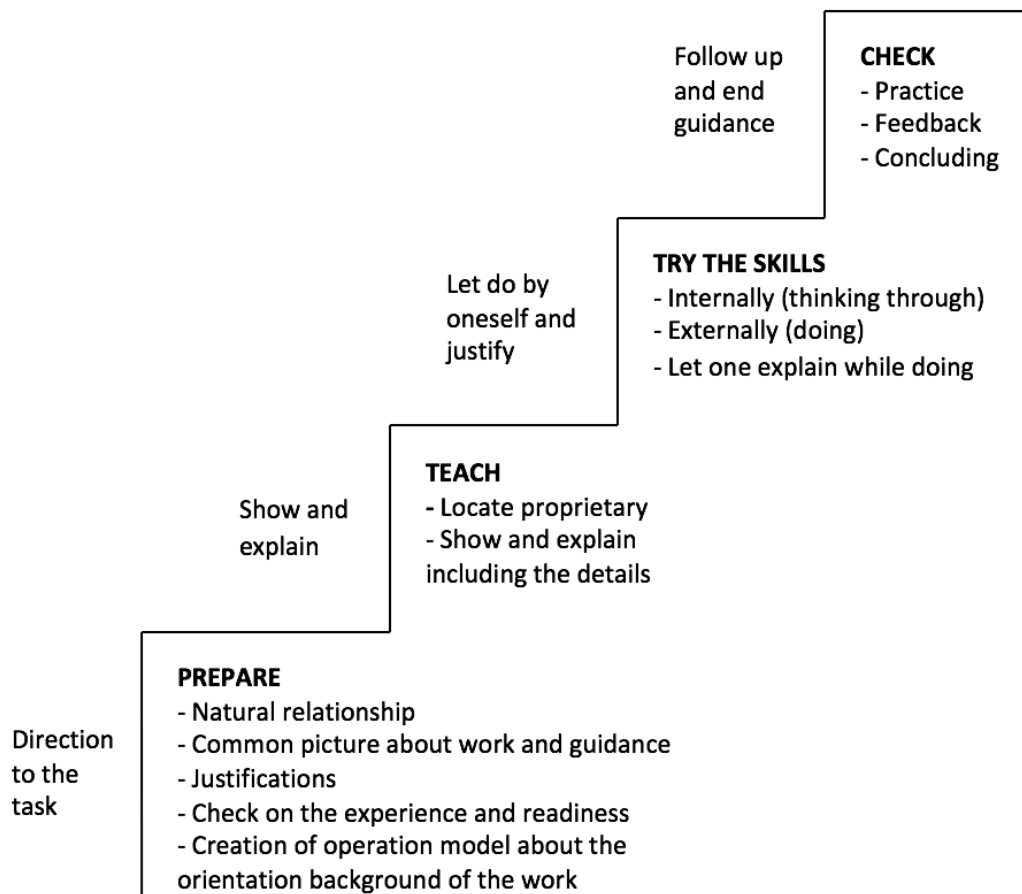
The orientation in Hyvinvointivalmennus Studio One already starts in the job interview. The purpose of that is to select and make sure that the employee being interviewed understand the concept of the company and the strong values. The staff of the Hyvinvointivalmennus Studio One Oy always behaves according to the company values in order to show themselves as an example. (Hannula 2016)

Orientation itself can be described as a process. Too often the orientation to work is handled by learning the working patterns from experienced employee but with the four step orientation model (see Picture 5) it is able to proceed learning by thinking and talking since the importance of these aspects are recognized crucial in terms of learning. In the four step model the goal is also to gain and increase self-confidence as it includes positive feedback. (Viitala 2004, 264)

In the four step model (see Picture 5) the work orientation is started with the preparation to work in which it is included the creation of natural relationship, the justification about the practiced issues and the check of the experience and readiness of the employee being oriented (Viitala 2004, 263). In Hyvinvointivalmennus Studio One this means the check of the mentality and readiness to practice coaching through the values of the company (Hannula, 2016). After the first step it is time for the actual teaching of the work

in which the person orientating will show and explain the task in hand including the details, for example how to execute certain operations. In the third step the employee being oriented will get the permission to do by one self by first thinking about the task in hand fully through and then the fourth step includes the practice following by the person giving the orientation but also the feedback and the conclusion of the orientation (Viitala 2004, 263).

In Hyvinvointivalmennus Studio One Oy it is a common practice that a person that has started to work for the company and the second owner, are going through the most important issues such as the usage of equipment, passwords and schedules that is mandatory to work. The schedule of orientation is planned together with the starting employee due to the fact that there are a multiple issues to be covered and it has not being seen valid to go through them in hurry. The content of orientation differs by the individuals since all of them have their unique background. (Hannula, 2016)



Picture 5. Pirnes's (1984) Orientation to work –model (Source: Viitala 2004, 263)

The ultimate purpose of orientation and training is to make sure that your employees do know what to do and how to do it. Usually it is the human resource department who designs the company's orientation and training programs. Usually the orientation of new employees include a lot more than most people realize. Employee orientation provides the new employees the information they need to operate and function such as computer passwords and company rules. An ideal situation would be that the orientation would also make the people getting emotionally attached to the company. As orientating an new employee you want to:

1. make the new employee feel welcomed and feel that they belong to the team
2. to make sure that the entering employee will have the basic information about the work in order to function effectively, such as the e-mail access, personnel policies and benefits, and what the employer expects in terms of work behaviour.
3. to help the employee to understand the organization in a broad sense meaning the history, present, culture, and strategies and vision on the future.
4. start the person on becoming socialized in to the company culture, values, and ways of doing things. (Dessler 2013, 270)

As described the organizational culture in part 3.1. we can see that it is strongly connected together with the orientation. That is because it is important in the orientation that people do know what to do and how to do things, which is also one aspect in the organizational culture. In an organization people have a tendency of feeling that things are done according to commonly agreed values as described in the chapter 3.1. As discussing with the second owner of Hyvinvointivalmennus Studio One Oy, she wanted to highlight the fact that for a freshly started company the quality of the work itself is in the core of surviving the most critical steps (Hannula, 2016). Therefore in my opinion, the importance of following the core values and attitude is in the hearth of all the actions made in terms of recruiting and developing the company.

3.3 The importance of orientation within the service industry

In order for us to understand why it is important to have a clear and fundamental orientation within the Hyvinvointivalmennus Studio One, it is important to think about the service as an industry, varying from the product-based one.

