

Alice Wambui Muthoni

Making the Picking Unit a Better Place to Work

Action Plan to Build Trust with Management

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This thesis explores how to build trust with management in the Picking Unit of the case company. The Picking unit has recorded underperformance for over a year in the weekly productivity data, increased absenteeism/sick leaves, and significantly lower employee satisfaction levels. This also became visible in the low scores of 'The Great Place to Work' survey, especially regarding management Credibility, Respect, and Fairness at work. Presently, pickers in the Picking unit are dissatisfied with their work, which in turn affects their performance and presence at work, as well as generally atmosphere in the Picking unit. This current situation created a business challenge for this study.

This thesis starts by defining the objective and outcome for the study. The next step is to explore existing knowledge regarding the concept of a Great Place to Work that is used as a measurement tool and the basis for the study. It is done to gain more knowledge as for how to approach the employee perspective to satisfaction at work. Equipped with this knowledge, the study revised the results of 'The Great Place to Work' survey by conducting a series of in-depth interviews with the pickers. As a result, the study identifies the problems with Trust to the management in the Picking unit. After that, the study explored the literature for the second time, now focusing on how organizations can establish a high level of trust, with paying special attention to best practice from the industry.

After the key challenges are identified from the data analysis, and best practice identified how to tackle these problems, the study develops an Action plan how to address these challenges in the Picking unit of the case company. Practical steps are suggested how to make the Picking unit a better place to work, approached from the perspective of building trust.

An Action plan to build trust with management proposes how the management can build Trust by using best practice and addressing the three main directions for efforts: Credibility, Respect and Fairness at work. The study also demonstrates that in order to have a better place to work, Trust absolutely needs to be present as the driving force for any positive change. In this study, building trust is demonstrated from both, the employee and the management perspective, but the study strives to open up the picture as it appears from the employees' eyes. These perceptions are important, since it is the management side that has more chance to act and initiate change, as they are responsible in the work place. Therefore, it was important to equip the management with the knowledge of this perspective and suggest possible actions how to tackle it in the Picking unit of the case company. This study aimed to help the management to see what is important to the employees when building trust with the management, so that to make the Picking unit a better place to work.

Keywords	Building Trust, Great Place to Work, Warehouse, Picking Unit
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Preface

I take this opportunity to thank My God who has given me wisdom to write this thesis, without that wisdom I would have never had the chance to be part of something beautiful as this. In the summer 2016, when I received the acceptance letter of the Logistics Master's degree I was over the moon with happiness. Then I knew that I had to find a thesis topic so I actively searched for a topic, and I managed to talk with my supervisor at work into this story and was given a green light to observe in the Picking unit and find the angle that interests me. Although I had all the tools and information I needed to write my thesis, I want to thank my Instructor Zinaida Grabovskaia for her outstanding work with providing help and advice when I was able to come up with the objective for the study.

With the interesting journey it has been, I am grateful for this opportunity to do the thesis and proud of what I achieved during this time, and also a little surprised and shocked at my own self that I finally did it, despite the many challenges that I faced. I would like to sincerely thank my supervisors at the case company for this opportunity and their support. I sincerely wish them to achieve their goal purposes and make the Picking unit a better place to work. I would also like to thank all the pickers that participated in my interview and sincerely shared their views and impressions. Again, I give my massive thanks to my instructor Zinaida Grabovskaia, who provided support and guidance during this whole journey. Without the help from all of you, this thesis would still be just another good idea, or an unorganised pile of notes on my kitchen dinning table.

This thesis was made during long hours, weekends and holidays, and I want to thank my fiancé Ilpo for always encouraging me and believing in me, and for understanding while I sunk my face into my laptop. Thank you for your encouraging words and supporting me when the doubts hit me! I also want to thank my family and friends who supported me and thus made my thesis work easier. God bless you all.

Alice Muthoni

8 May 2017

Espoo

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1 Introduction

Working environment is important in any type of business, and in all departments of the firm. It is therefore important to make sure that work environment is working for the company, not against it. Firms that have success in their operations take care of their employees by making sure that the working environment is positive, encouraging, and safe, psychologically and mentally. Many studies now show that work environment influences the employee engagement to work (Kahn 1990: 694) Moreover, it is human nature to avoid stressful places. Therefore, many companies now invest in making sure that their employees are satisfied and have good relationships with their management.

This study aims to propose recommendations on how to make the work place a better place to work by building better relationships with the management on the example of one case unit of a warehouse. This study explores different ways in which it can be improved to create a better work place where the relationships will be trustful, respectful and fair, a place where employees can feel trust, which is the business challenge to the case company.

1.1 Business Context

The case company of this thesis is a global retail company, and the case organization is its warehouse and distribution center in Finland. The case company has stores in many European countries and is currently planning to launch its stores in the United States. The case company has several warehouses in Finland, and this thesis focuses on only one of them, which is the biggest in Finland. This thesis will focus on specifically the Picking department.

In this Picking department, the “Great Place to Work” survey performed recently pointed out the decline in various scores related to employee satisfaction and engagement. There are also performance metrics showing decreasing productivity rates, and signs of increased rates of sick leaves, as well as challenges in retaining the employees. All these factors point to challenges with employee engagement in the Picking unit, and also contribute to challenges with productivity.

Since the case company's vision is to provide high quality at low cost to all its customers and it operates based on a clear and simple concept, which allows this combination of the best quality and low cost, the case company also concerned with improving its internal processes, to match with the clarity and simplicity of its customer processes. The world is changing and so is the business world doing, in the increasing competition and the changing economy. This has pushed the case company to start thinking of possible ways to improve productivity of internal processes.

The case company is now promotes a personalized view of the company, stressing a close, personalized relationship with the company. In this logic, team work, togetherness, and care for each other are the ways to make the case company great. With that in mind, it is important to apply similar logic also internally, for bringing the employees closer together, in their effort to make the company prosperous and great. This current change inspired this thesis with the aim to give recommendation to the home company of the researcher, where she worked for a number of years as a loyal and fully engaged employee, and with the view to help her case company to thrive.

1.2 Business Challenge and Objective

The case unit of this thesis, for some time now, has experienced a decline in employee engagement and productivity in the warehouse Picking department, which has been declining over the past few years. "Great place to work" survey that was carried out in January 2016 revealed that to be a fact. Also the Picking department has software that registers employee's activity and automatically generates all employees' performance on a weekly basis, and the results of this weekly performance monitoring has shown the decline in productivity of employees. The case unit has also challenges in employee retention, which was not the case a few years ago. The number of sick leaves has also increased. At the moment, the case unit of this thesis also finds it challenging to retain experience employees, which is typically easier and cheaper than recruit new employees. All these facts point to challenges with employee engagement in the Picking unit, and also contribute to challenges with productivity.

At the same time, it is well known by now that the employees who remain committed and engaged, are more productive at work (Hakanen, 2011) than those who do not; and thus, they can better help the company to make a successful business. Moreover, in warehousing, many companies provide a substantial variety of value adding services to

increase their customer service levels. It helps companies to gain competitive advantage, and this also provides that their employees with a chance to be trained in various types of new tasks, to learn and grow, and through this learning and growth, also become more effective and productive in their work.

As such, it is important to make the Picking unit as a better place to work, so that the employees who work in this unit will be more engaged to their work in the Picking Unit of the case company. The assumption in this thesis, that was gained from reading relevant literature, is that the starting point for any positive change is the trust with management.

Accordingly, the objective of this thesis is to propose an Action plan and recommendations how to make the Picking unit a better place to work by building trust with management.

To reach this objective, this thesis aims to, first, explore the key elements behind Building trust (as identified in the “Great Place to Work” survey) and, second, to specify the current problems related to the key elements of Trust in the Picking unit (in CSA). Third, the study will look into best practice how to fix these problems and, fourth, will produce the proposal of an Action plan to discuss with the management of the Picking unit and the warehouse. Based on their input, the study will produce the final proposal for the case company and validate it with the warehouse management.

The outcome of the thesis is an Action plan how to build trust between the management and employees, so that make the Picking Unit a better place to work.

Best Place to Work © is an institute that promotes building of high-quality relationships in the workplace relationships characterised by trust, pride, and camaraderie, and the survey they offer to organisations are based on these concepts. They believe that every company can be a great place to work and that is why they developed related concepts into a holistic picture putting trust into the centre of their vision. (Great Place to Work 2017)

2 Method and Material

This section covers the research design, methods and material utilized in this thesis. It first details the research approach and research design, after which explains the data collection and analysis methods used in this study.

2.1 Research Approach

This study choice of approach is case study. It is important to choose an approach that is beneficial to the cause. Case study is the most used in many fields, namely social sciences, social work and in many areas of business (Yin 2003:1), used for research on different aspects. In his review (Gerring, 2004), Gerring states that case study is probably best understood as an ideal type of research rather than a method with hard and fast rules. Yet, the fact that the case study is fuzzy round the edges does not mean that the case study does not have distinctive characteristics (Gerring, 2004: 346).

Case study has various dimensions: qualitative, quantitative, exploratory or explanatory. Easton (2010) states that case study is the most popular research method used in industrial research. This is partly because of the nature of the subject. Case study centres on the analysis of organisations and relationships which are not easy to access, therefore the case study of more than one entity provides a great deal of qualitative data which can be analysed and used to offer the insights into the nature of the phenomena (Easton, 2010).

It is important to note that for a case study to work well, data has to come from multiple sources, so that to draw out reliable conclusions or find a solution for the problem. Yin (2003) argues that data collection of the case study research approach should include multiple sources of data. (Yin 2003) suggests that a case study seeks to investigate a phenomenon that answers a specific research question whereas also seeking evidence that supports the answer. Therefore, having only one source of evidence is not sufficient but using multiple sources is one of the key characteristics of case study.

This thesis fulfils the case study characteristics by addressing a social phenomenon, belonging to the industrial setting, using different sources of data, such as interviews, survey, observations and the researcher's own 46 months experience as a picker in the Picking unit at the case company. It also aims to answer the questions of *how* and *what*, that belong to the most typical case study questions, as argued by Yin (Yin, 2003).

In order to create a reliable case study, this thesis will analyse the results from different data sources and that is why case study is selected as a research approach for this study. Case study as a research approach fits the challenge, and uses qualitative data collection, with emphasis on analysis and data of human-related issues. Data used in this study is described in more detail in the next sub-sections.

2.2 Research Design

The research design of this thesis is illustrated in Figure 1 below.

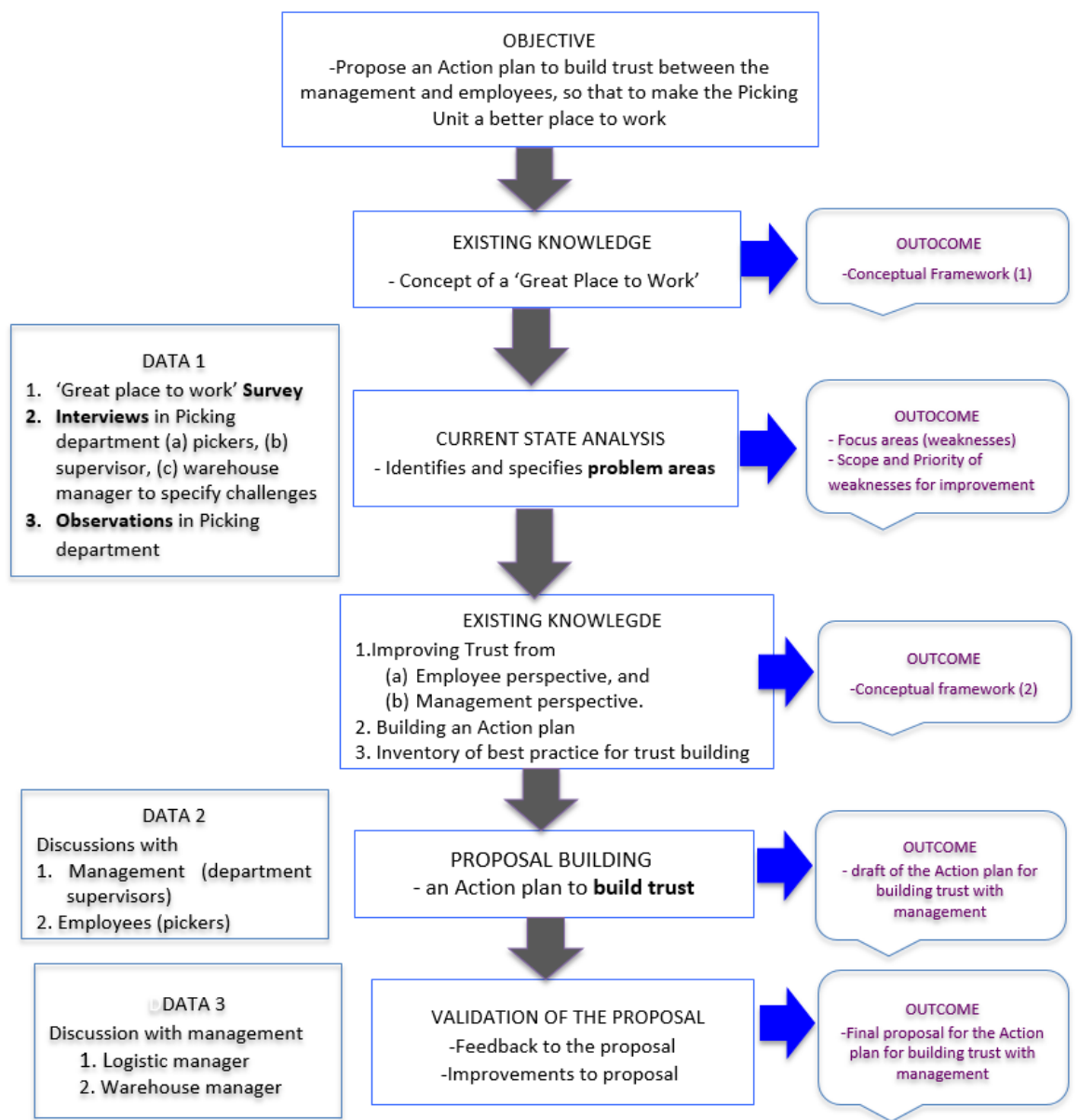


Figure 1. Research design for this study.

Figure 1 shows a step-by-step process on how this study is carried out. It shows the steps taken within this thesis and points to the data collection stages, with the outcome of each step.

As seen from Figure 1, the study starts with identifying the challenge and its objective, which is to make the Picking unit in the warehouse a better place to work. The study starts by identifying the business challenge of the case company that comes from the results of “Great place to work” survey performed in January 2016 by the case company.

Next, the current state analysis is carried out by, first, more carefully analysing “Great place to work” survey results. This is done to see how the Picking unit is perceived at the moment by the employees as a place to work, and what issues are identified in the survey that affect the employees working in this unit of the case company (compared to other units). In addition, to verify the results of the survey, and to gain a more concrete picture of the Picking unit as a place to work, interviews are conducted with both, the pickers and the managers of the Picking unit. The interviews specified some examples and situations, as well as general perceptions, why the pickers are not satisfied with *the Picking unit as a place to work*. The questions asked were the same questions done in the survey, but they were modified to avoid ‘yes’ and ‘no’ answer, and obtain some concrete examples of the situation that cause *dissatisfaction with the Picking unit as a place to work*. Hence, with the help of these informative answers, the current state analysis arrives at a clear picture of the current challenges in the work environment of the Picking unit. This clarified picture also helped in the building of concrete suggestions for the proposal and the recommendations, later in the study.

The outcome of the CSA stage is (a) a list of problems (based on the survey) and (b) problem clarifications from the interviews. Results point to various problems. The focus area for this thesis is the weakness in the current practices related to *credibility, respect* and *fairness* at work, and the current *communication* practices. These findings indicated what is good and could be retained, and what should be improved; and these areas will be targeted for improvement through the search for best practice in literature review.

Third, a more focused literature review was carried again, to show how to improve the identified problem areas, best practice for making the picking unit a better place to work from the companies that really understand their work environment. The outcome is

conceptual framework with (a) key elements of work environment and communication, (b) best practice how to improve it.

Fourth, by applying suggestions from conceptual framework and results of the CSA, the proposal is built for the Action plan how to build trust in the Picking unit. The first version of proposal is built purely based on the best practice and findings from the Picking department interviews and observations, done in the current state analysis. At this stage, when the first version is put together, suggestions and discussions will also include the management of the Picking unit and some pickers. The outcome is a draft for Action plan how to build trust between the management and employees, so that make the Piking Unit a better place to work

2.3 Data Collection and Analysis

In this study, the data collection for this study includes three rounds of data collections, Data 1-3, and relies on four types of data sources.

“Great Place to Work” survey

In Data 1 (for the SCA), first, the results of the survey “Great place to work” are analysed that were previously collected from the Picking department (January 2016). The ‘Great place to work’ survey was conducted by the case company a few months before this study. This survey data for the year 2016 and was collected from the Picking department. The survey was done to find out the view of the employees towards the case company as a place to work. 10% of the employees of the Picking unit participated in the survey.

This data from the survey conducted for the case company is classified as *secondary* data. In addition, primary data was also collected for the study, this was the interview the interviewed pickers were 10 in number 4 of them were pure Finnish speakers, 1 of them half Finnish, 2 of them non Finnish but from the Europe and 3 represented Africa and Asia. The language for the interview was English even for the Finnish speakers, and the interviewed employees were comfortable with the choice as it was communicated before the actual interview time.

Interviews and discussions

Second, the interviews made the second methods of data collection. The interviews were conducted as either semi-structured or open-end, face-to-face interviews, with questions created in advance. Interview were carried out to clarify the responses from the 'Great place to work' survey, modified to avoid 'yes' and 'no' answers and gain a more detailed insight into the current situation. The interviewees were divided into three groups to avoid bias: (a) the first group were self-motivated, highly productive employees; (b) the second group were the neutral or moderately motivated employees; and lastly (c) the low motivated feeling employees. In addition, it was also observed that the interviewees would represent the following groups: (d) the newly employed, (e) the experienced, currently employed workers, and those who (f) either left on their own, or (g) were fired from the case company. Thus, various types of persons were covered in the interviews. Importantly, the interviews were conducted involving both, the Finnish native and the foreign native employees, although the language of the interviews was English, even with the Finnish speaking pickers, 10 was the number of the total interviewed pickers, 4 of them were pure Finnish speakers, 1 of them half Finnish, 2 of them non Finnish but from the Europe and 3 represented Africa and Asia. The field notes taken as electric devices were not allowed by most of the participants. The interviews were not recorded due to the confidentiality reasons, but the field notes taken.

Numerical productivity data and Observations

Third, Data 1 collection also relied on the participant observations from the researcher and other pickers. The researcher was an employee of the case unit for 46 months, but also sought for observations from other participants. Observations related to the practices and environment in the Picking unit prior to the change in 2014, and after the change.

Finally, this study uses some numerical data. The Picking unit has a Warehouse Management System (WMS) that records all the picker's day moves. For the purpose of this study, those records were printed out and analyzed. The results concerned the productivity from all nine picking stations. The WMS system records this data automatically daily, weekly, monthly and yearly. It records each pickers productivity and automatically finds the average of all that picker's daily orders and picking targets, it then add all the figures together and generates a daily data record per day, per week, per month and per year these records are kept in the systems and can be retrieved by the supervisors at any given moment when needed. This study draws from the data for the year 2016, from January till December.