In organizations, strategically it is important that there is a shared and defined view about the service and its nature. The service concept basically defines what the organization does, what marketing will sell and what the operations have to deliver. As service is an activity or process it is easy for the various people inside the organization to have different views about what that process is. Also, there might be various views about what the organization is selling – and what the customer is buying. Articulating and communicating the service concept is critical for clarifying the organization's product to all its customers both internally and externally. In addition, it will ensure that the services can, and is, to be delivered inside-out. (Johnston et.al. 2012, 25-26)

However, even though the same service, the customer will see things from a very different perspective called outside-in. Customers are more interested about the service received, their experience and outcomes such as how they feel, the "products" they receive and how they benefit from the service. Customers of the service are less concerned about the management of the service such as how the resources, processes, and targets were handled. Instead, they want a good experience and outcome of the service and they want to benefit from it. (Johnston et.al. 2012, 26)

Recognizing the both perspectives is important. The different views may cause some conflicts. Managing the relationships with the customer and managing the customer expectations and perception, and delivering the customer experience are key challenges in managing service operations. We can see today a lots of organizations talking about developing a customer-focus or becoming customer-oriented. Taking into consideration the outside-in perspective and understanding it is a good way to start this process. (Johnston et.al. 2012, 26-27)

Hyvinvointivalmennus Studio One Oy produces services of personal training and nutrition coaching, and also a massage –services for both private customers and for companies or organizations. The service of which the company offers may vary a lot depending on the individual coach or worker but in Hyvinvointivalmennus Studio One it is the core values which dictates how the services are built on. There are some

ideological limitations but most of the coaching is planned by the individual trainer. That gives the room for individual innovativeness and freedom of operations. (Hannula, 2016)

3.4 Challenges of orientation

As people are the most important resource for an organization it is extremely important that they would work their optimal level of performance. An important contribution to this is the employee development but in order to be most effective it should be part of the strategic plan for the organization and must very clearly relate to the organization's objectives. In this way the contribution of employee development will be seen to be aimed for common organizational level objectives rather than to be seen as apart from the whole, and this way it is effective. In the past there are too many examples in which the employee development has been seen as an unnecessary expense rather than an integral part of achieving the organizational effectiveness. (Foot & Hook 2002, 209)

Structure refers to the dissection or separation of the organization into operating units such as divisions, functions, corporate centre groups and so on. However, creating a structure is not the full story since in order for organizations to operate effectively, execute the strategy and achieve their goals, integration and coordination is also needed. It might sound odd to say that people in the same organization may not be on the same page when sharing information or communicating on the important issues dealing with the strategy execution. People may bring different perspectives, technical capabilities, definitions of the key terms or cultural biases that detract from their ability to see and understand divergent points of view (Hrebiniak 2013, 163-189). That leads us to the challenges of orientation, and the discussion of the main barriers that prevent people entering the organization to fully get oriented as the individual is needed. According to Dessler (2013, 272) the employer's strategic plans should ultimately govern its training goals.

Hyvinvointivalmennus Studio One Oy is a relatively new company as it has been operating since October 2015. Therefore, it is hard for the owners who have done everything by themselves to share and teach the same issues to the new employees while dealing with all the other things related to the business in general. (Hannula, 2016)

Selecting employees carefully does not yet guarantee they will perform effectively and even people with high potential cannot do their jobs if they do not know what to do or

how to do it. If people do not know what to do they will improvise or do nothing useful at all. Inadequate training can also trigger an liability of negligent training. What it basically means is that if employer does not orient and train the employee and something harmful occurs to third parties it is then the employer's cause and liability. Employers should therefore confirm the applicants claims of skills and experience and provide proper training (Dessler 2013, 270-272). In Hyvinvointivalmennus Studio One this would cause e.g. some effect to the safety standards within the space the company is operating (Hannula 2016). Also, the employee should evaluate the training and ensure that it is actually reducing the risks. (Dessler 2013, 270-272)

Hyvinvointivalmennus Studio One Oy has a long-term strategy of entering to other cities in Finland, outside Turku. That causes a lot of challenges but orientating the new employees within new cities will be one of the most challenging one. Keeping that in mind the orientation manual will definitely help in this process. (Hannula, 2016)

3.5 Legal prerequisites of working relationship in Finland

In an working agreement the main liability for the employer is to pay the salary for the employee, and for the employee the main liability is to contribute the agreed work itself. In addition to these aforementioned liabilities there are some additional liabilities for both the employer and the employee such as the liability for loyalty. The second amendment of the Finnish Labour Agreement Law is dictating the liabilities of an employee more closely. (Paanetoja 2014, 53)

According to Finnish Work Safety Law and its 14th amendment, (Finlex 2002, 14§) the employer must give to the employee the required information about the harms and dangerous – considered issues within the workplace but also taking into consideration the professional knowledge and experience. Taking into consideration the forehead mentioned pre-considerations, the employer will fulfil the following tasks pointed for its responsibility which are:

1. The employee must be oriented well enough to the work, to the environment of the workplace, to the processes and production of the work, to equipment used in work and the proper usage of them in terms of safe usage especially before

starting a new job or task or when the tasks change but also when the new equipment or production methods are being used;

2. Guidance and training will be given to the employee in order to prevent the hazard and danger but also to prevent the danger caused from work;
3. Guidance and training will be given to the employee for adjustment-, cleaning-, maintenance-, and preparation situations in addition to the distraction and emergence situations; and
4. The guidance and training given to the employee will be fulfilled as it is needed.

Hyvinvointialmennus Studio One has its own space for gym training. There are a lot of equipment that may cause harm if not used appropriately. Therefore it is vital for the orientation for the entering employees to carefully go through the adjustments of those equipment. (Hannula, 2016)

The purpose of the orientation is that the work will be done right and with the proper techniques as well as the aim for the employee to operate correctly as something out of normal occurs, for example a maintenance situation. The level of teaching and training is dependent on the individual aspects of the employee. Unexperienced employee usually needs more teaching and guidance than an experienced worker. The employer also will have to remember that the given instructions and orders will be implemented and followed. (Paanetoja 2014, 201)

On the other hand, the Finnish Labour Safety Law and its 18th amendment (Finlex 2002, 18§) describes the liabilities of an employee. According to 18§ of the Finnish Labour Safety Law (2002), the employee will have to obey the orders and instructions given by the employer until the employer's restrictive limits of power. The employee will also have to follow the order and cleanliness, and care and caution in order to maintain a proper safety and health conditions in the work and working environment.

4 RESEARCH METHODOLOGY

4.1 Background, Goals and Tasks

The idea of the topic of this thesis originally started when as the owners of Hyvinvointivalmennus Studio One Oy, I and Roosa Hannula hired our first outside employee in early June 2016. It was hard to implement an proper orientation at the beginning since we two of us had previously done everything by ourselves. From the discussions with all the parties in the company – owners and employees – about the situation, evolved the idea of creating an orientation manual for the entering employees.

The goal of this thesis is to create and find out what is in an easy reading but clear enough orientation manual for the new employees at Hyvinvointivalmennus Studio One Oy whereas the orientation would be described as a process. In order to find out the relevant issues related to the topic, there is a literature review on the basis of the work and in order to find out the relevant, specific issues to the topic at Hyvinvointivalmennus Studio One Oy, a research was implemented to the current and old personnel of Hyvinvointivalmennus Studio One Oy.

As Dessler (2013, 270) says it is hard for new employee to work efficiently if one does not know what to do and how to do it. Individually I have always considered orientation and training as an absolute mandatory to be at excellent level in order to be productive. Unfortunately I have not received an excellent orientation never in my previous workplaces, so that is an extra motivation for me to treat the new employees as they should and create the orientation manual for them. I honestly believe that giving an proper orientation will add the value for the final customer as well.

Hyvinvointivalmennus Studio One Oy operates strongly through its core values. Therefore it is important that all the employees of the company can relate to the strong values through which they coach and train people. Also, it is beneficial to Hyvinvointivalmennus Studio One to have an proper orientation manual since the long-term goal of the company is to possible expand outside Turku to other cities. Then, it would be a lot easier to hire new people to the company as having an established platform about the beginning of work. All of the previous mentioned reasons in addition

to the fact that the field of wellness industry need, in my opinion, the professionalism is in the hearth of this research.

As I had chosen the topic from which I wanted to do the thesis from I started to review some literature related to previous research and to the topic as overall. Literature review helps in limiting the topic and specifies the research problem into research questions. Literature review also created the theoretical background for the thesis and brings up what have been studied earlier around the topic. (Hirsjärvi & Hurme 2001, 13–15.)

4.2 Ethics of research

The research will have to be implemented according to the proper ways of conduct in terms of scientific researches. Only by doing so can the research to be ethically approved. The the proper way of conduct in scientific field includes honestly, cautiousness and accuracy as an way of conduct, getting the mandatory permissions, ethically sustainable ways of getting information and research methods in addition to the respect of scientist´s work (Varantola et al. 2012, 6). In this research the ethical rules are followed.

4.3 Methods of Research

The research methods should support the goals and purposes of the research. The tasks of research dictate what kind of research methods are being used, what kind of background information will be collected and with what kind of methods. (Hirsjärvi & Hurme 2001, 15– 16.) In the choice of what kind of research methods will be used is good to focus on what kind of method will bring answers to the research questions and with what can the choice to be argued on. The choice of the research method is also affected by the fact that what kind of information is searched and from whom it is searched from. (Hirsjärvi et. al. 2007, 120-179.)

Qualitative and quantitative research methods are the approaches of research which are hard to separate in practice. These approaches are to be seem more complimentary to each other than competing with each other. (Hirsjärvi et. al. 2007, 132.)

As I had clarified the goal and the purpose of the research I made myself familiar with the specific aspects of the research methods through literature review.

The research conducted was aimed for a relative small group of people so it was clever to make it as a qualitative one. The basis for the qualitative research is considered that it will reflect and describe real life and the understanding of the overall aspects on the targeted topic researched. The purpose is to bring up unexpected issues and therefore testing a theory or creating hypothesis is not supporting the aims. (Hirsjärvi et. al. 2007,157-176.) Limiting is really important in the qualitative research and all that occur in the research cannot be brought up (Kiviniemi 2001, 71).

In the qualitative research the methods in which the respondents' opinions will be appreciated the most, is recommended and supported. (Hirsjärvi et. al. 2007, 176). I chose to use an structured questionnaire as an research method. In structured questionnaire there is a defined schedule of questions (Saunders et.al. 2016, 440). I did not want to hidden the opinions of the respondents in any way in my research, and using a structured questionnaire was the best practise taking into consideration the nature of the research.

According to Jacobsen (2007, 191-193) it is important to bear in mind when creating the questionnaire that those questions should be as simple as possible. Also it is important to think what terms to use since the same term might get different meaning depending on the person answering. He also reminds that people might have forgotten the events from the past and therefore the closer timeframe should be concentrated on. The questions created in this research are designed to be as simple and clear as possible. That is, because the aim for the questions is that those are easy to answer and not being too complicated or time demanding kind. The orientation has been taken place in different times starting from June 2016 until October 2016 (Hannula, 2016).

Questionnaires tend to be used for the researches which are explanatory or descriptive. Descriptive research enables to identify and describe the variability in different phenomena. The design of the questionnaire will differ according to the methods of how it is delivered, returned or collected and also to the amount of respondents. The questionnaires to which the respondent self-completes are usually referred to as surveys. Such questionnaires may to be distributed to the respondents through internet, called as internet questionnaires. (Saunders et.al. 2016, 439-440)

Jacobsen (2007, 197-199) continues that it would be good to test the questionnaire in order to notice the possible errors and to avoid answers that are not valid for usage in the research. Taking into consideration the timeframe that I conducted the research and

the nature of the sample of the research, I did not test the questionnaire before sending it to the participants.

The questionnaire must always to be delivered to the participants together with the cover letter. The purpose of the cover letter is to give information about the research and to assure the confidentiality about the privacy of the questionnaire. The goal of the cover letter is also to inspire the receiver to participate in the research and to create a feeling that their answers are important (Jacobsen 2007, 205-206). In this research is also a cover letter included which is placed in Appendix 1.

As the questionnaire is ready the next thing is to think about how to collect the answers. There are traditionally four different methods to collect the data which are; sending the questionnaire by post or by other methods through internet, conduct the questionnaire by phone or to conduct an personal interview. The method chosen is affected by the costs, speed, answering percentage, participants, the complexity of the questionnaire and the anonymity perceived by the participants. (Jacobsen 2007, 199-204)

The research of this work will be implemented in a way that for the current and old employees it will be a separate questionnaire and for the second owner (employer) it will be a separate questionnaire planned. In that way it is possible to get the opinions of both side of the table – the employees and the employer.