Summing up, in this study, the interview data was collected in three data collection rounds. The data are shown in Table 1 below.

Table 1. Details of interviews, discussions, in Data1-3. (based on: Aittola 2015)

	Participants / role	Data collected	Topic, description	Date, length	Document ed as
Data 1, for the Current state analysis (Section 3 or 4)					
1	2 warehouse Supervisors	Face to face	Problem analysis and expectations for this study	November 2016, 35 min	Field notes
2	Informant 1	Phone call	Warehouse Picker Survey answers clarification	November 2016, 45 min	Field notes
3	Informant 2	Face to face Interview	Warehouse picker Survey answers clarification	November 2016, 45 min	Field notes
4	Informant 3	Face-to-face Interview	Warehouse picker Survey answers clarification	December 2016, 45min	Field notes
5	Informant 4 and 5	Telephone interview	Warehouse pickers Survey answers clarification	December 2016, 40min	Field notes
6	Informant 6	Telephone interview	Warehouse pickers Survey answers clarification	December 2016, 45min	Field notes
7	Informant 7	Face-to-face Interview	Warehouse picker Survey answers clarification	January 2017, 35min	Field notes
8	Informant 8 and 9	Face-to-face Interview	Warehouse pickers Survey answers clarification	January 2017, 30min	Field notes
9	Informant 10	Telephone interview	Warehouse pickers Survey answers clarification	January 2017, 30min	Field notes
10	Ex picker	Telephone interview	Was a Warehouse picker 4 years	January 2017, 60 min	Field notes
Data 2, for Proposal building (Section 5)					
9	Participants 9-10: two warehouse supervisors (as in Data 1)	Discussions at work	Proposal building		Field notes
Data 3, from Validation (Section 6)					
10	Informant 11: Informant12:	Face-to-face with managers / Final presentation	Validation, evaluation of the Proposal		Field notes

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As seen from Table 1, data for this thesis was collected in three rounds. The first round was, collecting Data 1, included the 'Great place to work survey' and the interviews with the pickers from the picking department done to clarify the problem areas in the current state. Data 1 also included interviews with the management, which was done before the study to clarify the study's objective and the management expectation of the study.

In Data collection 2, for building the proposal the ideas were discussed with the employees from the Picking department. Data 2 included discussions at work with the line manager, supervisor, picking unit manager. It was important to have their ideas as they are daily present in the warehouse and have a clear understanding of the current working environment.

The final round, Data 3, was collected when receiving feedback for the proposal in a discussion with the warehouse manager and the logistics manager. The data collection in this stage is used in the validation of the proposal for improving work environment in the case unit of the warehouse.

3 Concept of “great place to Work”

This section discusses the concept of best place to work, by defining the phenomena in details and giving an insight of each of the concepts behind best place to work

3.1 Definition of Great Place to Work

In the common sense, ‘a place to work’ (or ‘a work place’) means “an establishment or facility at a particular location containing one or more work areas” (Business dictionary: Work place). It also means “a place (as a shop or factory) where work is done” (Merriam-Webster: Work place).

In contrast, “*Great Place to Work*”[©] stands for the famous *a concept* and a survey based on publications/studies around this concept. This concept and the survey were created by the Institute bearing the same name “Great place to work” is an institute that partners with many of the most successful and innovative business around the world to create, study, and recognise great workplaces. During the course of a typical year, Great Place to Work works with more than 5,500 organisations, representing over 10 million employees in 43 countries around the globe. In Finland, the branch of this company is rather small, compared to some of the English speaking countries namely the UK, USA or Australia.

This institute was established to promote the concept of the work place as a place to work by forming good relationships, employee’s perceptive of a great work place is where they trust the people they work for, have pride in what they do and enjoy the people they work with. The “Great Place to Work” Institute provide research and consultancy services for companies, mostly related to carrying out the “Great place to work survey and subsequently conducting development programs to help management know their employees and guide companies in improving relationships in the day to day running of the business, in order to become a better place to work. According to the “Great Place to Work” institute, “great work places are built “through the day-to-day relationships that employees experience, not a checklist of programmes and benefits, “These relationships (are) key drivers that help improve an organisation’s business performance” (Great Place to Work: Our History).

The “Great Place to Work” concept behind the survey is built from 5 groups of dimensions: (1) credibility, (2) respect, (3) fairness, (4) pride and (5) camaraderie, inter-connected to

each other. According to the “Great Place to Work” concept, the key factor in common in work relationships is **TRUST**. According to the “Great Place to Work” concept, *trust* comes as a result of (a) *credibility*, (v) *fairness*, and (c) *respect* in the work place, the best workplaces build trust by driving employee experience across these five dimensions. These five areas are also visible in the structure of the “Great Place to Work” survey (see Figure 1 and 2 below).

Moreover, the “Great Place to Work” concept has two main perspective to the place to work, *the Employee perspective* and *the Management perspective*.

From *the Employee perspective*, the employee builds three types of relationship in their work place. First, this is the *Relationships with the management*. Since this dimension is the most important for working and managing employees at work, this dimension is opened up further through the notions of (a) *credibility*, (v) *fairness*, and (c) *respect* in the work place, as discussed above.

Second type of relationship that employees exercise in their work place is the *Relationship with other employees* at work. According to the “Great Place to Work” concept, the *Relationship with other employees* at work should be characterized by *Comradery*.

Third type of relationship that employees exercise in their work place is the *Relationship with their job*. According to the “Great Place to Work” concept, the *Relationship with their job* at work should be characterized by *Pride*.

To put it simply, the great place to work is the place where, from the Employee perspective, the employee and management **TRUST** the people they work for and with; where the employees have **PRIDE** in what they do; and **CAMARADERIE** with the people they work with.

Figure 2 below shows the Employee perspective to a great place to work.

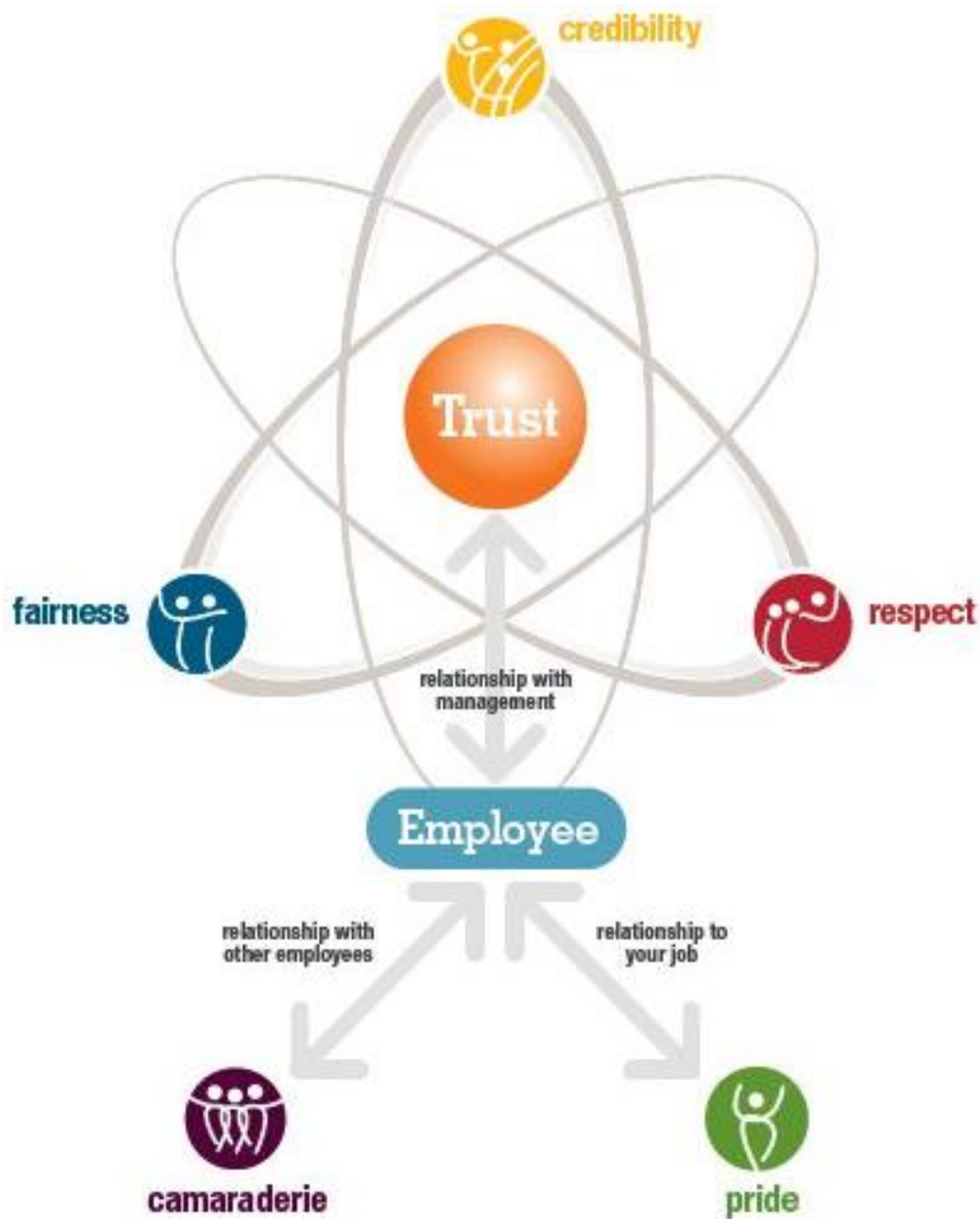


Figure 2. Elements of the great place to work, from the Employee perspective (Great place to work 2017: Employee view).

As seen from Figure 2, the relationship between the Employee and the Management come as central relationships, vital and critical to the work place. These relationships are central and critical, from the point of view of the Employee (visible in *the Employee perspective to the work place*).

The other perspective to the work place is *the Management perspective* to a work place. As seen from Figure 3 below, **TRUST** is also placed at the centre of the Management perspective.

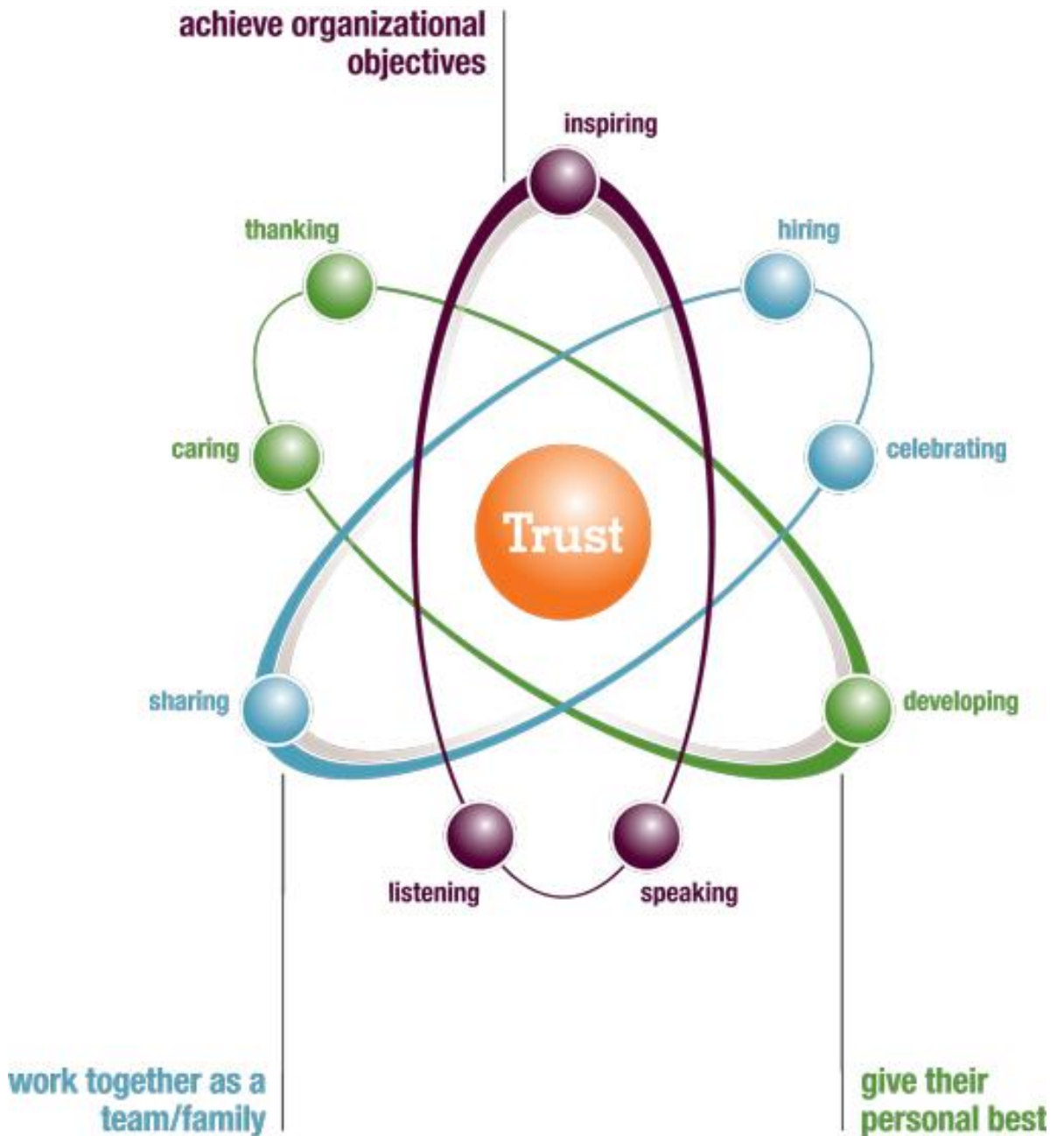


Figure 3. Elements of the great place to work, from the management perspective (Great place to work 2017: management view).

As seen from Figure 3, **TRUST** is also placed at the centre of the Management perspective, where it serves as the foundation to activate three dimensions of (a) *Achieving*

organizational objectives (done by *Inspiring, Listening and Speaking* at work), (b) *Working together as family* (done by *Hiring, Sharing, and Celebrating* together), and c) *Giving their personal best*, also called *positive deviance* at work (see Fischer 2012), done through *Developing, Thanking and Caring* about the work and people at work.

To put it simply, the great place to work is the place where, from the Management perspective, the management and the employee strive together to *Achieve organisational objectives*, with the colleagues and employees who *Give their personal best* and *Work together as a team/family* in an environment of *trust*. Although the “Great place to work” concept presents these two perspectives differently, but they link together and interconnected to each other, with *trust* at the heart of both.

3.2 Concept of Trust in the Work Place

Trust is defined by Meriam-Webster as ‘assured reliance on the character, ability, strength, or truth of someone or something, or one in which confidence is placed’ (Merriam-Webster: Trust). Trust is also defined as ‘reliance on the integrity, strength, ability, surety, etc., of a person or thing; confidence’ (dictionary.com: Trust)

Trust is an essential part of working in an organization. Trust is highly valued by the leaders of many high performance organizations who see the connection between *trustworthy, value-based communication* and customer loyalty and employee engagement (Beslin 2006: 29). “Trust is the most vital political and business issue of our times” (*Trust...from Sophocles to Spin* Icon book, 2004) Interestingly, there are by now enough observations accumulated that trust makes a significant impact on the outcomes of work by employees, builds stronger commutes, and eventually leads to increased profits. A series of experiments conducted by Paul J. Zak (2017), the director of the center for neuroeconomics, showed that when someone is tangibly trusted, the brain synthesizes the signaling chemical oxytocin. Oxytocin causes people to reciprocate trust by being trustworthy, and affects the way individuals behave socially (Zak 2017: 2). On a bigger societal level, culture of trust is a powerful predictor of economic prosperity. Scientists ever found that “high trust countries have more social interactions that results in more economic transactions that creates wealth than low-trust countries do” (Zak 2017: 2).

Another experiment carried out by Zak (2017) also showed that companies in the United States which showed that a culture of trust generated higher performances. Employees in high-trust organizations are substantially more productive, have more energy at work, stay with their employer longer, recommend their work places to family and friends, and are significantly more innovative. "High performance organizations have a culture with high interpersonal trust and highly motivated employees, companies with engaged employees are 22 % more profitable than in which employees are watching the clock" (Zak 2017).

"Compared with people at low-trust companies, people at high-trust companies report: 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout." (Zak 2017: 1).

"Research from the Hay Group finds that highly engaged employees are, on average, 50% more likely to exceed expectations than the least-engaged workers. And companies with highly engaged people outperform firms with the most disengaged folks—by 54% in employee retention, by 89% in customer satisfaction, and by fourfold in revenue growth" (Goffee & Jones 2013)

One important aspect of trust, for the employees working in an organization, is *the trust toward their management*. According to "Great Place to Work", this axis of *relationships with the management* makes the backbone of 'trust' that, in its turn, makes the foundation for all other relationships, commitment, attachment and engagement with work ("Great Place to Work": Our Approach).

'Without trust, it is very unlikely you will learn the truth on what is really going on in that organization and in the market place. Without trust, employees won't level with you—at best, you'll learn either non-truths or part truths. I see this all too frequently. Sometimes employees will go out of their way to hoard and distort the truth' (Dougherty 2013:1).

As seen from Figure 1 and Figure 2 in Section 3, showing Credibility, Respect and Fairness, these three elements make the key ingredients of TRUST. Moreover, according to "Great Place to Work", establishing credibility is a two-way road. "Credibility is often mentioned as a fundamental characteristic of effective leadership. In the popular press it refers to a

leader's *truth worthiness*, expertise and authenticity. The leaders gain credibility by *setting the course, supporting employees and helping the organization to reach its goal* while being *approachable* and *honest*. An employee's sense of his or her company's integrity is apparent in his or her answer to the question "Are my leaders reliable and ethical?" (The Great Workplace 2010:44).

In a general sense, Credibility according to merriam-webster is '*the quality or power of inspiring belief an account lacking in credibility*' (Merriam-Webster: Credibility). It is also defined as '*qualities that someone has that make people believe or trust them*' (Macmillan dictionary: Credibility).

Credibility (as "relationship with the management") approach to this has many interpretation. Another enlightening interpretation is the "two-way communication, competence, and integrity are all critical to credibility, but communication is particularly important Communication influences not just the employee's perception of your credibility but his or her entire *experience* of the workplace" (The Great Workplace 2010: 51)

Through the "Great Place to Work" lens, leaders' *Credibility* has three characteristics: (1) the degree to which leaders *share information* with people (the Two-way communication), (2) the ability to *display expertise while remaining open and accessible* to employees (Competence), and (3) extent to which *the leaders' action match their words* (Integrity). When credibility is built more time is spent on things that matter, when the organization direction have been set and expectations made clear, less time is spend watching over people's shoulders or correcting errors, it is important to note that communication has to be thoroughly communicated (The Great Workplace 2010: 28)

Starting from the first point, *the Two-way communication*, and such communication influences not just employee's perception of management credibility but also employee's experience of the work place. According to the "Great Place to Work", communication should be *Informative* (where management gives information to the employee which they need to do their jobs) and *Accessible* (when management give straight answers when asked questions).

Next, *Competence* and *Integrity* are critical to credibility which is an element of trust and building trust. According to the "Great Place to Work", *Competence* means the ability to *display expertise while remaining open and accessible* to employees.