In research projects which use primary data, also a document secondary data is often used. Document secondary data can be defined as data that, unlike spoken word, endure physically as evidence, allowing the data to be moved across both time and space and then to be re-analysed for a purpose different that for which it was originally collected (Lee 2012; Source: Saunders et.al. 2016, 319). In addition to the research conducted as an internet based e-mail questionnaire and theoretical background presented in this thesis, I will use the already existing material from Hyvinvointivalmennus Studio One Oy's team meetings and job description forms in order to create the first version of the orientation manual of orientation in Hyvinvointivalmennus Studio One Oy.

I conducted the research by internet due to nature of the research, costs, timescale and easiness. As I know all the respondents individually it was easy for me to get them to answer to the questionnaire. Using e-mail as an internet questionnaire base was the fastest way for me to get the data and due to the time constraint it was the only possible

way to conduct a proper research. In order for me to get the whole work done by the deadline I needed to use the internet based e-mail questionnaire.

The questionnaire is written in Finnish due to the fact that Hyvinvointivalmennus Studio One's official language is Finnish. The timescale of the research was the following: I sent the questionnaire by e-mail together with the cover letter to the participants in 06.11.2016 and I gave 2 days to answer and return it back to me by e-mail. In 09.11.2016 I could start to work on the data received through the questionnaire. Using e-mail both ways was the easiest, fastest and the cheapest way to conduct the sending of the questionnaire.

Total of 5 people responded to the questionnaire out of 5 persons of whom I sent the questionnaire.

4.4 Research Questions

The main purpose of the research and this work as a whole was to find out the answers to the following research questions:

- Why a proper orientation programme is important, and why is it especially important to a young growing company such as Hyvinvointivalmennus Studio One Oy?
- What are the fundamental issues that should be covered when starting as a new employee in Hyvinvointivalmennus Studio One in their own eyes?
- What is the suitable process for telling the fundamental issues related to the actual job in Hyvinvointivalmennus Studio One?

4.5 Data analysis

The method of analysing selected does not follow any mechanically pre-considered rule. Normally the data will be analysed after the data has been collected and organized. The method of analyse will be selected in a way that it will bring answer to the research problem in a best possible way. The methods of analysis can be categorised roughly in to two different methods. In the first method which tries to explain issues is normally used statistical analysis and conclusions. In the second method, the qualitative analysis and

conclusions are normally used, which tries to understand issues. In reality, these two different approaches of analysis goes together hand in hand in the researches (Hirsjärvi et.al. 2005, 211-213). In the analysis of this research the qualitative and understandable approach is used in most of the time.

The data was analysed in a way that similarities in the respondents answers was searched in order to make conclusions. Also the secondary data was used in order to find similarities in order to understand and make conclusions on the different topics handled.

5 CREATING THE FIRST ORIENTATION MANUAL FOR HYVINVOINTIVALMENNUS STUDIO ONE OY

In addition to the research conducted as an e-mail questionnaire and the theory base seen in the previous chapters, I used the already existing material from Hyvinvointivalmennus Studio One Oy's team meetings and job description forms in order to create the orientation manual and the process of which to use in future orientations. Those already existing material is called as secondary data (Lee 2012; Source: Saunders et.al. 2016, 319). By the research implemented for the employees I was able to get an view from the staff of Hyvinvointivalmennus Studio One Oy, and that kind of data is called as primary data, as I collected the data specifically for the purposes of this research (Saunders & Lewis 2012, 84).

Next, I will introduce my finding from the research conducted to the employees and employer of Hyvinvointivalmennus Studio One Oy, and the secondary data collected. I will introduce the findings in the following sequence: important issues seen related to the orientation, time issues related to orientation, the importance of values seen in the orientation in Hyvinvointivalmennus Studio One Oy, and suggestions for improvements to the already existing ways to orientation which have been used in the company.

5.1 Important things in orientation

Hyvinvointivalmennus Studio One's daily operations are reflected through its strong company values. That gives an unified and clear message to the customers what the company does and how, and it is also a strong message to new employees of how to work in the company. (Hyvinvointivalmennus Studio One Oy, 2016)

In the research conducted to the employees, when asked what are in their own eyes the most important things to cover in the orientation, many of the respondents highlighted the fact that in the orientation stage the company values should be explained and covered (75%). Also the covering of the tasks of the individuals are seen as a common issue expected during the orientation. The result is in line with the theoretical framework presented in the chapter 3.

In addition to the fact that most of the respondents appreciate that the values and individual tasks are covered, the following qualities in orientation are expected the most: ways of operating within the company, introducing and teaching the company services, the company vision and ground rules. Issues which are seen important for at least one of the respondents were as following: introducing the company staff as a whole, explaining the history of the company, naming the most important cooperative stakeholders of the company, explaining the marketing channels of the company that are used at the moment, the detailed issues related to the working within the company such as the usage of security equipment and printer, and evacuation plan as well as the emergency planning.

In the questionnaire pointed to the employer the first issue that was mentioned in the answers was that in orientation, the most important issue to cover are the values of the company, the operational models of the company, the vision of the company and the company goals. After mentioning the aforementioned issues the following aspects are seen important to cover in the orientation as an employer: to cover the services provided and the prices of them, issues related to the space usage, team rules, individual tasks and goals together with the demands of an employer, responsibilities and liabilities of an employee in addition to personnel advantages and earning policies.

In the already existing materials of Hyvinvointivalmennus Studio One Oy used in the recruitment questionnaire and team meetings the following aspects were covered as hiring and orientating people to the company: values and vision of the company must go along with the people recruited, the professionalism must be seen in all the action taken by the staff of the company within the work, the earning percentage must be considered fair for both to the employer and for the employee selected, the history of the company and its organizational structure and ownership is openly discussed about. In the already existing materials of Hyvinvointivalmennus Studio One Oy there is also a wide coverage of ground rules within the staff of the company, history of the company and the responsibilities of the employees. The aforementioned aspects will be attached to the orientation manual (seen in Appendix 4).

According to Lecklin, (2004, 243) new employee always affect to the quality and nature of the company operations. Orientation is a favour to the new employee to the maintenance of quality within the organization and to the company image (Viitala 2004, 259). Therefore it is vital also in Hyvinvointivalmennus Studio One Oy to keep up the level of professionalism in the daily operations. According to the research conducted the

values of the company are seeing as a major influence of how the quality of operations may be kept as an excellent level in current and in future operations.