"More often, leaders believed to be incompetent have failed to communicate well" and it is hard to know if the leaders are competent sometimes as employee have no idea what they are up to, In tough times, employees believe their leaders to be competent if they are able to explain what is happening and why it is happening, and articulate a plan for moving forward (The Great work Place 2010: 28, 38)

Finally, *Integrity* means the extent to which *the leaders' action match their words. Integrity is a prerequisites for building leader credibility in an organization* (The Great work Place 2010: 48). Taken together, Communication, competence and integrity make the leader earn Credibility with their employees (two-way communication + competence + integrity = credibility => Trust).

Respect is also an element of trust. In a general sense, respect is defined as a relation or reference to a particular thing or situation *remarks having respect to an earlier plan* (Merriam-Webster: Respect) also defined as admiration felt or shown for someone or something that you believe has good ideas or qualities (Cambridge dictionary: Respect).

According to the "Great Place to Work" institute, *Respect* means "*the recognition of personal and professional worth and contributions, learning and growth opportunities, caring for employees*". Respect is the area where management appreciates good work done, offer training or development to further themselves professionally, and show sincere interest in them as people not just employee" (Great Place to work 2010: 3). According to the "Great Place to Work", respect is shown from management by *showing appreciation, collaborating* with employees in relevant decisions and caring for them as individuals with personal lives. "Showing respect for employees improves employees' perception of how they are treated by management and increases trust in the organization. A respectful environment fosters increased productivity and smoother execution of procedures by creating an atmosphere in which decisions are made with the support of staff, and ideas for improving the workplace can be shared. Employees are more enthusiastic about their work

when they feel they are seen as people, not just employees” (The Great Workplace 2010:62). Respect however does not mean getting one's own way all the time but having one's ideas and needs affirmed, and this fosters a spirit of cooperation and collaboration and therefore empowers the employee in risk taking, innovation and creation on behalf of the company, having ability to make a choice and being involved with work that is meaningful this results to employee being able to stretch themselves, grow and develop in their career providing value back to the company. (The Great Workplace 2010:3).

Fairness makes the third key element of trust. In a general sense, fairness is defined as 'the quality of treating people equally or in a way that is right or reasonable' (dictionary. Cambridge: Fairness) it is also defined as 'the state, condition, or quality of being fair, or free from bias or injustice; even-handedness' (dictionary.com: Fairness) According to the "Great Place to Work", Fairness 'is the employee sense that a *level playing field exists* with regards to decision that affect them' when the employee experiences fairness they feel that they are treated in an equitable way and impartial way and that in assessments of their performance their gender, ages, races or sexual orientation are not the determining factors. Fairness consist of '*equity, impartiality, and justice*, and represent' the third element contributing to trust in the workplace. A sense of *Equity* is conveyed through *a balanced treatment to all employees*. *Impartiality* is displayed through the *avoidance of favoritism* in hiring and *promotion* practices and the absence of *politicking* in the work place. While *Justice* is the absence of any form of *discrimination*.

When being fair, the organization that has fair treatment in the workplace, enables people to focus on their work rather than spending time on politics or defending themselves personally. This entails equitable sharing of opportunities and rewards, and having a policy to give everyone an opportunity to get special recognition (The Great Workplace 2010:3). Its human nature to like some colleagues more than others. "But when you're the boss, treating direct reports differently but when managers favor one employee over another, morale and productivity suffer" (Avoid Playing Favourites 2017: 1). Taken together, Credibility, Respect and Fairness make the key elements of trust, as shown in Figure 4 below.



Figure 4. Dimensions of 'great place to work', and dimensions of TRUST (Wiley: Burchell dimensions 2011).

Trust as shown earlier is directly connected to credibility, respect and fairness at the work place and the successful building of trust must be done through these elements. However *communication* plays a big role in establishing trust through maintaining credibility, respect and fairness, and it is through communicating that trust can be built. It is through the communication that the leaders establish the employee perceptions of credibility, respect, fairness, as well as pride of their work and their organization, and through the communications of employees between themselves, the perceptions of camaraderie. "Building a great place to work is building the relationships people have with their leaders, the relationships people have with their work, and the relationships people have with their coworkers. We wish for you and your employees more trust, pride, and camaraderie. We wish for you to always be a part of a great place to work" (The Great Workplace 2010: 222).

3.3 Summary of the Concepts and Structure of the Related Survey

“Great Place to Work” places TRUST as the foundations of both perspectives, Employee and Management perspective. The areas in which the great work place survey focused on, regarding the employee perspective are: (1) Credibility (2) Respect (3) Fairness (4) Pride (5) Camaraderi. The defining principle in great work places is and has always been Trust. Great place to work survey identifies that trust is the Credibility of management, employees feel of Respect in the way they are treated, and how the employee expect to be treated Fairly. Pride and authentic connection in Comaraderie means the degree of which employee fell with one another are essential components of trust.

For the Management perspective, the Great Workplace also sees Trust as the main principle that will help management in achieving organizational objectives. Those practices are identified as nine elements in which management and leaders can create trust and include: (1) Inspiring, (2) Speaking And (3) Listening. Having employees who give their Personal best needs: (4)Thanking, (5) Developing and (6) Caring. Finally, for them to work together as a team / family, it needs: (7) Hiring, (8) Celebrating and (9) Sharing.

If simplified, it can be said that *the Employee perspective* represents, more or less, *the work environment* perspective. In this sense, the work environment relates to the credibility of the managers, respect to which they treat their employee, the degree to which the employee feels they are treated fairly and, if or not, they Trust to the people they work for and the people they work with.

While *the Management perspective*, if put simply, comes closer to the employee engagement perspective (stressing the actions that will make employees involved, committed and engaged, which is done when *Working together as a team/family* and thus *Giving their personal best* to the organization), with the ultimate aim and stress on *Achieving organizational objectives*.

Since the “Great place to work” has the primary goal of *achieving the organizational objectives*, the logic of the concept can also be applied to this study, for the investigation and improvement of the current work place related situation in the Piking Unit of the case company warehouse. If the issues identified by this survey are improved, it should logically lead to better *achieving organizational objectives* (which is the increase in productivity of

the Picking unit, in the end). Based on this logic, the survey results are analyzed and discussed in the following section.

4 Current State Analysis of Picking Unit as a Place to Work

This section discusses the results from the “Great place to work” survey and interviews carried out in the warehouse. It explains the current state of the work environment and how work is done in the picking unit of the warehouse.

4.1 Overview of the CSA Stage

This section start with the overview of the Picking unit of the warehouse, the type of work that the employees are involved in. In addition, this part also contains the interview with the management about the results of the “Great place to work” survey (done in January 2016) and perceptions from the management side.

The current state analysis is carried out by, first, analysing “Great place to work” survey results. This is done to find out how the employees of the Picking unit perceive the work environment at the moment, and how motivated are the employees to work in this unit of the case company (compared to other units).

In addition, to verify the results of the survey, and to gain a more concrete picture of the Picking unit as a place to work, interviews are conducted with both, the pickers and the managers of the Picking unit. The interviews specified some examples and situations, as well as general perceptions why the pickers are not satisfied with many issues in the Picking unit. The questions asked were the same questions done in the survey, but they were modified to avoid ‘yes’ and ‘no’ answer, and obtain some concrete examples of the situation that cause dissatisfaction with the Picking Unit as a place to work. Hence, with the help of these informative answers, the current state analysis arrived at a clear picture of the current challenges in the Picking unit as a place to work. This clarified picture also helped in the building of concrete suggestions for the proposal and the recommendations, later in the study.

The outcome of the CSA stage is (a) the list of problems in the Picking Unit as a place to work (based on the survey), and (b) problems clarified in the interviews in the Picking unit as a place to work. Among these problems, the study choses the problems related to the current work environment and current communication practices, as priority for improvement. These findings indicated what is good and could be retained, and what should be improved;

and these areas will be targeted for improvement through the search for best practice for improving work environment in literature review.

4.2 Descriptions of the Picking Unit of the Warehouse

The case company of this thesis is a global retail company, and the case organization is its warehouse and distribution center in Finland. The case company has stores in many European countries and is currently planning to launch its stores in the United States. The case company has several warehouses in Finland, and this thesis focuses on only one of them, which is the biggest in Finland. This thesis will focus on specifically the Picking department.

In this Picking department, the “Great Place to Work” survey performed recently pointed out the decline in various scores related to employee satisfaction and engagement. There are also performance metrics showing decreasing productivity rates, and signs of increased rates of sick leaves, as well as challenges in retaining the employees. All these factors point to challenges with employee engagement in the Picking unit, and also contribute to challenges with productivity.

There are three main departments in the studied warehouse, namely: A) ‘Goods In’ department’s team, this team is responsible for receiving and organizing all stock delivered to the warehouse. B) Selection department, the biggest department within Logistics, collects stock and ensures that the stores receive the products they need. C) Lastly, ‘Goods Out’ department is responsible for ensuring the constant flow of stock from suppliers to warehouse and finally onto the stores.

The Picking unit is divided into nine picking location, which are 1) Hylly, 2) Liha, 3) Bulkki, 4) Non-food, 5) Mopro, 6) Pakkanen, 7) Hevi, 8) Bake off, 9) Maito, and it operates from 6:00 am to 24:00 every day. All areas in the warehouse are very demanding physically and mentally but the most demanding areas are Hevi (fresh vegetables, fruits etc.) and Liha (Meat) where the meat usually arrives in large boxes.

The warehouse has three main working shift, 06:00, 12:00, and 16:00. The nine picking stations are then divided into the working hour shifts: first, Hylly, Bulkki, Pakkanen, Bake off and Non-food is for the morning shift and afternoon shift; while Mopro, Liha and Maito are in

the evening shift. The Monday to Friday and weekend working stations may vary depending on the nature of orders received. The following management roles are leading the pickers.

Logistic manager is responsible for the whole warehouse; below him are the three department managers and then the warehouse supervisors also called group supervisors for each of the department and finally the pickers and other employee in the warehouse.

Department managers there are three departments in the warehouse and each has a manager, they are below the logistic manager and they are responsible for their individual departments and they report to the Logistic manager.

Group supervisors/ warehouse supervisors, they are responsible for making timetable, scheduling pickers, allocating pickers in the picking location and each of the three department has supervisors in the picking unit are seven supervisors, they have number 100-700 representing them and they are responsible for the pickers in the Picking unit. Each supervisor has 10-15 pickers under them and they are responsible for communicating any information to their own pickers and they report to the department manager.

Pickers are responsible for order picking in the warehouse and also other warehouse related tasks, they each have a number which starts with their group supervisor. For example, if the picker supervisor has a number 500 as his number, and the pickers has 23 as his identity number, then the picker's number will be 523. In case of any problems or inquiry the pickers reports to the supervisor.

In the Picking unit, orders are picked depending on urgency; in other cases, for example, Monday orders would be picked on Sunday as the delivering trucks picks ready orders for the next day the previous day.

As for the work routines, work shift schedules are printed two weeks prior and therefore all workers know where they are working every week. Each picking location has target of pick per hour and all this information is printed and placed in all working department for the picker's notice and reminder. Previously, the picking was done by on- screen-computers (picture in appendix 2), which were attached to the order pickers machine, but in late 2014 the Picking department changed the picking from on-screen-computers picking to pick-by-voice picking/voice command (picture in appendix 2). The pick-by-voice is operated in both English and Finnish. Pickers in the warehouse not only pick but they are responsible for

various things, they must make sure that they reach the picking target set by the management, and for each of the nine picking stations there are different picking targets per hour. The workers are also listening to the voice command and speaking back to the pick-by-voice to record the order as they pick, and they also have to clean up after picking. Once a picker has finished picking the order, they rap it and place it on the trucks picking lane where all ready orders are kept awaiting the truck driver to load them.

Picker's productivity is crucial in the picking department and it is important to meet the target set by the manager. When this target is not meet, the supervisor will sermon the picker and inform the picker of the poor performance and ask them to put more effort to meet the target. The picking unit department has a Warehouse Management System (WMS) that records the entire picker's day moves. For the purpose of this study, those records were printed out and analyzed. The results showed that productivity level had rapidly decreased from mid-2014 in all nine picking stations compared to the previous years. However this has not resulted in any punishment or drop in salary for the pickers, before 2014 there was a reward for the best pickers or most improved picker which was later removed by the management without any notice.

1. *Observations and Interviews about the Change in 2014*

Regarding the work atmosphere, the writer of this study, as well as other pickers interviewed for this study, observed and noted a shift in the working environment. Prior to 2014, when the change occurred, the Picking unit had been a very positive, relaxed and good place to work, but after 2014 it became different, negative, stressful and dull. Presently, as pickers themselves admit, they often look forward to going home rather than coming to work.

I have noticed that once am almost going home, suddenly I am full of energy and I feel relived, as I log off work even if I had a headache or I was stressed, suddenly I am well and smiling. (Informant 8, picker)

The environment mood changed after 2014 after the organizational change happened. The company management hired the new management to the Picking unit, removed the employee reward system for best pickers, introduced the new rules and regulations (for example, one such new rule, among others, related to the break room, that was a nice place to talk and discuss with co-workers previously. Now, the new rule forbade all discussions or speaking loudly in the break room). The lists of new rules were put at the entrance which was later tore off by some unknown individual. As one picker expressed it:

The new rules basically discouraged freedom, unity and friendliness between staff working in the warehouse. (Informant 1, picker)

After that change, the records also recorded decrease in productivity, as well as the decrease in the results from the “Great place to work” survey, with a visible, observable drop in pickers’ engagement to work in the Picking unit.

The atmosphere here drains my energy out, I am no more inspired to work here I don’t enjoy the people I work with or trust the people I work for and that gives me stress and anxiety waiting for my shift to end (Informant 1, picker)

The drop in results also became visible in the productivity prints received from the Picking unit department; the WMS system records this data automatically daily, weekly, monthly and yearly. It records each pickers productivity and automatically finds the average of all that picker’s daily orders and picking targets, it then add all the figures together and generates a daily data record per day, per week, per month and per year these records are kept in the systems and can be retrieved by the supervisors at any given moment when needed.

B. Management intention to initiate improvement

Before the beginning of this study, an interview was done with the management to find out their views on what the problems were. The management expressed their concern about the poor performance in the Picking unit, employee lack of motivation, lack of unity and togetherness. They also acknowledged that the survey results were poor even though they argued that only 10% of the employees took part in the survey (that is why it was important to interview the pickers personally). It was acknowledge that some changes had to be made. Moreover, one of the supervisors started being involved in a project on how to improve the performance in the Picking unit, and how to build pallets while picking, which is also a problem especially to the newly employed pickers. She however also agreed that employee’s engagement is low. This study, therefore, stresses the sincere intention and interest of the management to do what needs to be done to make the Picking unit a better place to work.

Summing up, according to the these observations, interviews and records, it is clear that some changes have to be made to make the Picking unit a better place to work, by improving the work environment, influencing employees engagement, employees satisfaction and productivity at work and making the picking unit a better place to work generally. This Thesis aims to make it possible by analyzing the available data provided by

the Picking unit department, interviewing the warehouse staff and reviewing the much available literature for best practices.

The atmosphere here drains my energy, I am no more inspired to work here I don't enjoy the people I work with or trust the people I work for and that gives me stress and anxiety waiting on my shift to end (Informant 1, picker)

4.3 Analysis of the 'Great Place to Work' Survey (January 2016)

The 'Great place to work' survey was conducted by the case company a few months before this study. This survey data for the year 2016 was used in this study's current state analysis. The result of the survey was collected from the Picking department. The survey was done to find out the view of the employees towards the case company as a place to work. It was recorded that 10% answered the survey (compared to the company number of responses). However, there were notable problem areas that were visible in these results.

Table 2 below shows the survey results from the warehouse Picking unit compared to the company wide results and shows the significantly low percentage in some of the survey questions. For example, the Picking unit as a place to work has scored 52% (in total) for it being 'a great place to work', compared with the company wide results that recorded 71% (see the last line in Table 2 below). Colour was used in Table 2 to show scores that were very low and those that were average.

The survey related to five main sections: Credibility, Respect, Fairness, Pride and Camaraderie and in each section asked related questions. A total of 59 questions were asked and the response time was 30 minutes. The survey had questions about the relationship between the management and the employee, and it generally asked about the atmosphere of the warehouse and the Picking unit as a place to work, its safety, employees' state of mind at work, relationship between employees themselves, and fairness in the work place.

To clearly show the significantly low percentage in some of the survey questions, numerical calculations can be used for data analysis. The results are shown in Table 2 below.

Table 2. Results of 'Great Place to Work' survey (January 2016).

		Unit	Company	(Difference, Δ)	
3	management keeps me informed about important issues and changes	43 %	45 %	2 %	
4	management makes its expectations clear	55 %	60 %	5 %	
5	I can ask management any reasonable question and get a straight answer	47 %	62 %	15 %	
6	Management is approachable,easy to talk with	65 %	65 %	0 %	
7	Management is competent at running the business	65 %	75 %	10 %	
8	<u>Management hires people who fit in well here</u>	45 %	66 %	21 %	
9	Credibility Management does a good job of assigning and coordinating people	54 %	58 %	4 %	
10	Relations with management Management trusts people to do a good job without watching over their shoulders	53 %	64 %	11 %	
11	<u>People here are given a lot of responsibility</u>	44 %	69 %	25 %	
12	Management has a clear view of where the organization is going and how to get there	54 %	64 %	10 %	
13	Management delivers on its promises	45 %	64 %	19 %	
14	Management actions match its words	44 %	63 %	19 %	
15	I believe management would lay people off only as a last resort	56 %	74 %	18 %	
16	Management is honest and ethical in its business practices	51 %	66 %	15 %	
17	Dimension average	52 %	64 %	12 %	
18	I am offered training or development to further myself professionally	56 %	59 %	3 %	
19	I am given the resources and equipment to do my job	78 %	75 %	-3 %	
20	Management shows appreciation for good work and extra effort	40 %	50 %	10 %	
21	Management recognizes honest mistakes as part of doing business	62 %	63 %	1 %	
22	Management genuinely seeks and responds to suggestions and ideas	42 %	46 %	4 %	
23	Management involves people in decisions that affect their jobs or work environment	29 %	35 %	6 %	
24	Respect <u>This is a physically safe place to work</u>	54 %	74 %	20 %	
25	Great place to work <u>This is a psychologically and emotionally healthy place to work</u>	45 %	66 %	21 %	
26	Our facilities contribute to a good working enviroment	48 %	56 %	8 %	
27	I am able to take time off from work when I think its necessary	61 %	77 %	16 %	
28	People are encouraged to balance their work life and their personal life	40 %	54 %	14 %	
29	Management shows a sincere intrest in me as a person, not just an employee	42 %	56 %	14 %	
30	We have special and unique benefits here	24 %	23 %	-1 %	
31	Dimension average	48 %	57 %	9 %	
32	People here are paid fairly for the work they do	51 %	66 %	15 %	
33	I feel I receive a fair share of the profits made by this organization	29 %	38 %	9 %	
34	Everyone has an opportunity to get special recognition	31 %	47 %	16 %	
35	I am treated as a full member here regardless of my position	54 %	71 %	17 %	
36	<u>Promotions go to those who best deserve them</u>	38 %	58 %	20 %	
37	Fairness Management avoid playing favorites	39 %	50 %	11 %	
38	Descrimination at work People avoid politicking and backstabbing as ways to get things done	40 %	56 %	16 %	
39	<u>People here are treated fairly regardless of their age</u>	55 %	76 %	21 %	
40	<u>People here are treated fairly regardless of their race or ethnicity</u>	66 %	86 %	20 %	
41	People here are treated fairly regardless of their sex	69 %	81 %	12 %	
42	People here are treated fairly regardless of their sexual orientation	66 %	85 %	19 %	
43	If I am unfairly treated, I believe I will be given a fair shake if I appeal	56 %	64 %	8 %	
44	Dimension average	49 %	65 %	16 %	No-3

45		I feel I make a difference here	64 %	78 %	14 %	
46		My work has a special meaning:this is not "just a job"	33 %	47 %	14 %	
47		When I look at what we accomplish, I feel a sense of pride	54 %	72 %	18 %	
48		People here are willing to give extra to get the job done	54 %	73 %	19 %	
49	Pride	I want to work here for a long time	43 %	57 %	14 %	
50	Employee engagement	I'm proud to tell others I work here	47 %	63 %	16 %	
51		People look forward to coming to work here	49 %	70 %	21 %	
52		I fell good about the ways we contribute to the community	61 %	70 %	9 %	
53		Dimension average	51 %	66 %	15 %	No-4
54		I can be myself around here	75 %	83 %	8 %	
55		People celebrate special events around here	33 %	50 %	17 %	
56		people care about each other here	47 %	74 %	27 %	
57	Camaraderie	This is a friendly place to work	75 %	86 %	11 %	
58	Togetherness,	This is a fun place to work	49 %	72 %	23 %	
59	employee engagement	When you join the company , you are made to feel welcome	64 %	79 %	15 %	
60		When people change jobs or work units, they are made to feel right at home	37 %	53 %	16 %	
61		There is a "family" or "team" feeling here	55 %	73 %	18 %	
62		we're all in this together	46 %	72 %	26 %	
63		You can count on people to cooperate	53 %	71 %	18 %	
64		Dimension average	53 %	71 %	18 %	No-2
65		Taking everything into account, I would say this is a great place to work	52 %	71 %	19 %	No-1
66		Trust Index-average score	50 %	64 %	14 %	

As seen from Table 2, there is a noticeable lower percentage on certain areas, as compared to the company wide responses. These survey results point to problems in many areas as for being a good place to work. Combined with the decrease in the employee productivity that also declined over the year 2016, comparing the results from 2014 and 2015, it is important to look more carefully into the results of the survey for the detail analysis of each group of responses.

Group 1, Management credibility (Relations with management)

Translated by “Great Place to Work” refers to a leader’s trustworthiness, expertise, and authenticity. Leaders gain credibility by setting the course, supporting employees, and helping the organization to reach its goals while being approachable and honest. Management credibility is important to employee as this make or breaks trust between the management and the employees. In this group of questions, the survey focused on *Credibility* as its main emphasis, with questions asked related to management *credibility* and *relations with management*. The questions inquire how the managers perform their responsibilities in the Picking unit (as perceived by the pickers), whether they are competent and approachable, whether they have a clear view of the company’s vision and goals, whether they it is easy to ask management various questions that relates to work and get an answer, and if management delivers on its promises. The questions also inquire how Information flow is working and if the workers are informed of changes, whether the management actions match their works, and if management is honest and ethical. Compared to the company wide scores on these questions, the difference with the case unit makes between 15%- 25%, which means the scores are significantly lower and showed how the working environment in the Picking unit is suffering compared to the company wide results.

The most problematic areas in this Group 1 was (1) *‘If management hires people who fit in well here’* (with 45% score, compared to the company wide score of 66%, which makes the difference of -21%) and (2) *‘If people here are given a lot of responsibility’* (with 44% score in the Picking unit, compared to the company wide score of 69%, with the difference being -25%). Both are marked **red** in the summary of results, in Table 3 below.

However, for this study to clarify Group 1 survey responses, more questions needed to be asked. To specify what situations the pickers mean when they give such responses, there are many questions are still left unanswered: *what they mean? When this occurs? Who it relates to?* Etc. For this Group 1, the following areas (1-6) were selected, showing the

biggest gaps to the company wide scores, with the difference between -25% to -15%. These areas were selected as they are scored lower than this groups' dimensional average (12% for Group 1). To clarify these problem areas for Group 1, the following questions were formulated to be asked in the interviews with the pickers.

Table 3. Results of 'Great Place to Work' 2016 (Group 1, Management credibility - **Relationships with the management**).

	<i>Lowest scores in Group 1, Management credibility</i>	Picking Unit	Company wide	Δ	Additional questions to clarify the scores in Group 1
(1)	People here are given a lot of responsibility	44%	69%	-25%	What type of responsibility people mean/want? Examples of when pickers are typically refused of being given responsibility?
(2)	Management hire people who fit well	45%	66%	-21%	In what sense do managers not fit well here?
(3)	Management actions match its words	44%	63%	-19%	In what situations typically? related to what issues? any examples?
(4)	Managers deliver on its promises	45%	64%	-19%	In what situations typically? related to what issues? any examples?
(5)	I can ask management any reasonable answer and get a straight response	47%	62%	-15%	What they do? avoid? lie? typically to what questions?
(6)	Management is honest and ethical in its business practices	51%	66%	-15%	Where is it most evident? or where especially hurtful?
(7)	<i>I believe management would lay people off only as measure of last resort</i>	56%	74%	-18%	-
	<i>Dimension average</i>	52%	64%	-12%	

As seen from Table 3, the most problematic areas were: (1) '*People here are given a lot of responsibility*' (with 44% score, and Δ -25%). Here, it would be significant to clarify what type of responsibility pickers mean, and what type of responsibility people are refused to be given, or seek. Next, (2) '*Management hires people who fit in well here*' (with 45% score, and Δ -21%). Here, it could be important if this the managers or the employees who are hired and do not fit well, and in what sense they do not fit well here.

Other problem areas suggest similar clarifying questions. For example, to clarify two very close problem areas, namely (3) '*Management actions match its words*' (with 44% score, and Δ -19%); and (4) '*Management deliver on its promises*' (with 45% score, and Δ -19%), it could be possible to ask about the most typical situations/areas where managers do not

deliver on their promises, or their actions do not match their words. Low scores and high differences in both questions point to the problem areas here.

Finally, although the last two statements seem to be quite straightforward, they potentially (if there is a chance) can be further clarified. The statement (5) 'I can ask management any reasonable answer and get a straight response' (with 47% score, and Δ -15%) can be clarified as for the actions of the managers (what the managers do, avoid, lie? etc.) Similarly, the statement (6) 'Management is honest and ethical in its business practices' (with 51% score, and Δ -15%) can be clarified as for the areas where dishonest or unethical behaviour happens, or gets especially hurtful for the employees.

The very last area (7) will not be discussed since its score (56%) goes above the dimensional average for Group 1 (which is 52%) and therefore is not considered as the lowest and most problematic result, although it shows quite a big difference with the company average (Δ -18%).

Another interesting score from Group 1, which did not get into the analysis here, was '*Management keeps me informed about important issues and changes*' (43% for the Picking unit, and 45% companywide, with Δ -2%). This response shows one of the lowest scores, quite on the same level with lines 1-4 above. This response points to the significant weight of the *Communication* problem as part of the *TRUST* and *Credibility* problem. This problem, however, makes a companywide problem. But it is important to acknowledge this very poor result for 'Communication' between the management and the employees.

Group 2, Respect

(Translated by "Great Place to Work" as: *The recognition of personal and professional worth and contributions, learning and growth opportunities*)

Respect makes a very important aspect at work, from the employee perspective. The "Great Place to Work" survey asks these questions because great places to work are built through day-to-day relationships, and one of the key factors in this relationship is the feeling of how they fairly are treated in the company.

In this group of questions, the survey combined the physical and emotional aspects of the place to work (since physical conditions also point to respect). The response rate for the

physically safe place to work had a score of 54 % compared to the company with a 74% score (with Δ -20%), which shows alarm as the employees do not feel that they work makes a safe environment. Next, the Picking unit employees do not feel that they work makes a psychologically and emotionally healthy place either, with the score of 45% for the Picking unit, compared to 66% for the company (with Δ -21%).

The results also showed “*Lack of appreciation from the management to the employees for good job or extra effort*”, with the score of 40 % in the Picking unit, compared 50% in the company (with the difference of -10%), but significantly low absolute figures. This is also coupled with “*The management shows sincere interest in me as a person, not just an employee*” (with 42% in the Picking unit against 54 % in the company, with Δ -14%). Another emotional challenge is visible in the lack of encouragement to balance work life and personal life! (with 42% in the Picking unit against 56% in the company, with Δ -14%). These low result may be related to the lack of flexibility in the Picking unit “*to have the time off from work when necessary*” (with 61% in the Picking unit against 77 % in the company, with Δ -16%).

However, to clarify Group 2 survey responses, more questions needed to be asked. To specify what situations the pickers mean when they give such responses, there are many questions still left unanswered: *what they mean? when this occurs? who it relates to?* etc. For Group 2, the following areas (1-6) were selected, showing the biggest gaps to the company wide scores, with the difference between -21% to -10%. These areas were selected as they scored lower than this group's dimensional average (9% for Group 2), or showed a low absolute score (as 40% for “*management appreciation for good work and extra effort*”). To clarify the problem areas for Group 2, the following questions were formulated to be asked in the interviews with the pickers:

Table 4. Results of 'Great Place to Work' 2016 (Group 2, Respect).

	<i>Lowest scores in Group 2, Respect</i>	Picking Unit	Company wide	Δ	Additional questions to clarify the scores in Group 2
(1)	This is a psychologically and emotionally healthy place to work	45%	66%	-21%	Why is it psychologically and emotionally not healthy? in what way?
(2)	This is a physically safe place to work	54%	74%	-20%	Where is it not safe? What/how needs to be fixed?
(3)	Management shows appreciation for good work and extra effort	40%	50%	-10%	Some concrete managers, or generally? How would you like it to be shown?

(4)	People are encouraged to balance their work life and personal life	40%	54%	-14%	How do you conclude that they are nor encouraged? How they can be?
(5)	Management shows a sincere interest in me as a person not just an employee	42%	56%	-14%	How do they show they care/ not care? How do you want to be cared for?
(6)	I am able to take time off work when I think its necessary	61%	77%	-16%	Why not? When were you refused?
	<i>Dimension average</i>	48%	57%	9%	

The most problematic areas were: (1) *this is psychologically and emotionally healthy place to work* (with 45% score, and Δ -21%), (2) *'this is a physically safe place to work'* (with 54% score, and Δ -20%), and (3) "management shows appreciation for good work and extra effort" (with a low absolute score of 40% score, and Δ -10%); here it would be significant to clarify how appreciation is currently shown, or nor shown; and how employee want to be appreciated. It could also be important to ask about the most typical situations/areas where managers do not show interest, or care. Low scores and high differences in both questions point to the problem areas here.

Another interesting score from Group 2, which did not get into the analysis here, was *'Management genuinely seeks and responds to suggestions and ideas'* (42% for the Picking unit, and 46% companywide, with Δ -3%). This response shows one of the lowest scores, quite on the same level with lines 3-5 above. This problem, however, makes a companywide problem. But it is important to acknowledge this very poor result.

Group 3: Fairness

(Translated by "Great Place to Work" as: *Equitable sharing of opportunities and rewards*)

From the employee's view grate place to work are built through relationships of day- to – day working in the company and the management credibility plays a big part in this as management conduct and effort to make sure that everyone is treated fairly and feels that they are treated fairly is a base of a great place to work.

In the third group the survey asked about the work environment in terms of fairness and discrimination. In this part of the survey, the employees of the Picking unit were asked about fairness at work and practices of doing work as a team. The questions that were asked in relation to this topic showed a low score compared to the company wide, with the

lowest being as follows: (1) “Promotions go to those who best deserve it”, with the score of 38% (against the company wide 58%, and Δ -20%), (2) “People are treated fairly regardless of their age”, with the score of 55% (against the company wide 76%, with Δ -21%), (3) “People here are treated fairly regardless of their race or ethnicity”, with the score of 66% (against the company wide 86%, with Δ -20%), (4) “People here are treated fairly regardless sexual orientation”, with the score of 66% (against the company wide 85%, with Δ -19%); and (5) “I am treated as a full member regardless of my position”, with score of 54% (against the company wide 71%, with Δ -17%). The results are summarized in Table 4 below.

Table 5. Results of 'Great Place to Work' 2016 (Group 3, Fairness).

	<i>Lowest scores in Group 3, Fairness (Discrimination at work)</i>	Picking Unit	Company wide	Δ	Additional questions to clarify the scores in Group 3
(1)	Promotions go to those who best deserve them	38%	58%	-20%	Who gets these promotions? Who deserves them?
(2)	People here are treated fairly regardless of their age	55%	76%	-21%	By whom? by management or co-workers? Who is discriminated, older or younger workers?
(3)	People here are treated fairly regardless of their race or ethnicity	66%	86%	-20%	Who is treated unfairly by whom?
(4)	People here are treated fairly regardless of their sexual orientation	66%	85%	-19%	
(5)	I am treated as a full member regardless of my position	54%	71%	-17%	Any example of you or someone were treated as a full member of the organization, regardless on position (any actions, signs, practices)? Examples when not?
	<i>Dimension average</i>	49%	65%	16%	

To clarify the survey responses for these most problematic areas, it would be important to ask the pickers as for: (1) where promotions go currently, and who deserves them, from their perspective? Next, (2) who treats whom unfairly based on age, the management or co-workers? For statements (2-4), it would be important to collect example of such practices so that to absolutely ensure who treats whom unfairly, either management or co-workers. Finally, for statement (5), it would be important to ask pickers how they expect a respectful treatment to be demonstrated and realized; what practices, or actions, or signs, would ensure that there is equal, respectful treatment.

Summing up, for this Group 3, the following areas (1-5) were selected, showing the biggest gaps to the company wide scores, with between -21% to -17%, and all lower than the groups' dimensional average (16% for Group 3).

Another low score from Group 3, which did not get into the analysis here, was *'People are paid fairly for the work they do'* (51% for the Picking unit, and 66% the company wide, with Δ -15%). Although with a very low score, this statement will not be discussed as Δ (-15%) goes higher than the group dimensional, which was 16%, and the survey average between for the Picking unit and the company, which was also 16%).

Summary of the Survey results

Summing up, the "Great place to work" survey was carried out to find out the employees views of their work place on a being the great place to work. It can be argued that because only 10% of the employees responded to the survey, the results cannot be considered reliable. On the other hand, the low response rate also indicate that the employees do not feel interested to respond. They either did not feel proud enough of working in the Picking unit, and decided it was not worth their time to respond and waste their words, or they have voiced out their concerns before and nothing changed. Either way, the results of the survey still need to be further investigated.

To find out the reason behind the survey results, this study decided to further investigate and collect more data for analysis, by talking with the Picking unit staff to clarify any unclarified results. Further clarification was also needed since the survey had questions with either 'Yes' or 'No' options, or the scaling answers (such as *'fully agree'*, *'partly agree'*, *'fully disagree'*, *'party disagree'*, etc), which does not state clearly what was the problem and what was not working properly. Therefore, interviews were conducted to clarify the results of the survey, so that to provide more direction in which to concentrate the improvement efforts.

For further analysis, the most important Groups 1-3 were selected (*Credibility*, *Respect* and *Fairness*). These three groups were selected since only these three contribute to the concept of 'Trust'. As discussed earlier in Section 3, 'Trust' is critical for both dimensions, *the Employee perspective* and *the Management perspective*. From the Management perspective, it directly contributes to *"Achieving organizational objectives"*. In the context

of the Picking unit, achieving organizational objectives means high performance and productivity of the pickers.

In *Group 1, Credibility*, all low score results were clarified (statements 1-6). In *Group 2, Respect*, all low score results were discussed (statements 1-5). Out of *Group 3, Fairness*, only two statements (1) and (5) were selected for further investigation as closely related to relationships with the management (close to *Group 1, Credibility*) and respect at work place (close to *Group 2, Respect*).

Importantly, in *Group 3, Fairness* statements (2-4) related to a very clear perception of *discrimination*, will not be discussed in this study. The researcher believes that these questions deserve a separate investigation, beyond just 'Credibility' and 'Respect'. In such an investigation, the employee's identity should be disclosed, and who they are to clarify as for the areas where unfair situations have happened.

Thus, the three groups 1-3, *Credibility, Respect* and *Fairness* were further discussed and clarified in the interviews with pickers, below.

4.4 Analysis of the Interviews with Pickers

Since the 'Great place to work' survey did not give enough details to pin point the root of the problem in the case company, it was important to interview the pickers to get a clear understanding of the meaning behind the survey responses, as well as gain more in-depth understanding of the current state of the Picking unit as a place to work. It was done by interviewing the pickers in the Picking department, both newly employed and those that have been there for more than two years, as well as those who have left; both Finnish and foreign nationals.

Since the first two groups of questions *Group 1, Credibility* and *Group 2, Respect*, related to the most important (and at the same time, the most emotionally charged area of relationship with the management), and also yielded the most responses, it was decided to focus on these two groups for further analysis.

The interviewed employees responded to the questions and discussed their experience while working in the Picking unit. They shared inputs of what was working and what was not, and the situations that they remember. Importantly, the researcher did not press the

pickers to receive detailed answers to all the questions, but rather conducted the interviews in an open-end manner, allowing the conversation to flow into the direction that was most critical for the employees. All interviews focused first and foremost on the areas marked red in the survey analysis, showing the lowest scores in responses. These questions were very carefully asked from all the interviews, until complete and meaningful responses were gained. Other questions were asked only if the employee was willing to talk and had content to share. Otherwise the responses were registered in the field notes as brief answers and become visible in the criticality (severity) of the area. The writer of this study being an employee for the case company herself, this helped to conduct the interviews in a meaningful and sincere manner. By interviewing ten pickers in this way, the picture of the deeper perceptions beyond the 'yes' and 'no' answers to the 'Great place to work' survey started emerging.

Below is the summary of the interview results conducted in the case company Picking area, for two groups of questions, group 1, Credibility and group 2, respect. The results contain citations from the pickers' responses to help the current state analysis and clarification of the survey questions.

Group 1, Credibility (Relations with management)

The results from the interviews for this group mainly focused on discussing the management credibility, current communication practices, management competency as perceived by the pickers, and work ethics.

Table 6. Picker's responses to exemplify responses for **Relationships with the management** (Credibility, Group 1).

	<i>Lowest scores in Group 1, Management credibility</i>	Additional questions to clarify the scores in Group 1	Problem clarifications from the interviews
(1)	People here are given a lot of responsibility (44% score, and Δ -25%).	<i>What type of responsibility people mean/want? Examples of when pickers are typically refused of being given responsibility?</i>	Pickers mean here that: while picking they also clean cottons and papers, fork lift calls, pick, arrange and rape palates still making sure their speed is high. After a job well done, they are not rewarded with better responsibility with an opportunity of learning new tasks in the company.
(2)	Management hire people who fit well (45% score, and Δ -21%).	<i>Managers who do not fit well, or other employees? In what sense they do not fit well here?</i>	Pickers mean here that: some of the hired line managers are not competent to hold that position. Some have only a high school qualification, others have no respect or competence how to work in a multicultural environment.