5.2 Time issues related to orientation

Orientation itself can be described as a process. Orientation is supporting the entering employee until one is confident enough to take responsibility of one's own work. It is about getting familiar with the new organization and to new tasks. (Viitala 2004, 259-264)

In the research conducted to the employees of Hyvinvointivalmennus Studio One Oy and specifically the question about the time of orientation, the variety of answers was present. Despite that, the time that the employees see the orientation necessary can be concluded to 1-2 months as an average. In terms of fully getting to know the ways of working including the detailed information was individually varying due to the following reasons: the service packages offered to customers changed during the orientation period which caused confusion, the smallest details about work require time to be solved, the amount of hours physically present, and the practicalities related to accounting and invoicing.

In the questionnaire pointed to the employer it was stated by the employer that the orientation period should last from two weeks up to about one month. It was continued by the employer that it does not mean that the person giving the orientation would completely to be separated of his tasks but it would go along with the other responsibilities of him. In addition, it was stated by the employer that after the given orientation period the orientation will continue as a learning process along with the upcoming tasks since in the given kind of work the learning is a continuing and endless process.

In the already used material of Hyvinvointivalmennus Studio One Oy in the team meeting memos and recruitment materials there was no clear evidence of how long should the orientation period last in terms of time. That is because I believe that the time of orientation is always dependent on the individual employee and learning is a process, not an destination. To conclude of how long the orientation period should last, according to the research conducted there are no specific timeframe for that. As Viitala (2004) describes the orientation is a continuing process.

5.3 The importance of values in the orientation

In the research questionnaire conducted to the employees it can be concluded about the introduction of values that in Hyvinvointivalmennus Studio One Oy those values are clearly introduced to the employees already. It was stated by the respondents that the values were discussed already during the first discussions in the recruitment stage so it was easy to realize what the owners of the company expect and what do they want an employee to present. Also, it was mentioned by one respondent that both the physical and visual image of the company goes together with the values present. Two out of four respondents also highlighted that those values are seen in everyday work of the company staff. One respondent stated that the introduction of the company values were present strongly in the beginning of his work and he does not see a reason to highlight those more than it is already done.

In the questionnaire pointed to the employer and the question about the importance of values in the orientation, it was obvious for the employer that the values must be covered in the orientation. The employer continued that she considers it really important that all the workers share the agreed values and principals and she sees important since in her opinion, it affects to the reliability of the company in addition to the brand value of it, but also to the customer experience.

In the team meeting memos and recruitment materials of Hyvinvointivalmennus Studio One Oy the values of the company are highlighted strongly. In the interview form of the company there are the values stated and when introducing the company's ownership and history, the values are clearly covered as well. In the team meeting memos the values are brought up also. Those values are not covered in all the team meetings but it was clear that when an new employee were introduced to the whole staff, the core company values were discussed in action.

To draw up an conclusion we can see based on the research conducted that in Hyvinvointivalmennus Studio One, the values are present already at a good level. That is also respected by both the employees and the employer.

5.4 Suggestions for improvement to current orientation methods

The ultimate purpose of orientation and training is to make sure that your employees do know what to do and how to do it. Usually the orientation of new employees include a lot more than most people realize. Employee orientation provides the new employees the information they need to operate and function such as computer passwords and company rules. An ideal situation would be that the orientation would also make the people getting emotionally attached to the company. (Dessler 2013, 270)

In the research conducted to the employees and when asked if they were welcomed to the company well or if they see ways to improve the orientation, the answers were seen as follow: all the employees felt that they were warmly welcomed to the company in the first place. In addition, what was mentioned from at least one respondents were that the small details and the offering of the company as a whole should be more closely to be covered, more support to the overall handling of the customer relationship and mental support are needed sometimes, and if new employees are coming in fast pace to the company it would be an good idea to organize an unofficial evening for getting to know each other. What was also mentioned was that it was easy to approach the owners of the company since it was possible to participate in the team meetings or people were familiar from the past.

In the questionnaire pointed to the employer about the specific details related to the importance of orientation to Hyvinvointivalmennus Studio One Oy, the employer was asked why is it important to get an proper orientation to the company. The answer included the fact that the orientation is important because it makes it possible for the employee to get familiar with the tasks appointed in the most efficient and fastest way. Also, the orientation is seen important in the mind of an employer since it welcomes the employee to the company and creates the feeling of knowing what to do. Avoiding misunderstandings is also seen an goal of orientation in addition to the believe that doing an proper orientation is financially more productive than an improper one. That goes well together with the theoretical information provided in the chapter 3 as according to Lecklin (2004), the staff of the company is the most important player when speaking about quality of company operations.

5.5 A supportive tool for orientation in Hyvinvointivalmennus Studio One Oy – an orientation manual

Based on the research conducted and the theory base presented in the previous chapters I was able to create an orientation manual as a supportive tool for the orientation on the new employees in Hyvinvointivalmennus Studio One Oy with the processes described. The first version of the supportive tool of orientation manual presented is based on the findings of the research together with the already existing materials of Hyvinvointivalmennus Studio One Oy, and the theory base described in the previous chapters. The orientation manual can be seen in the Appendix 4.

6 CONCLUSION

6.1 Research findings

The objective of this thesis was to study the orientation process of Hyvinvointivalmennus Studio One Oy's new employees and to make improvements to it, allowing the company to grow in the future according to the company's long-term goals.

The first research question was aimed to reveal why a proper orientation programme is important for an organization, and why is it especially important to a young growing company such as Hyvinvointivalmennus Studio One Oy. According to the theory base provided and the research implemented it is clear that without an proper orientation and welcome of new employees to the organization it is not possible to operate and work effectively. It is especially important for a young company such as Hyvinvointivalmennus Studio One Oy since there are not an clear operational plan, and the founders of the company have previously done everything by themselves. It was also clear that both of the owners of the company agreed to the fact that creating an orientation manual and investing resources to orientation will contribute as better quality of operations.

The second and third research questions aimed to reveal what are the fundamental issues that should be covered when starting as a new employee in Hyvinvointivalmennus Studio One in their own eyes, and what is the suitable process for telling the fundamental issues related to the actual job in Hyvinvointivalmennus Studio One. The most important results of the conducted research includes the fact that values of the company are seen as a major aspect that should be covered in the orientation phase of an entering employee. The conducted research did not give a specific timeframe for the orientation but moreover - detailed information comes through time – and the orientation should be considered as a process. In addition to the importance of values of an company, new people always affect to the quality of the company as a whole and therefore those people should be appreciated. As stated earlier, orientation is a process and learning cannot stop.

The conducted research revealed that the values are already present in Hyvinvointivalmennus Studio One's daily business, which are appreciated by the employees. The detailed information that is vital for operating effectively and so called small details and the offering of the company as a whole should be more closely to be

covered, more support to the overall handling of the customer relationship and mental support are needed sometimes, and if new employees are coming in fast pace to the company it would be an good idea to organize an unofficial evening for getting to know each other. What was also mentioned was that it was easy to approach the owners of the company since it was possible to participate in the team meetings or people were familiar from the past.

Employee orientation provides the new employees the information they need to operate and function such as computer passwords and company rules. An ideal situation would be that the orientation would also make the people getting emotionally attached to the company. (Dessler 2013, 270)

What is an encouraging finding of the research is that the aspect of which should be invested more in the orientation of new employees in Hyvinvointivalmennus Studio One, does not need monetary investments but moreover, those are the mental and time issues.

6.2 Validity of the research

In my opinion this thesis was able to achieve the goals and tasks that was targeted on it. It clarified to the reader how and why entrepreneurship is born, what is organizational culture within the organization, what are the main issues to be considered in the orientation phase of entering employee and most of all, how will Hyvinvointivalmennus Studio One Oy use the first created orientation manual as a toll for its long-term goal achievement process.

In this work I was able to answer to the research questions decided. In the theoretical part I brought up the most influential aspects which are attached to entrepreneurship and organizational performance keeping in mind that as Hyvinvointivalmennus Studio One Oy is a relatively young company, there are some special opportunities but also some challenges related to it.

The results from the research part of this thesis supported the theory base. As I used the theory base as an foundation to this work, I was able to get an more wider insight to what should be taken into consideration in the orientation at Hyvinvointivalmennus Studio One Oy in the future. In my opinion this will positively affect to the value of services provided

by Hyvinvointivalmennus Studio One which I see as one of the keys points in the future success.

The approach taken to orientation through entrepreneurship, organizational culture and human resource management was justified because Hyvinvointivalmennus Studio One Oy is a young company without a long history that there is in old companies. In Hyvinvointivalmennus Studio One the employees just like all the customers are seen as individual and therefore those should be treated as individuals. Therefore the results from the research were really valuable each one of them. Also I think that in the modern, ever changing working environment there should be focused on the individuals instead of large populations treated as same in organizations. Therefore, the orientation manual created through this work and presented in the Appendix 4, gives room for the individual approach.

I faced a lot of challenges working on this work since I am a second owner of Hyvinvointivalmennus Studio One Oy. That created an individual challenge for me for not to affect to the research results by myself but in my opinion, I succeeded to keep my personal opinions away from the work. What I consider one of the major reasons for successfully implementing the research and creating this work as a whole was the strong personal motivation for me to improve the service quality of Hyvinvointivalmennus Studio One, and to make sure that the employees are appreciated as they should. There are no company that is successful without an motivated and dedicated employees and as an co-founder and second owner of Hyvinvointivalmennus Studio One Oy, I want to make sure that employees are listened and appreciated. I have not received an proper orientation in any previous companies I have worked on which is also influencing the strong motivation for me to create an quality orientation manual for Hyvinvointivalmennus Studio One Oy.

As I evaluate this work as a whole I believe that I could have made a better questionnaire for the employees and to the employer. I faced a major challenges in terms of time and therefore I ended up in the compromise solution. Saying that I still believe that from the research as a whole I got enough reliable and valuable data in order to make conclusions and find similarities in the received data. I believe that this work will definitely be an beneficial part for Hyvinvointivalmennus Studio One Oy in its attempt to be the most trusted and professional operator within the wellness industry in Finland. The orientation manual created due to this work will act as an first version, and it will definitely to be improved as the company grows in the future.

As we speak about the validity of research there are basically two different measurements taken into consideration which are the reliability and validity of the research. The reliability of research basically means that how would the research results be able to be repeated or in another words, how will the implemented research give non-random results. Validity of the research basically means how was the specific type of research implemented supportive to give results of which was wanted from that specific research. In addition to the reliability and validity of the research there are more ways to evaluate and measure the assurance of the research. What is important is the fact that there are some methods used to evaluate the assurance of the research. (Hirsjärvi ym. 2005, 215-216.)

6.3 Recommendations for further research

Due to the length of a Bachelor's thesis in business field, this work was able to cover only a part of the aspects that can be related to orientation of new employees to an organization. Also, it would be beneficial to conduct a more detailed research in different industries since in wellness industry and the operations of Hyvinvointivalmennus Studio One Oy, it is not valid in all the industries.

Taking into consideration that the working environment of the modern workers are in constant change, I believe that the subject of orientation should be researched more. In this work I brought up aspects of which relates to orientation in young companies and in the boom of start-ups in the modern business world, it would be beneficial to avoid the mistakes of new employees such as not being able to implement the core values of a company. Those can be prevented through proper orientation.

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Appendix 1: Cover letter for the questionnaire

Cover letter - Saatekirje

Hei,

Olen tekemässä opinnäytetyötäni kansainvälisen liiketalouden koulutusohjelmassa Turun Ammattikorkeakoulussa aiheesta perehdytys yrityksessä. Tarkemmin sanoen opinnäytetyöni aiheeksi muotoutui perehdytysoppaan teko Hyvinvointivalmennus Studio One Oy:lle.

Vastaathan alla olevaan kyselyyn, niin voit vaikuttaa siihen, kuinka perehdytys tullaan jatkossa hoitamaan Hyvinvointivalmennus Studio Onessa. Vastaaminen kyselyyn vie noin 5-15 minuuttia. Tutkimus on täysin luottamuksellinen eikä sen tuottamaa tietoa käytetä muuhun tarkoitukseen kuin perehdytysoppaan tekoon Hyvinvointivalmennus Studio Onessa. Vastaathan kyselyyn tiistaihin 8.11.2016 mennessä.

Mikäli Sinulla ilmenee jotain kysyttävää tutkimukseen tai opinnäytetyöhöni liittyen, minut tavoittaa sähköpostilla osoitteesta mikko.aikas@edu.turkuamk.fi. Tulen myös esittelemään työtäni teille sen valmistuttua.

Kiitos arvokkaista mielipiteistäsi!