●	Management actions match its words (44% score, and Δ -19%).	<i>In what situations typically? related to what issues? any examples?</i>	Pickers mean here that: communication and rhetoric of the management are not anyhow supported by real visible actions. As one example: managers should care about their employees' safety and convenience of the workplace, which they claim doing, but not actually do.
(4) ●	Managers deliver on its promises (45% score, and Δ -19%).	<i>In what situations typically? related to what issues? any examples?</i>	
(5) ●	I can ask management any reasonable answer and get a straight response (47% score, and Δ -15%).	<i>What they do? avoid? lie? to what questions typically?</i>	Pickers mean here that: management only want to ask questions to the pickers, and not the other way round. As one example: managers avoid answering questions to work related areas (shits, ergonomics of picking stations, possible improvements, etc)
(6)	Management is honest and ethical in its business practices (51% score, and Δ -15%).	<i>Where is it most evident? or where especially hurtful?</i>	Pickers mean here that: management is only after their own interest not the interest of the picker. As one example: managers claim that they want improvements in the Picking unit but still treat pickers like they are not human beings, no respect or care. As another example: managers can yell out and shout at pickers making them feel worthless (although some of the pickers are older than these shouting managers).

Table 6 summarises the results from the interviews related to Credibility, Group 1. Responses to statements (1) *'People here are not given a lot of responsibility'* and (2) *'Management hires people who fit in well here'* got very straightforward clarifications. These clarifications related to (1) being rewarded by giving more or better responsibilities as an opportunity of learning new tasks in the company, in response to a well performed job; and (2) some line managers who are hired are not considered as fit to hold that position, due to lack of qualifications (*"Some have only a high school qualification"*), or due to lack of some other important competences, especially related to the work in a multicultural environment. As one informant mentioned:

"In a some situation some of the management team have no english skills and have no experience in working in a multicultural environment. (Respondent X)

If specified, the comments for statement (1) *'People here are not given a lot of responsibility'* came down to the following examples and explanations.

"There are many opportunities to get different kinds of responsibility in the company warehouse but most of the employees feel that management promote favourites when it comes to giving out responsibilities". (Respondent 2 and 4)

There were also comments related to too many regulations, instead of appealing to the sense of responsibility in the pickers:

"The management has imposed so many rules and regulations that it is no longer a working place but feels like a kindergarten school". (One example is) "...when at work employees should not talk but work" (Informant X)

Statement (2) *'Management hires people who fit in well here'* was illustrated with the following explanations:

"Some managers are years younger than the employee and sometimes respect is not present. Some of the supervisors are high school graduate with no university degree while some of the employee have university degrees. In this case the much older employee with a degree feel looked down on by the young supervisor with no formal education". (Respondent X)

Responses to statements (3) *'Management actions match its words'* and (4) *'Management deliver on its promises'* were not recognized as different by the pickers, and both were related to the treatment of pickers, which does not match the management rhetoric. One example given in this area was a picker who needed to change the shift for an emergency reason, as described below:

"One day I wanted to change my today's shift to evening/morning due to an emergency, and the answer was, can you ask that question latter I am busy now, you can ask latter". (Respondent 8)

This situation was cited as an example of a critical need that was not addressed, in spite of the line manger's duty to address it, and obvious time issue (the shift coming).

As for statement (5) *'I can ask management any reasonable answer and get a straight response'*, the pickers referred to the often experienced situations when managers do not welcome questions from the pickers, and when asked, avoid answering questions. As one respondent noted:

"When managers are asked questions related to work they do not necessarily lie but do not tell the truth either" (Responded 2).

Pickers also gave examples when such avoidance was caused by the lack of company related knowledge, and this is the reason why they avoided answering questions.

"Some management people have no idea of the company goals and therefore cannot answer questions related to work" (Responded 6)

As one respondent concluded:

"Any questions that start with a 'why' are avoided by management, the only reasonable time an answer is readily available is when management is asking for more shift/hours for overtime, at that time they can answer any question since they need the employee help to work overtime in case of busy days. Other time when all is

well management cares not about the employee's questions or concerns".
(Responded 5)

This last statement also related to problem area (6) '*Management is honest and ethical in its business practices*' pointing to the lack of honesty toward the employees. This area (6) was especially emotionally charged, when interviewing the employees. Many pointed to various types of hurtful or humiliating practices, especially from the line managers, such as shouting and disregard of obvious needs.

Some of the respondents also referred to the situations when the supervisors yell out loud and shout harshly at the employees. One employee noted that he had been receiving bad treatment from one of the supervisors and he confronted the supervisor and asked why he treated him in such a manner. But he did not get the answer,

"the only thing the supervisor said was thank you for that information" (Respondent 6).

Summing up, *in Group 1, Credibility* the pickers clearly voiced their concerns and clearly emphasised on the problem areas (1-6) that they face at work. These problems can be summarized as: (a) *how management carries itself toward employees*, (b) *line managers lack competences*, including intercultural competences, and (c) *line managers lack of knowledge concerning the company*, and (d) *line managers demonstrate poor ethics*.

Group 2, Respect:

This group of questions focused on the work environment of the Picking unit. The summary for the answers is shown in Table 7 and discussed below.

Table 7. Pickers responses to exemplify responses for Respect, Group 2.

	Most problematic scores in this group	Additional questions to clarify the scores in Group 2	Problem clarifications for the most problematic scores in this group
(1)	This is a psychological and emotionally healthy place to work (45% score, and Δ -21%).	Why is it psychologically and emotionally not healthy? in what way?	Pickers mean here that: sometimes the management will yell and shout or use harsh words to the pickers and it becomes a hostile environment that causes stress. The management requires a lot and they do not support employee to reach the set target at work
(2)	This is a physically safe place to work (54% score, and Δ -20%).	Where is it not safe? What/how needs to be fixed?	Pickers mean here that: the picking environment is always messy and trash always lying down somewhere. It is impossible sometimes to walk and it is easy to fall down. Some working stations are too low for tall people while others are too high for short people. Good order and ergonomics are lacking.

(3)	Management shows appreciation for good work and extra effort (40% score, and Δ - 10%).	Some concrete managers, or generally? How would you like it to be shown?	Pickers mean here that: management does not recognize or reward extra effort, and if they do they will play favourites. no respect or apperception is given to this overwork, no meeting the needs for time off work when needed.
(4)	People are encouraged to balance work life and personal life (40% score, and Δ - 14%).	How do you conclude that they are nor encouraged? How they can be?	Pickers mean here that: management give 45 hrs per week in busy days, which is over work, the work in the warehouse is physically challenging. Yet, no respect or apperception is given to this overwork, no meeting the needs for time off work when needed.
(5)	Management show sincere interest in me as a person, not only as a picker (42% score, and Δ - 14%).	How do they show they care/ not care? How do you want to be cared for?	Pickers mean here that: they have no regard for employee as a human being they treat employees like slaves, with no feeling and no voice.
(6)	People here able to take off time from work when needed (62% score, and Δ - 16%).	Why not? When were you refused?	Pickers mean here that: it is difficult to negotiate the time off work, or a more convenient schedule, when needed, with the line manager. They either have no time, or no interests in such negotiations.

As for statement (2), *“This is a physically safe place to work”*, all pickers mentioned that the Picking unit is not safe as the physical environment to work in.

“There are broken pallets and broken product all over the picking station and it is sometimes hard to work when there is so much to work over or under, when avoiding the broken pallets or products”. (Respondent 3)

“Trash is always lying down somewhere, some broken pallets could be next to a fire exit or next to the picking station which disturbs the work flow”. (Informant Y)

Picker also mention the lack of ergonomics in their work place. Some of the shelves in the picking stations are too low for tall people, and some of the products are the way too high for short people. This does not allow employees to perform their work without any limitations, and does not create a place where they can be physically safe. These results show the current work environment is perceived as toxic and stressful and management is not helping by imposing more rules and regulations in the Picking unit.

As for statement (1), *“This is a psychological and emotionally healthy place to work”*, the pickers made examples of the managers using hostile tone sometimes, and shouting or yelling out at the pickers. As for using hostile tone sometimes, and shouting or yelling out at the pickers, the respondents gave examples of such practices happening occasionally

(*“That diminishes employee’s motivation”*). This was also mentioned as an example of discrimination by the people of colour and was openly mentioned by those of them who subsequently resigned from work. Due to management using hostile tone and so much rules and regulations imposed on the employee, they become psychologically and emotionally drained during this work as they only have in mind these many rules and regulations.

As for statement (3), *“Management shows appreciation for good work and extra effort”*, the ill-mannered employees get more attention than the well-behaved and well-performing employee. When it comes to performance management, the line managers typically only give *bad* feedback, directed at the employee who is under-performing. But when they are performing well, no one bothers to tell them their progress. As a result, the pickers feel that the management does not care for them as human beings.

“I feel that I have never performed at my best as no one tells me if I have, I only get complaints of poor performance”. (Respondent 8)

Some of the employees have been so much stressed and depressed with the current state of the working environment that they feel the only solution is for them to leave. The case company doctor offered a psychologist for the writer of this study as to the picker after a long period of stress-related sickness.

As for statement (5), *“Management show sincere interest in me as a person, not only as a picker”*, the pickers stressed that managers never show any interest in them by, for example, asking any personal or even general questions (as for family, life, health, feelings, etc). They also never show any interest to help the employee in mental growth by encouraging them or giving them different responsibilities.

“Managers never deliver on their word; they only impose more rules and regulations and go around looking for those breaking the newly given rules to give warning to them”. (Informant 4)

“Managers should be less hostile and be friendlier to the employees; they should not see themselves better than their employees and hence looking down on them”. (Informant 2)

As for statement (5), *“People here are able to take off time from work when needed”*, the pickers responded that it is difficult to negotiate the time off work, or a more convenient schedule, when needed, with the line manager. They either have no time, or no interests in such negotiations:

“No one cares to know why you need to change your shift, even though this varies from one supervisor to the other and the relationship between the employee and the supervisor”. (Informant 7)

Summing up responses to the questions related to Group 2, Respect, the employees do agree that they are responsible for how they choose to work and give their personal best. But they argued that management does not make it any easy for them to do so. One employee concluded that:

“The condition of the work place has not improved at all, though management have time and time again promised to make the warehouse a better place to work but this promise never came to be. Employees self has been bruised. Working environment is hostile and negative and has not improved at all”. (Responded 3).

Group 3, Fairness:

This group focused on fairness (statements 1 and 5) and discrimination (statements 2-4) at work. The results of the interviews are summarised below.

Table 8. Pickers responses to exemplify responses for Fairness, Group 3.

	Most problematic scores in this group	Additional questions to clarify the scores in Group 3	Problem clarifications for the most problematic scores in this group
(1)	Promotions go to those who best deserve them (38% score, and Δ -20%)	Who gets these promotions? Who deserves them?	Pickers mean here that: promotion never goes to the hard working employee but always the favoured ones.
(2)	People here are treated fairly regardless of their age. (55% score, and Δ -21%)	By whom? by management or co-workers? Who is discriminated, older or younger workers?	Pickers mean here that: young management staff show disrespect to the pickers who are age wise older than the managers.
(3)	People here are treated fairly regardless of their race or ethnicity (66% score, and Δ -20%)	Who is treated unfairly by whom?	Pickers mean here that: they feel that EU people are more favoured than their African co-workers.
(4)	People here are treated fairly regardless their sex orientation (66% score, and Δ -19%)	Who is treated unfairly by whom?	Pickers mean here that: the sexual orientation here was described as being male or female and the employee feel that female employee are treated more fairly than their male co-workers
(5)	I am treated as a full member regardless of my position (54% score, and Δ -17%)	Any example of you or someone were treated as a full member of the organization, regardless on position (any actions, signs, practices)? Examples when not?	Pickers here mean that: They feel looked down by management only as pickers who picks and listens to instructions without giving any other contribution at work related to working decision or work related matters

(6)	<i>People are paid fairly for the work they do (51% score, and Δ -16%)</i>	<i>(No questions were asked specially by the researcher, but this topic was touched by the pickers themselves)</i>	<i>Pickers mean here that: there are miscalculations in salaries, and the pickers fill they are done in favour of someone else.</i>
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As discussed earlier, the study only conducted interviews for statements (1) and (5) since they relate most to Group 1, Credibility and Group 2, Respect, and the pickers gave many responses here.

As for statement (1), *"Promotions go to those who best deserve them"*, the pickers mentioned that promotions are not done fairly. They explained that, when there is a promotion opportunity, promotion does not necessarily go to those who are hardworking and diligent at work. Instead, it can easily go to some newly employed pickers, this results to lack of self-worth for the picker who had been diligent at work and therefore decided to disengage and perform mechanically, as

"Hard work is never rewarded" (Informant 6).

The pickers voiced that some of the newly employed have no knowledge of the warehouse and they learn on the job basis. This makes the employee who has been hard working and diligent in performing their duties lack motivation because:

"That is a great demotivate, when an employee does not see any future progression" (Informant 7).

The pickers also remembered a case where a newly employed person got promoted by overtaking the old and hardworking employees, it was justified with the statement of Finnish language being a requirement for the performance of the task. This summary pointed out some scenarios that were very unfortunate. Some of the employees were reluctant to speak out, as they believe that, the situation is so severe that the only way out is out.

As for statement (5), *"I am treated as a full member regardless of my position"*, the pickers in the Picking unit feel that they are not treated with the same respect as other employees by the management. They acknowledged the fact that the work is physically demanding but after working hard,

*"There is mistakes in the monthly salary; some days will be missing or miss calculation which happened monthly and it seems that miscalculation is done purposely".
"...especially on sick leave payment is missing" (Informant 5)*

This also relates to the earlier statement about the fair payment. This issue was recorded as a problem in 'Fairness', Group 3 (*'People are paid fairly here'*, with the score of 51% for the Picking unit, with Δ -15%), but was not discussed separately.

4.5 Key Findings from the Current State Analysis (Data Collection 1)

The study clearly pointed out to a series of problems in the Picking unit that need immediate attention. Point A: From the "Great place to work" survey, the most problematic areas were identified as shown below..

Summing up Point A, the Picking unit compared with the company wide scores showed a significant negative difference in any aspects of the results. These survey results suggest that there is a challenging work environment. The employee productivity has also declined over the year. This demonstrated that some critical things are lacking in the Picking unit, and to make the Picking unit a better place to work these issues need to be fixed.

Summary of CSA key findings (from the Employee Perspective)

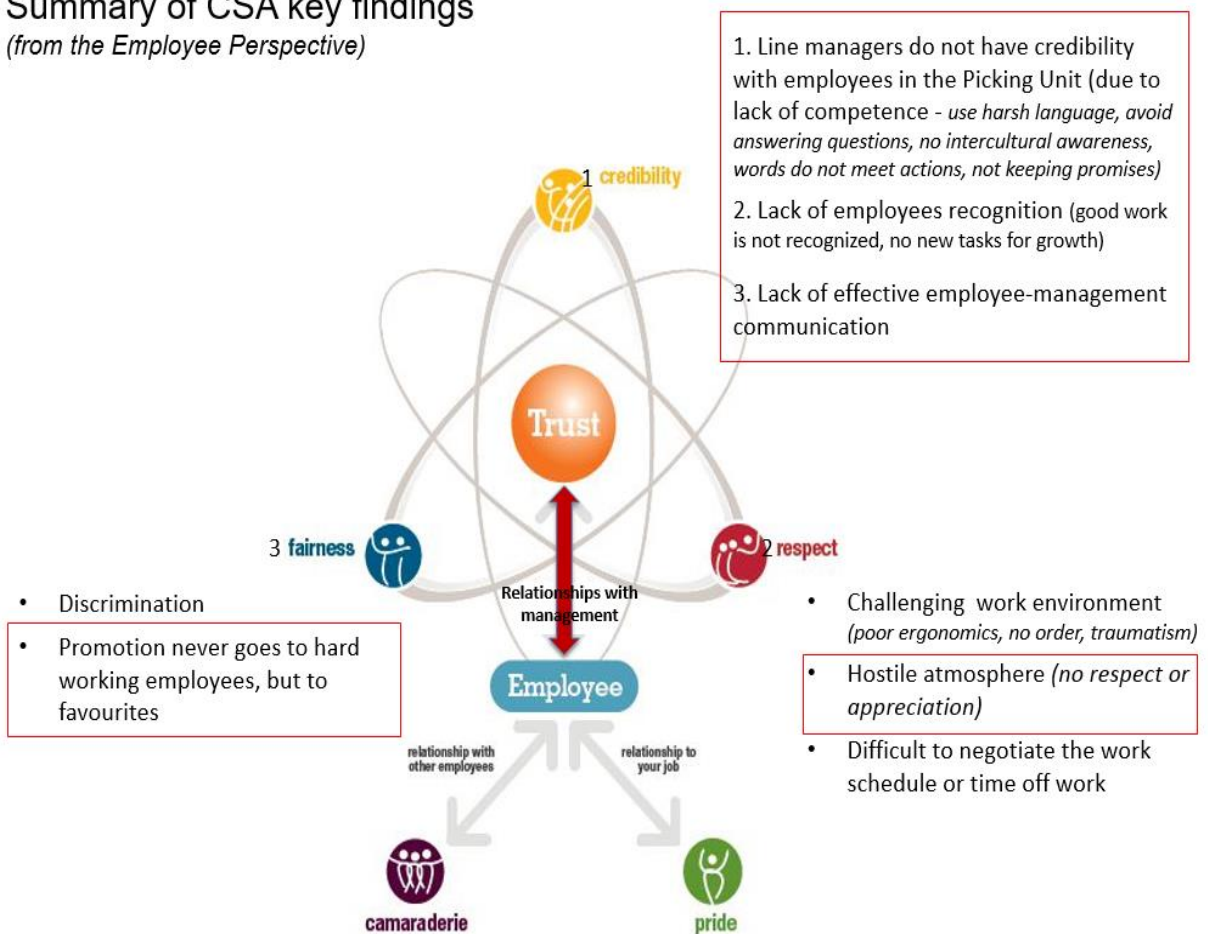


Figure 5. Summary of the key findings (related to three areas of relationships between the employees and the management).

As seen from Figure 5, the following three findings were selected as the focus for improving the trust between the management and employees. In the Credibility (group 1) results, the challenges selected for addressing in this study, relate to: (1) line managers do not have credibility with employees employees in the Picking Unit (due to lack of competence - *use harsh language, avoid answering questions, no intercultural awareness, words do not meet actions, not keeping promises*), (2) Lack of employee recognition (good work is not recognized, no new tasks for growth) (3) Lack of effective employee-management communication. In Respect (group 2), the selected challenge relate to: (4) Hostile atmosphere (*no respect or appreciation*). Finally, in Fairness (group 3), the selected challenge relate to: (5) Promotion never not given to hard working employees, but to favourites. Other challenges will not be tackled in this study.

Taken together, the survey and interviews results more or less all related to TRUST. After the interviews, the problems became clearer and from the responses it was clear that the work environment in the picking area need some improvement for it to be a great place to work.

From the above summary of the “Great place to work survey” and interview results, the most problematic three areas that can be the focus on in this study relate to

- (a) *Lack of TRUST between the management and the employees*
- (b) *Lack of effective communication.*

Challenging, manual work environment plays a big role in making relationships with the management and how they communicate difficult. These issues will be discussed further to find a solution to the problem.

Areas (a) and (b), that were summarized as most problematic, were selected for tackling in this study, as they can possibly be improved and need a clear Action plan. Moreover, the managers showed willingness to cooperate in these issues, as a joint effort between the employees and the management. Since problem area (a) *‘building TRUST between the management and the employees’* can be believed to affect many other areas, this

areas (a) and (b), including Credibility, Respect and Fairness, were selected as the focus for improvement.

5 Best Practice for Improving Trust in the Work Place

This section discusses how to improve credibility, respect and fairness as key aspects of trust, by using the best practice available from literature and existing knowledge. Since credibility is approach through trust by the “Great Place to Work” tools, trust building will make the main focus of this section.

5.1 Improving Trust from the Employee Perspective

One important area for building trust between the management and the employees is through understanding the needs and expectations of the employees. Research suggests (Quantum Workplace 2014) that, although the needs and expectation of the employees may be the same, the engaged and productive employees prioritize their needs and expatiations in a different way, as compared to those disengaged of actively hostile.

Table 9 below shows the different types of employees in an organization. For effective trust building, it is important to know what your employee values most, since in this case one size does not fit all. Each group of employee has what they value most and it may be different from others. There are (a) engaged, (b) Contributing, (c) Disengaged and (d) Hostile employees.

Table 9 below shows the difference in the prioritization of needs and desires of the engaged and disengaged employees.

ENGAGED	CONTRIBUTING	DISENGAGED	HOSTILE
1. Pay increase	1. Pay increase	1. Pay increase	1. Pay increase
2. Access to new learning/ training opportunities	2. Spontaneous cash bonus	2. Spontaneous cash bonus	2. Spontaneous cash bonus
3. Granted more flexibility/ autonomy	3. Access to new learning/ training opportunities	3. A promotion	3. A promotion
4. Spontaneous cash bonus	4. Granted time off	4. Granted time off	4. Granted time off
5. Praise from senior leadership	5. A promotion	5. Access to new learning/ training opportunities	5. Granted more flexibility/ autonomy
6. Praise from direct manager	6. Granted more flexibility/ autonomy	6. Granted more flexibility/ autonomy	6. Access to new learning/ training opportunities
7. Team celebration	7. Praise from direct manager	7. Praise from direct manager	7. Praise from direct manager
8. Additional job responsibility	8. Praise from senior leadership	8. Praise from senior leadership	8. Praise from senior leadership
9. Granted time off	9. Additional job responsibility	9. Additional job responsibility	9. Additional job responsibility
10. A promotion	10. Team celebration	10. Team celebration	10. Team celebration
11. A personalized gift	11. A personalized gift	11. A personalized gift	11. A personalized gift

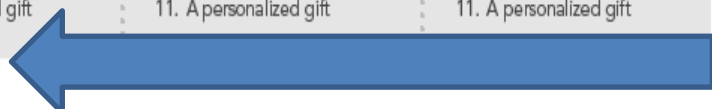


Table 9. Priorities of the needs and expectations of the engaged and disengaged employees. (Quantum Workplace 2014).

This difference makes important knowledge for the manager since it help to adequately *recognize* the good work by the employee, and address their expectations correctly. For example, for both men and women, in all categories, *the pay increase* makes the most important form of recognition. However, for the engaged employees, the immediate second priority is *the learning opportunities*, and it is also the third priority for the contributing employees, as compared to more cash (*spontaneous cash bonuses*) for other categories of employees. Moreover, the hostile and disengaged employees vigorously want Promotion, since they do not fill happy in the current situation; while the engaged employees put promotion as the last but one on the least of their priorities. This is obviously shows the engaged employees are happier, and trust more, to their current management, thus do not seek any change in their current situation.

Other noticeable differences relate to grated time off and granted more flexibility autonomy, engaged employee have listed granted time of as the third least thing, and granted more flexibility as the third most important value to them as the engaged employee, while the contributing, disengaged and hostile employee placed granted time off as the fourth most important thing while granted more flexibility was also their top on the list, this clearly shows how the disengaged and hostile employee are not happy in the current state and how they want to spend less time at work as possible, however the engaged employee values more flexibility as they are happy and trust their current management.

Summing up, this table also shows how to direct the efforts of the managers so that to influence the employees into the right direction. To make the work place a better place to work, it is the responsibility of the management to make both disengaged employee and hostile employees to be Engaged and Contributing at work. Therefore there is a need for management to know and understand what their employees' values, through communication and trust building. (Quantum workplace 2014)

Best practice how to recognize the good work by each type of employee's points to the following actions, as shows in Figure 6 below.

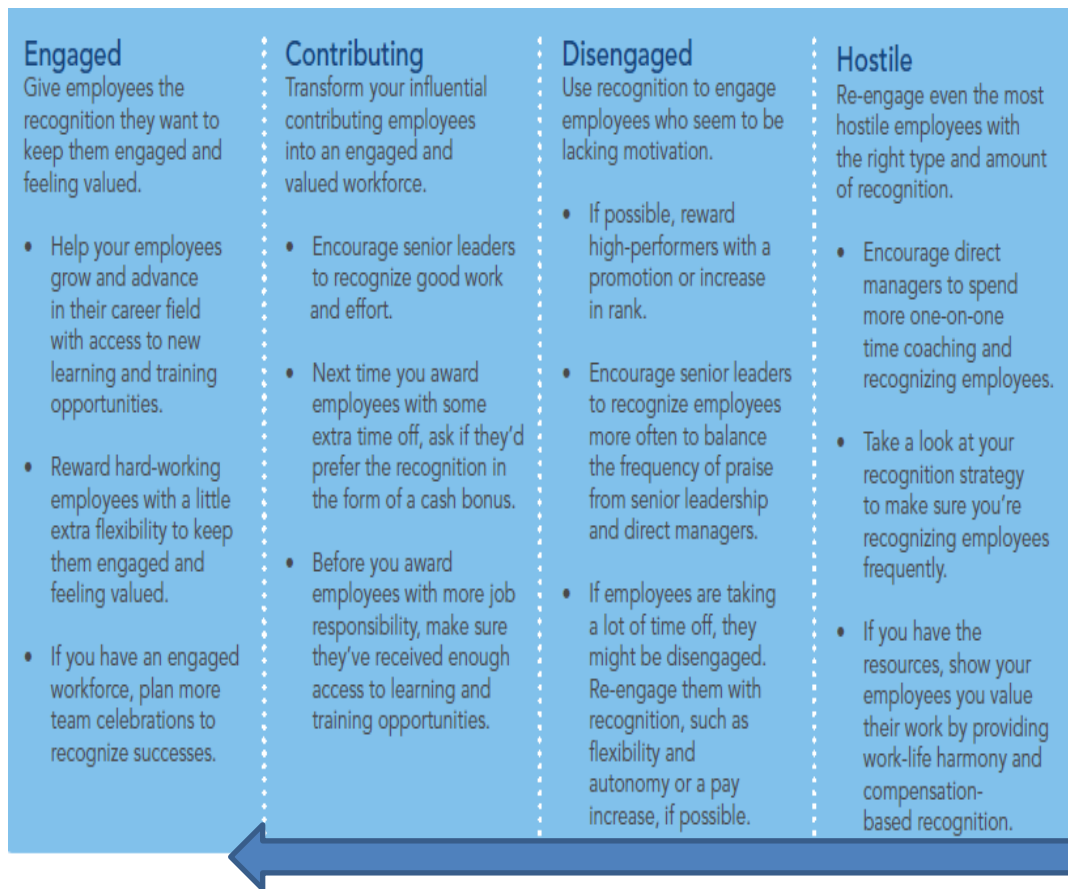


Figure 6. Evolution of employee attitudes based on recognition (Quantum Workplace 2014).

As seen from Figure 6, there are four main types of employees namely (a) Engaged (b) Contributing (c) Disengaged and (d) Hostile of employees, whose need are different from each other management can keep the engaged employee engaged at work by communicating to them and finding out what they need. Management can then also learn about the other three categories of employee and transform them to engaged employee engaged employees needs recognition, growth, opportunities, rewards with extra flexibility, team celebration and career development for them to continue being engaged, while contributing employees need to be transformed to engaged employees by being recognized by senior leaders, giving them a chance to choose how they wish to be recognized (extra time off or cash bonus) and giving them learning opportunities before awarding them more responsibility. Disengaged employee needs encouragement to be motivated by rewarding high performances, recognition from senior leaders more often

and when they take more time off they need more flexibility or pay increase to re-engage them. Hostile employees needs right type of reward or recognition, communicating with them one on one two way communication to find out how the management can meet their needs, recognizing them frequently, proving them with work-life harmony and compensation based recognition.

Next section discusses the practices of establishing trust, credibility and communication in more detail.

5.2 Improving Trust by Acting from the Management Perspective

Management perspective to 'great place to work' includes three areas that contribute to establishing TRUST: (a) *inspiring, listening and speaking* to employees (this area contributes directly to '*Achieving organization objectives*'); (b) *hiring, sharing and celebrating* (as the area of '*Working together as a team/family*'), and finally (c) *thanking, caring and developing* (as the area that lead to '*Giving personal best*').

In great work place Inspiring, listening and speaking means that management invest time in their employees and make them feel inspired by giving them time to speak and listening to them, in this way employees will feel that management cares about them by giving them a voice. When employees feel that they are given time to speak and management listened to them it inspires them and thus this contributes directly to achieving organization objectives.

In great work place Hiring, Sharing and celebrating which has the goal of making employees and management work together as a team/family means that it is important to hire the right people as management as they will be leaders in the organization and will influence employee positively or negatively, sharing of ideas and celebrating milestone is one of the way that builds trust in the great work place.

In great work place Thanking, caring and developing are areas that lead to employees giving their personal best and this means that, managements should show appreciation to employees by thanking them and rewarding a job well done, show that they care for their employees by showing care through listening to them and giving opportunity to develop and grow at work.

Regarding the first area, and especially (a) *inspiring*, not only the leaders at work, but also the *work environment* should inspire and encourage employees. *Work environment* is defined by business dictionary as a “location where a task is completed”. When pertaining to a place of employment, the work environment involves the physical and geographical location, as well as the immediate surroundings of the workplace, such as a construction site or office building (Business Dictionary: Work environment). However, most typically, work environment also includes wider factors relating to the place of employment, beyond the physical characteristics (such as the quality of the air, noise level, etc). It is also believed to include additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking. In fact, *Work environment* is “everything that forms part of employees’ involvement with the work itself, the relationship with co-workers and supervisors, organizational culture and room for personal development” (Business Dictionary: Work environment)

In this wider sense, work environment is defined as the place in which “people live and work” (Macmillan dictionary: Work environment), including not only the physical conditions that affect them, but also the emotional climate. Poor relationships between management and employee, severely affect the trust. poor relationships are visible, for example, through the lack of management support that can affect the work environment in a negative way, also most basic need in the work environment is safety both physical and mental (Great place to work: 2017).

After surveying 10,000 NHS employees in Great Britain, Institute of Employment Studies (Robinson et al., 2004) points out that the key driver of employee engagement is a sense of *feeling valued and involved*, which has the components such as involvement in decision making, the extent to which employees *feel able to voice their ideas*, the *opportunities employees have to develop their jobs* and the extent to which *the organization is concerned for employees’ health and well-being*.

Moreover, CIPD (2006) on the basis of its survey of 2000 employees from across Great Britain indicates that *communication* is the top priority to lead employees to engagement. The report singles out having the opportunity *to feed their views and opinions* upwards as the most important driver of people’s engagement. In practical terms it means that it is important that organizations know each of their employees need and take time to *listen* to them, by *listening* they will be able to know how they can influence them to become more

engaged, keeping in mind their goal is to meet the organization objectives through the employee *giving their personal best* and this is possible when they built the atmosphere of *trust*. (Great Place to Work 2017). To create a *trusting environment*, communications must be *authentic, two-way, and open* and *honest* through understanding the factors affecting trust within organizations (Möllering et al. 2004: 667). It is believed *that managers and leaders* within an organization will be better able to create conditions that are conducive to trust, thereby enhancing levels of organizational performance and effectiveness “Communicators must consistently - and persuasively - champion the value of *trust, trust-building activities* and *the trust-building impact of active leadership participation*” (Möllering et al. 2004: 666).

Summing up the first areas (*‘Achieving organizational objectives’*), *Trust* plays a vital part in achieving organizational objectives. As such, management have the obligation to build trust in the organization. “*To win in the marketplace you must first win in the workplace, employee engagement is the key to activating a high performing workforce*”. (Doug Conant, former Campbell's Soup CEO).

Regarding the second area, and especially (b) *hiring, sharing and celebrating (that result in ‘Working together as a team/family’*, employee who enjoy being at work are most productive and hence work together as a team. The report also identifies the importance of being *kept informed* about what is going on in the organization (CIPD, 2006). James Clifton, CEO of Gallup organization indicates that employees who have *close friendships at work* are *more engaged workers* (Clifton, 2008). There are studies that provide firm and concrete evidence that happier employees, also due to a sense of ‘team/family’, are more productive in the workplace (Michal Addady Oct 29, 2015) Recent studies indicate that *Organizational Citizen Behaviour* make an important parts and predictors of employee commitment conceptualized as positive attachment and willingness to exert energy for success of the organization, *feeling proud* of being a *member of that organization and identifying oneself with it*.

Organizational Citizen Behaviour is a behaviour observed within the work context that demonstrates itself through taking initiatives, *proactively* seeking opportunities to contribute one’s best and *going extra mile* beyond employment contract. (Macey and Schneider, 2008; Robinson et al, 2004) Another study supports this by pointing out that *engaged employee* consistently demonstrates three general behaviours which help improve organizational performance: (1) *Say - the employee advocates for the*

organization to co-workers, and refers potential employees and customers (2) *Stay* - the employee has an *intense desire to be a member of the organization* despite opportunities to work elsewhere (3) *Strive* - the employee *exerts extra time, effort and initiative to contribute to the success* of the business (Baumruk and Gorman, 2006) (Hewitt Associates). This leads to the second area of trust ('Working together as a family/team') to the next dimension, namely '*Giving personal best*'.

Finally, regarding the third area, and especially (c) *thanking, caring and developing (that result in 'Giving personal best')*, Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." The emotional commitment the employee has to the organization and its goals is often called *employee engagement*. *Engaged employee trust the people they work for, they also trust the people they work with. Employee engagement* is a positive attitude held by the employee toward the organization and its values (Institute for Employment Studies 2011). According to Perrin's Global Workforce Study (2003) study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. *Employee engagement* is also defined as the involvement with and enthusiasm for work (Gallup organization). Robinson et al. (2004) define employee engagement as "*a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The conclusion from the study is that any organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.*" Engagement is about passion and commitment - the willingness to *invest oneself and expand one's discretionary effort to help the employer succeed*, which is beyond simple satisfaction with the employment arrangement, or basic loyalty to the employer (Blessing White 2008; Erickson 2005; Macey and Schneider 2008).

"To compete in the information age, firms must increasingly rely on the knowledge, skills, experience, and judgement of all their people" (Dess & Picken (2008:222))

Importantly, Vance (2006) explains the fact that employee performance is inextricably linked with employer practices. To shed light on the ways in which employer practices affect job performance, Vance (2006) presents a job performance model. According to him, job performance is the outcome of *personal attributes* such as knowledge, skills, abilities, temperament, attitudes and personality; the *Work context* which includes

leadership, physical setting and social setting that directly affect the person, process and lead the job performance (visible in quality, quantity, timeliness and safety of the employee's performance).(Vance, 2006)

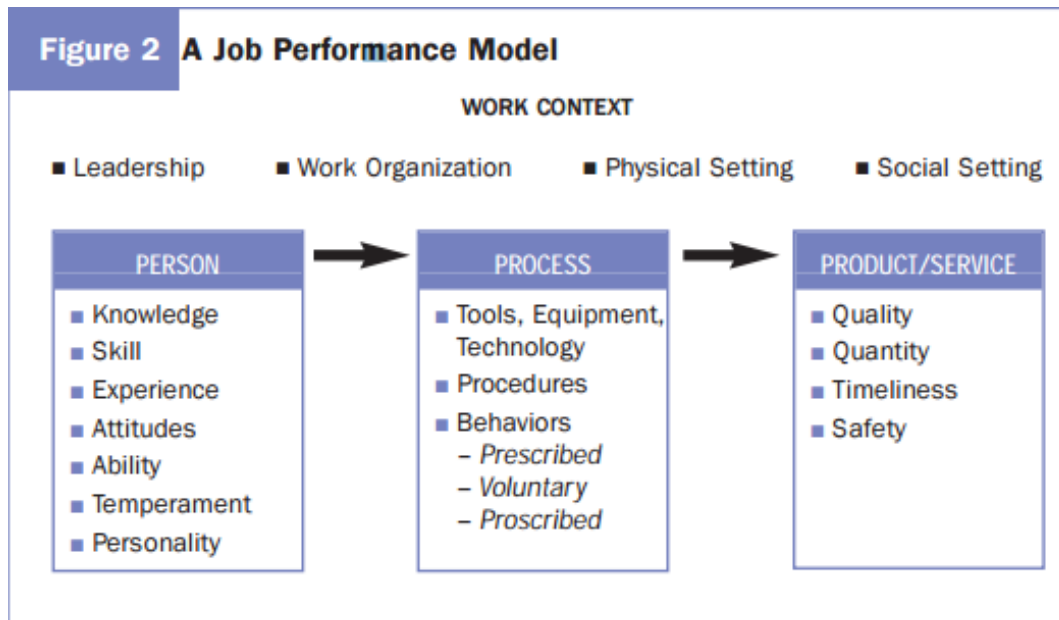


Figure 7. A job performance model (Vance 2006)

Most drivers that are found to lead the employee are non-financial in their nature. This does not mean that managers should ignore the financial aspect of rewarding their employees. In fact, performance should be linked with reward. Nevertheless, the old saying of Human Relations Movement which goes that “as social being, human resource is not motivated by money alone”. However pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is a sensible first step, will not take a company very far - they need to provide the higher that average pay to the best employees so that motivate them to *give their personal best* (Buckingham, & Coffman (2005:55).

Summing up the third area (*'Giving personal best'*), engaged employee are those who are discretionary at work and are highly vigorous and dedicated to their job, willing to *give their personal best to the organization*. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The conclusions form the study is that any organization must work to

develop and nurture engagement, which requires a two-way relationship between employer and employee. (Institute for Employment Studies 2011:2)

“In the world of work, employees and employers have traditionally made a tacit agreement: in exchange for workers’ commitment, organizations would provide forms of value for employees, such as secure jobs and fair compensation. Reciprocity affects the intensity of a commitment. When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes”. (Vance 2006: 22)

Summing up, *Trust* makes a vital part of a good work environment management can influence the work environment by building trust in their employees and encouraging relationships and team work at work showing support and encouraging their employees, understanding that different people have different ways of doing things and all employees cannot perform their task same way, managers can create a good work environment by (1) *inspiring, listening and speaking*, (2) *hiring, sharing and celebrating* and (c) *thanking, caring and developing*, as these are the core values of a good work environment (Great Workplace 2010:64)

5.3 Building an Action Plan to Improve TRUST in the Work Place

Creating trust culture is something that “you can’t teach culture, you have to live it, you must experience it, you have to share it, and you have to show it” (The Great Workplace 2010: 28)

‘Leaders must remember that many of the best insights on how to fix a company lie with employees further down the organizational chart. Creating a trusting, honest dialogue with these key personnel should be every new leader’s top priority’ (Dougherty 2013:1)

However, to take practical steps the organization can build an Action plan, so that to act persistently toward building trust.