Terveisin,

Mikko Äikäs

Appendix 2: Questionnaire for employees

THIS IS FOR THE EMPLOYEES

Nimi:

Kysely työntekijöille

Titteli Hyvinvointivalmennus Studio One:ssa:

Ikä:

Sukupuoli:

- 1. Nimeä Sinulle henkilökohtaisesti tärkeimmät asiat, jotka tulisi käsitellä perehdytyksessä Hyvinvointivalmennus Studio One:een.**

- 2. Kuinka kauan Sinulla kesti päästä täysin sinuiksi työskentelytapoihin Hyvinvointivalmennus Studio One:ssa?**

- 3. Koitko perehdytysvaiheessa, että Hyvinvointivalmennus Studio Onen arvot ja kulttuuri tulivat sinulle tutuiksi? Tulisiko siihen kiinnittää enemmän erityishuomiota perehdytysvaiheessa, tai käsitellä eri tavoilla?**

- 4. Näetkö tapoja, joilla olisit kokenut tullessi enemmän tai paremmin tervetulleeksi Hyvinvointivalmennus Studio One:een?**

Kiitos vastauksistasi! Käsittelen kaikki vastaukset luottamuksella.

Appendix 3: Questionnaire for employer

THIS IS FOR THE EMPLOYER

Nimi:

Kysely työnantajalle

Titteli Hyvinvointivalmennus Studio One:ssa:

Ikä:

Sukupuoli:

1. Nimeä Sinulle henkilökohtaisesti tärkeimmät asiat, jotka tulisi käsitellä perehdytyksessä Hyvinvointivalmennus Studio One:een.
2. Kuinka kauan Sinun mielestäsi perehdytykseen saa mennä aikaa Hyvinvointivalmennus Studio One:ssa?
3. Koetko, että Hyvinvointivalmennus Studio Onen arvot ja kulttuuri ovat tärkeitä tulla ilmi perehdytyksessä? Jos koet, niin miksi?
4. Miksi sinun mielestäsi työntekijöiden olisi tärkeää saada kattava perehdytys Hyvinvointivalmennus Studio One:ssa?

Kiitos vastauksistasi! Käsittelen kaikki vastaukset luottamuksella.

Appendix 4. Orientation manual for Hyvinvointivalmennus Studio One Oy.



HYVINVOINTIVALMENNUS STUDIO ONE OY

Perehdytysopas





SISÄLLYSLUETTELO

Perehdyttävän taustatiedot	2
Yrityksen perustiedot	3
Yrityksen visio.....	4
Yrityksen arvot.....	4
Työntekijän vastuut ja velvollisuudet.....	6
Pelisäännöt.....	6
Yksityiskohdat perehdytyksessä	8



TERVETULOA STUDIO ONEN TIIMIIN! 😊



2



PEREHDYTETTÄVÄN TAUSTATIEDOT

Nimi:

Työtehtävä:

Päivämäärä:

YRITYKSEN PERUSTIEDOT

Hyvinvointivalmennus Studio One on innovatiivinen ja kokonaisvaltainen hyvinvointivalmennuspalveluita tarjoava yritys. Tarjoamme palveluita sekä yksityisille, että yrityksille. Tarjontaamme yksityispuolella kuuluvat henkilökohtainen valmennus (personal training ja ravintovalmennus) yksin, parina tai pienryhmässä sekä hieronta. Yrityspuolen tarjontaan kuuluvat valmennus, testaukset, luennot ja tyky-päivät.

Yritys on perustettu lokakuussa 2015. Ovet avattu asiakkaille virallisesti tammikuussa 2016. Yrityksen omistajat ovat Roosa Hannula (50%) ja Mikko Äikäs (50%). Mikko toimii yrityksessä toimitusjohtajana ja Roosa luovana johtajana sekä hallituksen puheenjohtajana. Mikko vastaa yrityksen taloushallinnosta sekä sidosryhmäsuhteista. Roosa vastaa yrityksen markkinoinnista ja viestinnästä. Mikko on liikunta- ja hierontatiimin johtaja ja samalla lähin esimies ja vastaa ensisijaisesti henkilöstön sopimus- ja työsuhteasioista. Roosa on ravitsemustiimin johtaja ja samalla lähin esimies ja vastaa ensisijaisesti henkilöstön kehittämisestä ja työhyvinvoinnista. Hyvinvointivalmennus Studio One työllistää viisi henkilöä (marraskuu 2016).



YRITYKSEN VISIO

Visiomme on olla Suomen käytännönläheisin ja asiakastyytyväisin hyvinvointivalmennusyritys, jota eivät ohjaa ohipyhällävät trendit, vaan sen omat vahvat arvot. Tavoitteenamme on, että aito välittämistemme myös näkyy. Haluamme inspiroida asiakkaitamme ja tuottaa heille energisempää ja nautinnollisempaa arkea todistetusti toimivin valmennusperiaattein ja ennen kaikkea pysyvin tuloksin.

YRITYKSEN ARVOT

Yrityksen arvot ovat suuntaviivoja, joiden mukaan kaikki toiminta tapahtuu yrityksessä, ja joiden avulla yrityksemme visio saadaan toteutettua. Hyvinvointivalmennus Studio One:ssa työntekijä on halukas noudattamaan yrityksen arvoja, jotka ovat seuraavat:

1.KÄYTÄNNÖNLÄHEISYYS.

Jokaisen valmennuksemme lähtökohtana on ihmisen henkilökohtainen arki. Emme koskaan aseta omia tavoitteitamme tai mieltymyksiämme asiakkaiden edelle. Kuuntelemme asiakasta ja pyrimme hänen ehdoillaan mahdollisimman hyvään ja ennen kaikkea pysyvään lopputulokseen. Asetamme yhdessä tavoitteen ja luomme sen toteuttamiseksi keinot, joita asiakkaan on mahdollista toteuttaa.

2.YKSILOLLISYYS.

Otamme jokaisen asiakkaan kohdalla huomioon hänen yksilölliset tarpeensa ja tavoitteensa. Kukaan meistä ei ole toinen toisensa kopio, niinpä eivät ole meidän suunnitelmammekaan. Pyrimme kaikessa toiminnassamme säilyttämään henkilökohtaisen yhteyden asiakkaisiimme.



3.POSITIIVISUUS.

Pyrimme muutoksiin aina positiivisuuden kautta. Emme vie asiakkailta heille oikeasti tärkeitä asioita. Päinvastoin, tuomme rinnalle uusia vaihtoehtoja ja mahdollisuuksia. Tuemme asiakkaitamme positiivisuuden kautta. Myös epäonnistumiset ovat uusia mahdollisuuksia.