An action plan is a plan that helps organization to turn their dreams into reality, in other words it helps organizations to make sure that the vision is concrete (community toolbox:2016). An action plan describes the ways in which the team will work together

and meet the objectives using the strategies in the action. There are a number of steps that an action plan typically consists of. The steps in an action plan typically include: (a) *What* (changes or actions to take); (b) *Who* (will perform this changes); (c) *By when* (the time limit or when the change will occur); (d) *What resources* (i.e. money that the team what will be needed to take the action), and (e) *Communication* (who will communicate 'who knows what'). (community toolbox:2016)

Table 10. Structure of an Action plan (community toolbox:2016).

No	1 Action	2 Responsible	3 Time	4 Resources	5 Communication

When followed, an action plan brings about change in the organisation. Therefore, there is also a list of criteria that an action plan should meet. These criteria include: (1) it should list all the action and changes that needs to happen, (2) it needs to be clear to those carrying out the action do they know who will do what and when it will be done; and (3) it needs to reflect the current state (a starting point) and anticipate newly emerging opportunities or barriers. (community toolbox:2016)

An action plan helps an organisation to plan and as the adage inspirational saying: "people do not plan to fail. But instead they fail to plan". With that in mind, it is beneficial to have an action plan that will (1) lend credibility to the organization it will also help the organisation show that it has order and dedication to getting things done, sometimes things can be forgotten or over looked and therefore, it helps in preventing details being overlooked especially the smaller details, (2) it helps the organisation to understand their strength and weakness, and saving time when an organization is more efficient, and (3) it increases accountability, and this will be help people know when they should do what needs to be done. (Community Tool Box 2016)

For improving an organization, the 'Great Place to Work' institute suggests a 6-step approach to build an action plan. This approach is applicable also to separate elements of the concept. Table 11 below shows the steps in the building trust approach.

Table 11. Building an Action plan to make an organization a great place to work (The Great Workplace 2010:17-21).

Step/ Element of Action plan	1 Choose area of focus	2 Take inventory	3 Map the gap	4 Check your thinking	5 Take the first step	6 Add to the inventory and remap the gap

As shown in Table 11, the 6-step approach to make an organization a better place to work includes the following actions. Step 1 is '*Choose the area of focus*'; entails focus on an area in one category or group of categories. Areas of focus are not yet action plans, they are areas that are chosen for creating the Action plan. The 'Great Place to Work' (2010) suggests that it is best to choose two or three areas of focus as 'it is better to make solid change in a few areas than making many changes which are unsustainable in many areas'. Also, the results in other areas may improve purely as a byproduct of the two or three main focus critical ones. (The Great Workplace 2010:217).

Step 2 is '*Take inventory*'. After choosing the areas of focus, the next step is to determine the strengths that might help with each area of focus, and then take inventory of what is already going well in each area. This will be the foundation for any action plan, as there is a need to understand the starting point in order to plan the way that will build Trust without backfiring. (The Great Workplace 2010: 218).

Step 3 is '*Map the gap*'. The next step is taking a look at the gap between the best practice and the desired outcome, and then determine the best steps that will bring the organization closer to the desired outcome. There is a need to be realistic about the obstacles that may be in the work environment. Importantly, the gap may not be closed until the removal of these named obstacles is done. (The Great Workplace 2010: 218).

4 Check your thinking: it is important to have a conversation with people at work before nailing down on any specific action, by sharing strengths, resources and opportunities this help to determine accuracy in the approach. This type of conversations builds trust and particularly on the two-way communication, collaboration and treating people as full members, and getting feedback by asking questions about the approach from the work group people. (The Great Workplace 2010:219).

5 Take the first step: This might be difficult but managers tend to wait on a perfect condition before the act, but there is no wrong or right time to build or deepen trust

relationship, there can be a chance that change might not be seen immediate however that is not a sign things are not working. This is because Trust builds over time, ensure personal support from leaders to help moving forward even in the face of skepticism or even confusion on employee part. (The Great Workplace 2010:220).

6 Add the inventory and remap the gap: Taking inventory after executing the first few steps in each area of focus successfully, next remap the gap before generating the action steps. Taking actions in an area may strengthen other areas or help in building resources that can be used to continue the journey and this process never ends as there is always room for improvement or modification. (The Great Workplace 2010:221).

Summing up, the 6-step approach to build an Action plan contains a series of steps that need to be taken in order to make an organization a better place to work. Importantly, the approach suggests to choose two or three areas of focus, so that to make solid change rather than making many small and unsustainable changes scattered over many areas. The approach also anticipates an accumulation of positive results, when the induced change triggers positive results also in the neighboring areas.

After an action plan is made, the organisation needs to distribute the action plan to all within the organisation, making sure timelines are completed on time, asking for report from the concerned individual in regular meetings and celebrating accomplishment of task follow up and ask for feedback on how the tasks are being carried out. With that in place, accomplishing what is set on the action plan becomes possible (Community ToolBox: 2017)

Next section discusses some identified best practice that can help to build an action plan and suggest some proven good practices that can help any organization to build better trust with the management.

5.4 Improving Trust and Communication: Examples of Best Practice

Communication fuels trust and in business internal communication always plays an important role, this is by the evidence given by successful companies which employs

effective strategy in communication, while other companies tend to fall short in performance. (Kalla, 2005)

In business life, trust have recently received a lot of attention from both researchers and practitioners. Research also shows that the most important aspect of building trust and collaboration at work depends on *interpersonal skills*, or 'people having skills to work together effectively' (Building trust in business 2009:29) This especially relates to the manager who needs interpersonal skills to build successful, trustful relationships with the employees. Researchers claim that as much as 60% of success in building trust and collaboration depends on the interpersonal skills.

Communication help to build trust between peers, employee and leaders and between company and its audiences this will eventually facilitate growth, creating a trusting environment communication needs to be authentic, two ways communication and open-honest communication. Strategic intent has been linked to a meaningful communication policy. communicators needs to embrace trust building as a core part and boldly champion the value of trust building through the organisation by connecting strategy to action to leadership commitment trust is built (Beslin, 2006:29-32)

The other of the two most influential aspects is the *processes*, meaning the 'disciplined and replicable ways in which people communicate, seek agreement, and take actions). This second way is evaluated as responsible for 30% of success in building trust and collaboration (Building trust in business 2009: 29). Finally, the third most important factor is team communication, 'even *over-communication*' and sticking to the stated team objectives. (Building trust in business 2009: 32).

Thus, these three areas can be identified as contributing the most to the success of building trust and collaboration at work. As such they need a good inventory of practices to help managers to exercise these types of practices, also in a disciplined and replicable way. When these good practices are known, it is easier to apply them in a process-like, consistent, replicable manner. Some of the practices are exemplified below. Table 12 summarizes examples of best practice of building trust with management.

Table 12. TOOLS/ APPROACHES for building TRUST with Management, from the Employee perspective (for improving relationships especially with the Line manager).

Area	Best practice repository	Reference
<p>1. Credibility:</p> <ul style="list-style-type: none"> • Competence • Integrity • Communication 	<p>A. Building trust with transparency, empathy, appreciation</p> <p>B. Establishing the Fish Market company culture, which means gathering members who have the actual love for their ‘smelly’ job and the company, and ready to share the benefit and the difficult times.</p> <p>C. Making sound decisions even when the situation is ambiguous or complex</p> <p>D. Asking for feedback from the employees.</p> <p>E. Listening actively and without judgment</p> <p>F. Sharing own feelings about facing uncertain situations</p> <p>G. Investing into relationship building, including the activities that not specifically related to getting work done</p> <p>H. Holding frequent meetings to communicate both facts and concerns/doubts.</p> <p>I. Building trust with feedback; providing focused, balanced, and timely feedback to individuals and teams</p> <p>J. Investing the time and meeting as many individual contributors as possible and <i>as soon as possible</i>.</p> <p>K. Expressing the rationale for actions and decisions.</p> <p>L. Effectively communicating the mission, vision, and strategy of the organization</p> <p>M. Even over-communicating with the team.</p>	<p>(Interaction Associates 2009:41</p> <p>(3simple rules management tricks 2015:1)</p> <p>(Interaction Associates 2009:41 Quantinum2 014 Building trust in business 2009: 32)</p>
<p>2. Respect</p> <ul style="list-style-type: none"> - Support - Collaborating - Caring 	<p>BB. Management should take care of the employees before employees take care of them</p> <p>CC. Establishing the perception of similarity; establishing rapport</p> <p>DD. Saying ‘thank you’</p> <p>EE. Focusing on what’s working</p> <p>FF. Learning what matters to the employees so that to provide the desired <i>Recognition</i></p> <p>GG. Concentrating on the employees’ strengths, rather than shortcomings</p> <p>HH. Digressing less into personalities</p>	<p>(Interaction Associates 2009:41) Quantinum 2014 (McGregor 1972-Harvard business review) Harris, Brannick, Joan 1999</p>

<p>3. Fairness</p> <p>1. Equity</p> <p>2. Impartiality (absence of favoritism)</p> <p>3. Justice (absence of discrimination)</p>	<p>JJ. Giving appropriate rewards and recognition; performance reward, especially for good work</p> <p>KK. Establishing performance goals and appraisal progress toward them</p> <p>LL. Giving the employee an opportunity to explore the new dimensions of their job and produce innovative results</p> <p>MM. encouraging employees to decide how their job should be done so that the employees feel psychologically empowered and accountable for their jobs</p> <p>NN. Sticking to the stated team objectives</p>	<p>(Interaction Associates 2009:41)</p>
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As seen in Table 12 above there are five areas that help managers build trust by improving employee-management relationship, especially with the line management, if discussed from *the Employee perspective*.

From *the Management perspective*, the management can approach the same concept of trust from their own side (see Conceptual framework-1). As one example, similar practices can be also attributed to the Management perspective for 'Achieving organization perspectives'. In this part, especially the communication practices are visible. However, the Management perspective will have more elements, distributed between more dimensions. As one example, Table X below shows how the first aspect (*'Achieving organization objectives'*) through *inspiring, listening and speaking* practices.

Table 13 TOOLS/ APPROACHES for building TRUST with Management, from the Management perspective (for achieving organizational objectives).

Area	Best practice repository	Reference
<p>1.Inspiring</p>	<p>PP. Concentrating on the employees' strengths, rather than shortcomings</p> <p>QQ. Giving the employee an opportunity to explore the new dimensions of their job and produce innovative results</p> <p>RR. encouraging employees to decide how their job should be done so that the employees feel psychologically empowered and accountable for their jobs</p> <p>SS. Learning what matters to the employees so that to provide the desired <i>Recognition</i></p> <p>TT. Adapting, for example, the Transformational leadership style that inspires people to achieve unexpected or remarkable results; motivate</p>	<p>(Interaction Associates 2009:9,41)</p>

	<p>them to fulfil their leaders expectations; create <i>connection</i> between <i>leaders</i> and their followers.</p> <p>UU. Giving contingent reward</p> <p>VV. Establishing the perception of similarity</p> <p>WW. Saying 'thank you'</p> <p>XX. Focusing on what's working.</p>	(Interaction Associates 2009: 22)
<p>2. Listening</p> <ul style="list-style-type: none"> - Support - Collaborating - Caring 	<p>YY. Asking for feedback from the employees</p> <p>ZZ. Listening actively and without judgment</p> <p>AAA. Taking time to listen to the employee</p> <p>BBB. Management showing interest in employee history</p>	<p>C. (Interaction Associates 2009:41) Quantum 2014 (McGregor 1972-Harvard business review) Building trust in business 2009: 32</p>
<p>3. Speaking:</p> <ul style="list-style-type: none"> • <i>Communication</i> 	<p>DDD. Effectively communicating the mission, vision, and strategy of the organization</p> <p>EEE. Letting employees understand what drives certain processes; expressing the reason behind certain actions and decisions</p> <p>FFF. Sticking to the stated team objectives</p> <p>GGG. Holding frequent meetings to communicate both facts and concerns/doubts.</p> <p>HHH. Sharing own feelings about facing uncertain situations</p> <p>III. management share personal information and the vision of success.</p>	<p>. (Interaction Associates 2009:41)</p> <p>(3simple rules management tricks 2015:1)</p>

As seen from Tables 12 and 13, good practices that help in building trust can fit the perspectives of both sides, and both need to be taken into account in order to build trust between the management and employees. These good practices are explained in detail in Appendix 1. In addition to good practices, there are also best practice related to the choice of style by the management. As known from business and research literature (Interaction associates 2009:32) this is the type of leadership which is especially effective for inspiring the followers and aimed at sustainable change in the employee attitude.

One important practice, important to both perspectives, is giving feedback. There is a need to note that many feedback descriptions focus on the negative behavior that needs to change. However, remember that '*building trust effectively* is done by reinforcing positive behavior'. Try to focus at least as much on positive reinforcement as on feedback to change undesirable behaviors. Just watch the results!' (Interaction Associates 2009: 53)

Other practical ways of building trust include building *transparency*, showing *empathy* and *appreciation*, and establishing *rapport* between the manager and the employees (Interaction Associates 2009: 41) When building trust, *Transparency* helps by letting others understand what drives certain processes or someone's behavior. Researchers notice that people typically feel better when they are in control of the situation and hidden process becomes visible. According to (Interaction Associates (2009: 41), Transparency can be increased by such steps as *expressing the reason* behind certain actions and decisions; and for example, by holding *frequent meetings* where both facts as well as concerns can be communicated. (Interaction Associates (2009: 41)

When building trust, Empathy helps by genuinely demonstrating an understanding and concern about other people's thinking and feeling, and thereby be willing and be open so that Management is aware of their concerns and deal with them directly. According to (Interaction Associates (2009: 41) Empathy can be increased by (1) Actively listening without Judgement (2) Management sharing facts and doubts about the future (3) Asking questions for example 'Are you saying that...?'.(Interaction Associates (2009: 41)

When building trust Appreciation is important when management appreciate the employee it shows recognition and gratitude for people's contributions. When management's amount of attention paid to others is increased and they contribute and show sincere appreciation, even those who may be pessimistic outlook will derive personal satisfaction and meaning from their work. According to (Interaction Associates (2009: 41) appreciation is increased by: (1) Focus on what's working (2) Say "thank you" (3) Learn what matters to the people you work with (3) Give appropriate rewards and recognition (Interaction Associates (2009: 41)

When building trust Rapport helps management to strengthening relationships and diminishing the obstacles to trust that may be created by status, and enhancing trust even when safety and certainty are high. According to (Interaction Associates (2009: 41) consistent, predictable and transparent" correlates with high levels of employee and customer retention. Rapport is increased by (1) Management showing interest in employee history (2) When Management share personal information and the vision of

success, and (3) Management taking time for relationship building activities not specifically related to getting Work done.

In summary, the above tips could be helpful in the circumstances of building trust through working relationships. There is however a need to think how individual styles and change situations impact the willingness of people to trust and will help the setting of priorities for management of communication and change.

Summing up, *trust* in the organization 'is vertical trust, this refers to trust of public servants in their supervisor and the organizations. Cho and park (2011) explains that 'a subordinate's trust in their supervisor can be considered as a form of interpersonal trust, where a subordinate's trust in their organization can be considered a form of institutional trust' (Cho & Park, 2011). Communication and trust are vital to an organization and the way managers build trust is by use of communication, to improve trust communication needs to be improved too. The Two-way communication, influences not just employee's perception of management credibility but also employee's experience of the work place.

Next, the conceptual framework is presented for an Action plan to build trust with management.

5.5 Conceptual Framework

Conceptual Framework-1 concentrated on the elements of the concept of TRUST, focusing especially on Relationships with management.

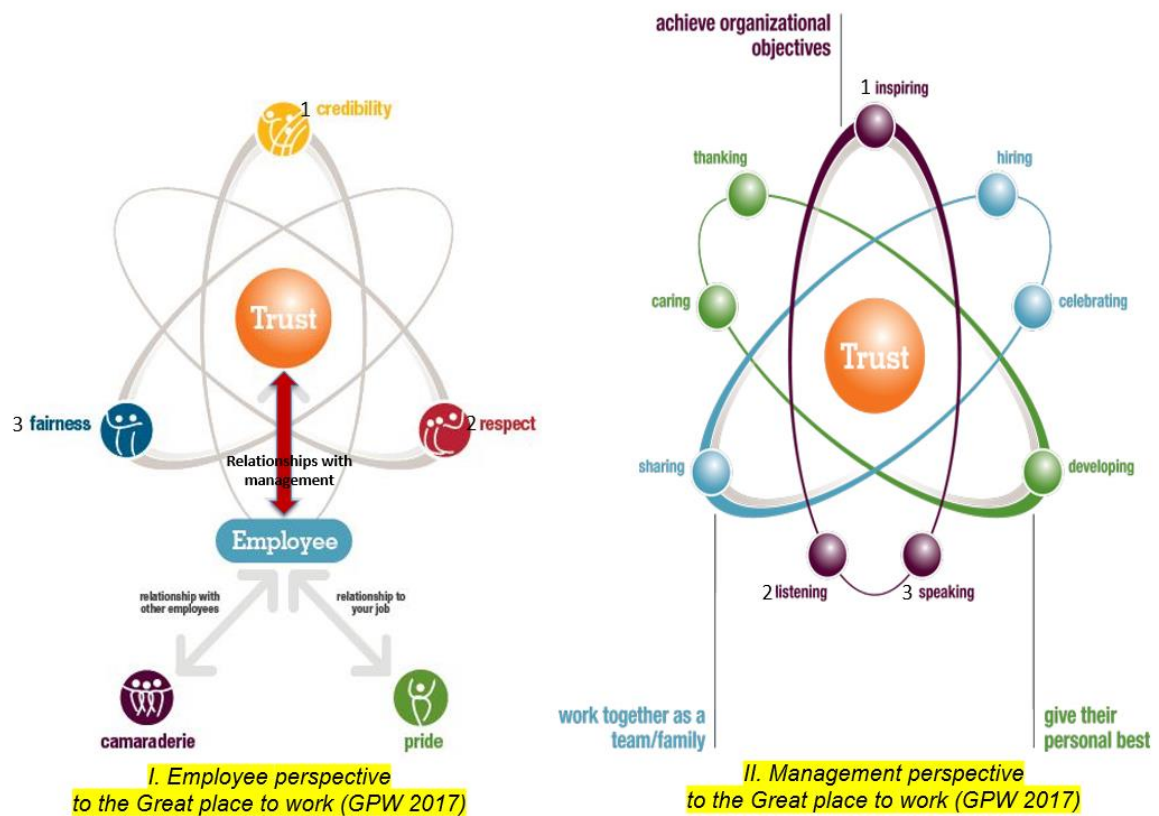


Figure 8. Conceptual framework-1 of the concept of TRUST.

The conceptual frame work 1 shows the importance of building a better place to work with trust at the centre, Trust is important in achieving organizational objectives by improving the relationship between employees' and management.

As seen from Figure 8 Trust is the foundation of a successful organisation. In this stage trust in the employee perceive and management perceive is defined i.e. how each view trust and how trust can be built or improved. Trust is the key factor in common in these relationships. From the Employee's perspective, they see that if they TRUST the people they work for; Have PRIDE in what they do; and ENJOY the people they work with then that organisation is a great workplace. While from the Manager's perspective, Achieve organisational objectives; With employees who give their personal best; and work together as a team / family in an environment of trust is for them a great workplace. 'There are nine ways – or practice areas – where leaders and managers create an environment of trust.

Trust is the great work place is the defining principle and it is created through management's *credibility*, the *respect* with which employees feel they are treated, and the extent to which employees expect to be treated *fairly*. The degree of pride and levels of authentic connection and *camaraderie* employees feel with one are additional essential components.(Great place to work:our approach)

Great workplaces achieve organisational goals by inspiring, speaking and *listening*. They have employees who give their personal best by *thanking*, *developing* and *caring*. And they work together as a team / family by *hiring*, *celebrating* and *sharing* (Great Place To Work: Our approach).