4.KORKEA MORAALI.

Kannamme vastuun kaikesta toiminnastamme. Toimintamme perustuu tutkittuun tieteseen, emmekä missään tilanteessa anna asiakkaalle ohjeita, jotka voisivat vahingoittaa hänen terveyttään. Kaikessa toiminnassamme pyrimme ennen kaikkea pysyviin muutoksiin, olivat ne sitten suuria tai pieniä.

5.HELPOSTILÄHESTYTTÄVYYS.

Me, kuten kukaan muukaan, emme ole täydellisiä, emmekä myöskään kuvittele olevamme sellaisia. Hyväksymme myös asiakkaamme sellaisina kuin he ovat, emmekä tuomitse ketään. Harjoitusstudiomme on luotu siten, että kynnyks tulla paikan päälle on mahdollisimman matala. Tiloissamme voit harjoitella rauhassa, suojassa muiden katseilta.

6.AMMATTIMAIJUUS.

Toimintamme perustuu tutkittuun näyttöön. Koulutamme itseämme jatkuvasti pysyäksemme ajan tasalla. Emme anna ohjeita, jotka olemme itse kokeneet hyviksi, vaan ohjeita, jotka on tutkittu toimivan valtaväestöllä. Ammattitaitoamme on tuoda nämä suositukset yksilötasolle. Se, mikä toimii meillä, ei tarkoita, että se toimisi myös muilla. Emme myöskään missään olosuhteissa ylitä oman ammattitaitomme rajaa. Mikäli koemme, että oma osaamisemme loppuu, osaamme ohjata asiakkaan eteenpäin.



TYÖNTEKIJÄN VASTUUT JA VELVOLLISUUDET

Työntekijä sitoutuu tekemään työtä Hyvinvointivalmennus Studio One:n arvojen ja vision mukaisesti. Työntekijä sitoutuu noudattamaan yhteisesti sovittuja pelisääntöjä. Työntekijä vastaa itse asiakassuhteidensa mahdollisista jatkuvuuksista. Omalla toiminnallaan työntekijällä on mahdollisuus parantaa omaa asiakashankintaansa ja tähän hänen tuleekin kaikella toiminnallaan pyrkiä. Työntekijä voi omilla asiakashankintaan tähtäävillä toimenpiteillään kasvattaa omia ansioitaan. Työntekijä vastaa itse toiminimeen liittyvistä lakisääteisistä velvoitteistaan ja laskuttaa Hyvinvointivalmennus Studio Onea sovittujen tulo-osuuksien mukaisesti.

PELISÄÄNNÖT

Yhteisesti sovitut pelisäännöt/tiimin sisäiset arvot ovat:

1.KANNUSTAMINEN.

Kannustetaan, tuetaan ja tsemptataan muita tiimiläisiä.

2.POSITIIVISUUS.

Pidetään yllä positiivista ilmapiiriä. Oma positiivisuus tarttuu muihinkin tiimiläisiin, näkyy parempina tuloksina ja huokuu ulospäin myös asiakkaille.

3.RENTO ILMAPIIRI.

Rentoa ilmapiiriä ylläpitämällä voidaan parhaiten taata kaikille yrittäjämäinen toiminnanvapaus ja viihtyisä työpaikka, jonne on aina kiva tulla.

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4.AVOIMUUS.

Ollaan avoimia, puhutaan asioista ja annetaan erityisesti positiivista palautetta muille tiimiläisille, mutta tarvittaessa myös kehittävää palautetta pitää uskaltaa antaa. On kaikkien etu, että annetaan jokaiselle mahdollisuus oppia ja kehittyä.

5.PROAKTIIVISUUS.

Ollaan aktiivisia, tarjotaan apua muille, mikäli itsellä ei ole mitään tehtävää, kysytään, kun ilmenee jotain, mitä ei itse osata ratkaista. Pyritään aktiivisesti hankkimaan uusia asiakkaita ja näkyvyyttä.

6.YRITTÄJÄHENKISYYS.

Jokainen meistä myy omia palveluitaan, joten yrittäjähenkistä asennetta tarvitaan! Pitää olla rohkea, aktiivinen ja luova. On ymmärrettävä, ettei kaikkea saa tarjottimella valmiina nenän eteen, vaan töitä on tehtävä.

7.REILU TIIMIHENKI.

Ollaan reiluja muita tiimiläisiä kohtaan. Ymmärretään, ettei toisen etu/onnistuminen ole itseltä pois. Ymmärretään myös, että jokaisella on omat vahvuutensa, joten on kaikkien etu, että asiakas ohjautuu itselleen parhaiten sopivalle valmentajalle.

8.KUNNIOITUS TOISIA KOHTAAN.

Kunnioitetaan muita tiimiläisiä ja heidän osaamistaan. Jokaisella on omat vahvuutensa, vastuu- ja erikoisosaamisalueensa ja jokainen varmasti tekee parhaansa yhteisen menestyksen eteen. Toimivan tiimin edellytys on, että nämä ymmärretään ja niitä osataan kunnioittaa.



YKSITYISKOHDAT PEREHDYTYKSESSÄ

Koska kaikki työntekijät ovat yksilöitä, käydään yksityiskohdat työhön liittyen kaikkien kanssa henkilökohtaisesti suunnitellun kalenterin mukaisesti läpi. Asioita, jotka tullaan käymään läpi ovat:

Läpikäytävä asia	Tehty (päivämäärä)	Huomioitavaa
Työsopimuksen allekirjoittaminen		
Kuvien ottaminen ja profiilin luonti nettisivuille		
Laskutus- ja ansaintamallien läpikäynti		
Yrityksen muuhun henkilöstöön tutustuminen		
Avaimet, hälytínjärjestelmät ja kulku tiloihin		
Toiminta hätätilanteessa		
Valmennuspakettien sisältöihin tutustuminen		
Henkilökohtainen tavoitteenasettelu - palaveri		
Valmennusprosessien läpikäynti		



Valmennusmateriaaleihin tutustuminen		
Tulostin- ja asiakirjakokonaisuuden läpikäynti ja testaus		
Markkinointikokonaisuuden läpikäynti		
Yhteistyötahojen läpikäynti		



MUISTA, ETTÄ MIKÄLI SINULLE
TULEE MITÄ TAHANSA
KYSYTTÄVÄÄ, VOIT AINA
KYSYÄ! 😊



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