As seen from conceptual framework-1, trust is placed as the center of both perspectives, employees' and management's. For building a better place to work, from the Employee perspective, and aimed especially at improving Credibility, Respect and Fairness (all are parts of Relationships with management).

Following this approach, the conceptual framework-2 was built that shows the elements that need to be developed further in order to build an Action plan for building trust between the management and employees (focusing on creating credibility, respect, fairness).

Action Plan for Building Trust between the Management and Employees					
Area of TRUST	ACTION (what needs to be done)	WHO (Responsible)	WHEN (Timeframe by when to achieve)	RESOURCES (What resources are needed for each task)	COMMUNICATION (Who announces)
Credibility <i>(Interaction Associates 2009; Quantinum 2014 Building trust in business 2009; 3simple rules management tricks 2015)</i>					
Respect <i>(Interaction Associates 2009; Quantinum 2014 Building trust in business 2009)</i>					
Fairness <i>(Interaction Associates 2009; Quantinum 2014 Building trust in business 2009)</i>					

Figure 9. Conceptual framework-2 for this study.

Action plan to Build TRUST between the Management and Employees (to make the Picking Unit a better place to work, in the Pproposal) is thus the result of conceptual frameworks. Trust is important as a primary element in building relationships between the management and employees and leaders are faced with a challenge to either establish Trust or improve it so as to successfully accomplish important business goals. (Interaction Associates 2009:1) According to Macgibbon Deloitte Canada CEO, Trust is a concept that is so fundamentally important yet hard to define, earn and keep. Trust building requires action and communication, and consists of a range of elements. For the purposes of this study, *Credibility*, *Respect* and *Fairness* were all selected as the areas for improvement. Next, a good place to start is a communication policy that will connect organisations business missions and objectives with the What, Why and How of communication (Beslin, 2006: 29-32). This approach was also selected for this study, as reflected in the conceptual framework-2 above.

6 Building Proposal for the Case Company

This section merges the results of the current state analysis and the conceptual framework by building a proposal of the action plan for the case company.

6.1 Overview of the Proposal Building Stage

In order to propose an action plan, data was first confirmed and verified with the unit as they provided the results from the great place to work survey.

By the moment of the proposal building, the concept of building Trust in the case organization was analyzed through the current state analysis to get a clear picture of the current state. In addition to the results from the survey and interviews with the pickers, the interviews were carried out and also discussions with management that was done before the problems were examined (Data 1). During this interview, challenges of the Picking unit and the possible ways in which the Picking unit can become a better place to work were discussed to get more insight from the management. Thus, in this way, findings from Data 1 thus contributed to building the proposal, from the management side.

The data that came from the interviews with the pickers is presented in anonymized format to conceal the identity of the Picking unit employees that were interviewed. Details of Data 1 are given in Section 2.3, and the purpose of interviews was to get a clear picture of the great place to work survey questions and get a clear understanding of the answers behind the results of the survey as there were grey areas that needed to be well understood, the questions were asked to the Picking unit employees. During the interviews challenges of the Picking unit and the possible ways in which the Picking unit can become a better place to work were discussed to get more insight. Thus, findings from Data 1 thus contributed to building the proposal, from the employee side.

The results of the interviews (for Data 1) were organized in three sections, and they lead to the focus areas for building trust with management. In addition, Data collection 2 was planned to be gathered with the management, from the discussions with the supervising manager in the case unit and warehouse supervisor in the case company. The interviews should have been based on the 'Great place to work' survey results, the findings regarding the weakness identified in the case unit, and the conceptual framework of best

practice. The focus should have been placed on the discussion of actions to build trust, and this make the Picking unit a better place to work.

Thus, the Proposal is build on Data 1 and related to the findings from Data 1 from the 'Great place to work' survey. The improvement proposal also related to the same three elements of trust that were chosen for improvement, the areas of Credibility, Respect, Fairness. Since all these elements of trust need effective Communication, as communication is seen as a significant contributor to trust, if not a key ingredient in building trust, it was also discussed in the interviews. The findings are summarized at the end of this section as the proposed Action plan and further added with recommendations.

6.2 Developing Picking Unit into a Better Place to Work

The results from both the survey and the interviews showed that the absence of trust was one of the reasons behind the challenges in the Picking unit, such as low productivity, increased absentism, and especially low employee satisfaction levels. This study proposes to make the Picking unit a better place to work by following the three elements of trust - Credibility, Respect and Fairness not forgetting Communication, since it is through communication that management will establish relationships and build trust between with the employees. The three elements of trust are discussed below focusing on how trust can be built.

6.2.1 Credibility

Credibility with management, based on the results of the current state analysis, shows that it is currently low, with the employees not trusting the people they work with and the people they work for, illustrated by the statement taken from one of the interviews who stated that

The atmosphere here drains my energy out, I am no more inspired to work here I don't enjoy the people I work with or trust the people I work for and that gives me stress and anxiety waiting for my shift to end (Informant 1, picker)

The case company needs to create an atmosphere of trust by showing themselves credible to the employees. It will not be easy, when trust is broken it is hard to regain it back but through commitment. As the current state revealed, the situation is that: (1) 'Line managers do not have credibility with employees in the Picking Unit (due to lack of competence - use harsh language, avoid answering questions, no intercultural

awareness, words do not meet actions, not keeping promises)'. To tackle this issue, as literature suggests, it can be approached by "Creating a top employee profile to guide in hiring (*hire to fit the company culture by comparing it to the top employee profile*)". Ideally, this approach needed to be adopted as soon as possible, in order to have it during the next hiring. Meanwhile, with the current line managers, as literature suggests, they could have '*Training for the line manager/supervisors in hands-on communication, attitude and intercultural employee-management practices*'. As the warehouse employees are from different nationalities and cultures, it is important for the management to be skilful in a range of skills and practices applicable to the employees from different cultures represented in the Picking unit. Regardless of the nationality, all employees also need effective communication, and thus communication and attitudinal training will benefit the relationships with the management.

In addition to these two key suggestions, it could also be important to start '*Relationship building, including the activities that not specifically related to getting the work done*'. This will help to tackle CSA challenge (3) 'Lack of employees recognition (good work is not recognized, no new tasks for growth)'. This will in turn show the employee that they are valued and taken care of and will address the challenge of 'Management having their best interest at heart'. The goal is to '*Set the company-wide example of being honest and transparent*'. This will help to tackle CSA challenge (2) 'Lack of employees recognition (good work is not recognized, no new tasks for growth)'. One of the aspects here is 'Cultivating expertise' as this will help in trust building when employees believe that the talent is recognized and is being cultivated. The full scale of the Proposal for Credibility is shown in Table 15 below.

6.2.2 Respect

The second element of trust is Respect and, from the results of the current state analysis, it is clear that employee feels that the atmosphere at work lacks respect. As stated by one informant,

I have noticed that once am almost going home, suddenly I am full of energy and I feel relived, as I log off work even if I had a headache or I was stressed, suddenly I am well and smiling. (Informant 8, picker)

"Some managers are years younger than the employee and sometimes respect is not present. Some of the supervisors are high school graduate with no university degree while some of the employee have university degrees. In this case the much

older employee with a degree feel looked down on by the young supervisor with no formal education". (Informant 5)

The Picking unit is very physical and needs employees to be active and full of energy, but as the statement from the informant state that the employees currently lack it. '*Treating employee with courtesy (being polite, encouraging and saying 'thank you')*' especially when they give extra hours to be at work in peak seasons, could help them to retain high levels of energy. This will tackle CSA challenge (3): '*Hostile atmosphere (no respect or appreciation)*).

Importantly, when addressing the employee individually or as a group, in addition to the actual words, line management also needs to be aware of body language, voice, tone in work interactions. It is especially in regards to different cultures since what is right in one culture may seem rude to another. Therefore, again, the knowledge of different culture is needed.

Trust may also be built, as literature suggests, through '*Showing respect of an individual's work by praising more frequently, criticizing less*'. Presently, sometimes mistaken are given more attention, while the good deeds and achievements sometimes go unnoticed. There is a need to be balanced in both criticism and praise. Next step is to practice '*Offering support to employee's individual professional worth (offer training/classes in career, personal and team development)*'. Through enjoying this, the employees will eventually starts to feel respected and appreciated. To do it in resource-wide manner, it is important for the management '*To learn what matters to the employees*' so they provide the desired '*Recognition which the employee appreciates and sees as a recognition reward*'.

In relation to respect, the Picking unit employees also stated that they feel left out in decisions that affect their work. This can be tackled by the management '*Involving the employees in work-related decision making (warehouse design change etc)*', on the level that directly affects employees and where their suggestions can be helpful. Even when the employees' ideas are not implemented, but they are taken into account and carried through the process, this will drastically help management not only to build trust but gain it through showing their employee's views valued as important.

Finally, as literature suggests, the Respect issues can be tackled by '*Creating an opportunity for employees to seek promotion*'. This mostly relates to the roles achievable

for the employees, for example, the roles of the immediate picker's supervisors. If the employees know that, in principle, these roles are achievable for them (naturally, through the competition and in regard to the relevant experience, education and personal qualities), this will create an atmosphere of growth and will support setting and achieving higher targets. Importantly, the vast majority of the employees are loyal to a company when they see growth and future progress possible in their career within the company, it builds trust with the people they work for. As a result, the employees tend to '*Give their personal best*' and become more productive, and help the case unit and the company achieve its goals and objectives. These actions will help the management to show *Respect* in their relationship with employees, which makes an essential part of *trust*.

6.2.3 Fairness

Fairness makes the third element of trust, from the Employee perspective. It is important for employees to feel that they are being treated fairly regardless of their nationality, position, background or skin colour. Fairness is also critical in salary payments. In this element, the employees need to believe that they are being paid fairly. As stated earlier, this issue makes a challenge, or at least a suspicion that there may be an issue there, as one informant said:

*"There is mistakes in the monthly salary; some days will be missing or miss calculation which happened monthly and it seems that miscalculation is done purposely".
"...especially on sick leave payment is missing" (Informant 5)*

Therefore, the management needs to make sure that these mistakes are minimized. As literature suggests, in heavy manual jobs, especially in difficult environments, paycheck is something that is very important to the employee as that is the primarily reason they are working for.

This issues becomes especially grievance when the employees suspect, as CSA challenge (5) says, that: '*Promotion never goes to hard working employees, but to favourites*'. To make sure that employee feel that they are treated fairly, as literature suggests, the management can do through '*Introducing practices for acknowledging the best performing employees (first, second, third)*'. It is especially important when much extra effort is needed (such as in 'hot' consumer seasons), there is a need to reward extra effort by those employees who always give extra hours or results. Here, it is especially important to show clarity and transparency, and commitment to equity acknowledging the well performing employees (even if they may not represent the best or easiest personalities,

from the line management perspectives). As literature suggests, to improve Fairness, the management can '*Foster equality*', for example, by showing with evidence that '*Promotions are fairly handled*' through 'Introducing a system that reaffirms that everyone will receive an equal opportunity to be recognized'.

Finally, to approach this issue on a very deep, basic level, literature suggests that management should use any opportunity to demonstrate that 'the Platinum rule' is used as much as possible. The 'Platinum rule': *Treat others as you wish to be treated yourselves*'. Often times the employees need a listening ear and someone that will hear their complaints. Even if they do not eventually get what they want, they feel better if at least listened to. Therefore, the top management needs to recognize that the line managers need time and opportunity for this to happen, from the resource perspective. To put simply, line managers need to have time to listen to employees' concerns. As in the office jobs, it may become part of the 'employee development', the issues that is long ago recognized in white-collar jobs, but still a novelty in blue-collar work.

Finally, literature suggests that to 'Introduce an appeal system that offers a fair process in appeals if, by an chance, the employee feels unfairly treated'. Such a system will firmly reassure the employees' trust in Fairness from the management side.

6.2.4 Communication

Communication is a channel through which trust can be built if used effectively. To use communication in order to build trust in the Picking unit, the management could hold, for example, *a 5-10 min in short daily meeting before each shift*. If that seems long, the management can start with a 3 to 5 minutes meeting as a starting point. This will help to become a platform for communicating on a more personalized level when setting the daily goals. It can also create a good opportunity to motivate the employees. In addition to the short-term targets, the management need also to 'Effectively communicate the mission, vision, and strategy of the organization', which will open up a longer perspective and establish further loyalty to the company, by aligning personal employees' strategies with the company and unit strategies.

The most vital part of communication comes as '*Providing focused, balanced, and timely feedback to individuals and teams*'. Literature suggests that each supervisor needs to '*Hold a team meeting whenever necessary*'. Presently, as results from the current state

showed, sometimes employees have no idea how they have performed, and *what* and *how* they should actually do things, which should not be the case. As the communication as a *two-way road*, trust can also be built through '*Asking for feedback from the employees (Listening actively and without judgment)*'. This can be done through creating a casual atmosphere with employees by hosting breakfast/ lunch with them, at least annually. Lastly, technology has really improved and it would be a benefit for the Picking unit if the management could open an internal webcast (webchat) line that would allow the employees to connect to management, in case needed. This came as a suggestion from several employees during the current state analysis interviews.

All these elements of Trust taken together, with the separate actions discussed above, created the Action plan that is pooled together below.

6.3 Proposal Draft

The proposal draft of the Action plan is based on the reality of the current state analysis (including the analysis from the 'Great place to work' survey, interviews with the Picking unit's pickers and two management supervisors) and best practices found in literature and benchmarking visits from different warehouses during the Master's study.

The proposal ideas and suggestions were discussed in the interviews and discussions with the Picking unit employees. However, due to a tight busy schedule the management were not involved in building the proposal more deeply, but they gave the author a 'go ahead' and stated that they needed a well-documented proposal as a starting point to consider and help them make the Picking unit a better place to work.

The three elements of the conceptual frame work that was directly and strongly contribute to building Trust are: Credibility, Respect and Fairness, together with a special focus to Communication. They were selected to address the weakness in the current practices in the Picking unit in the case organisation. The Initial proposal is illustrated in Table 14 below and takes a form of an Action plan. As seen in Table 14, the actions are simplified to be clear and easy to follow, and split into each area of trust. Finally, as part of any Action plan, the proposal indicates the '*responsible*', '*timeline of the action*', '*resources needed to carry out the action*' and '*communication*' regarding who will be responsible to announce the details to those concerned. The proposed Action plan is shown in Table 14 below.

ACTION PLAN

PREPARED BY :

FOR THE PERIOD:

Building Trust between the Management and Employees

Area of TRUST	ACTION (what needs to be done)	WHO (Responsible)	When (Timeframe by when to achieve)	RESOURCES (What resources are needed for each task)	COMMUNICATION (Who announces)
Communication	10 min daily meeting before each shift. Effectively communicating the mission, vision, and strategy of the organization Provide focused, balanced, and timely feedback to individuals and teams. Asking for feedback from the employees (Listening actively and without judgment. Create a casual atmosphere with employees by hosting breakfast/ lunch with them. Create an internal webcast that allows employees to chat with management.	Supervisors Warehouse Management Supervisors Supervisors Picking manager Warehouse/logistic manager	Daily, before shift starts monthly weekly daily/weekly/monthly Annually 	face-to-face, time face-to-face, time face-to-face, time Time, Internet, commitment Company premises Internet	Supervisor Warehouse manager Supervisors Supervisors Picking Manager Management
Credibility	Create a top employee profile to guide in hiring(<i>hire right fit to the company culture by comparing it to the top employee profile</i>) Train line manager/supervisors on proper intercultural employee management Investing into relationship building, including the activities that not specifically related to getting work done Be Honest, Transparent and cultivate expertise	Management Management Supervisors & Manager Management/supervisors	Done immediately Annually Continuously Daily		Management Management Management Management/Supervisor or

<p>Respect</p>	<p>Treat employee with courtesy(be polite, kind and saying thank you) Be aware of body language, voice tone in work interactions Praise more frequently criticize less Offer support to employee’s individual professional worth(offer training/classes in career development) Learning what matters to the employees so that to provide the desired <i>Recognition</i> Involve employee in work related decision making(warehouse design change etc) Create an opportunity for employees to seek promotion</p>	<p>Supervisors and Managers Supervisors and Managers Management Management Supervisor Management Management</p>			<p>Management Management Management Management Supervisor Management Management</p>
<p>Fairness</p>	<p>Introduce practices for acknowledging best performing employees (first, second ,third) Implement the ‘Platinum rule’: Treat others as they wish to be treated. Take time to listen to employees concerns Reward extra effort to those employees who always give extra. Introduce a system that Reaffirms everyone will receive an equal opportunity to be recognized Create a sense that promotions are fairly handled Have a transparency, clear and commitment to equity in paycheck Introduce appeal system that offer fair process in appeals.</p>	<p>Management Management Management Management Management Management Supervisors Management</p>	<p>daily, weekly, monthly</p>		<p>Management Management Management Management Management Management Supervisor The management</p>

Table 14. Action plan for building trust between the management and employees.

7 Validation of the Proposal

This section discusses how the proposed action plan will be utilized and the feedback will be gained from the management.

7.1 Overview of Validation Stage

The final step in this study data collection involves presenting the action plan proposal to the case company, validating the action plan and findings with the managers of the case company and receiving feedback about any potential strengths and weaknesses of the proposal. Qualitative interview is the form of feedback collection. Afterwards the results are analyzed and used to further adjust, tune and clarify the final action plan, which is the outcome of this study. Similarly with the previous data collecting steps, the data collected is evaluated in an anonymized manner in order to conceal the origin of the comments and the identity of the informants from the case company

7.2 Validation of the proposal and Feedback Received

The key management participated in evaluation template proposal of the action plan. The feedback collected from Data stage 3 are collected into Table 15 below. The Feedback is grouped in four stages based on both the conceptual framework and the proposal draft.

Table 15 Feedback and proposal validation

Area of trust	Action(What)	Timeframe (when)
Communication	1. 10 min daily meeting before each shift.	Implemented/on going
	2. Effectively communicating the mission, vision, and strategy of the organization	Implemented/on going
	3. Provide focused, balanced, and timely feedback to individuals and teams.	Implemented/on going
	4. Asking for feedback from the employees (Listening actively and without judgment.	Implemented/ on going
	5. Create a casual atmosphere with employees by hosting breakfast/ lunch with them.	In the near future
	6. Create an internal webcast that allows employees to chat with management.	In the future

Credibility	<p>7. Create a top employee profile to guide in hiring(<i>hire right fit to the company culture by comparing it to the top employee profile</i>)</p> <p>8. Train line manager/supervisors on proper intercultural employee management</p> <p>9. Investing into relationship building, including the activities that not specifically related to getting work done</p> <p>10. Be Honest, Transparent and cultivate expertise</p>	<p>Considered</p> <p>Implemented</p> <p>In progress</p> <p>In Progress</p>
Respect	<p>11. Treat employee with courtesy(<i>be polite, kind and saying thankyou</i>)</p> <p>12. Be aware of body language, voice tone in work interactions</p> <p>13. Praise more frequently criticize less</p> <p>14. Offer support to employee's individual professional worth(<i>offer training/classes in career development</i>)</p> <p>15. Learning what matters to the employees so that to provide the desired <i>Recognition</i></p> <p>16. Involve employee in work related decision making (<i>warehouse design change etc</i>)</p> <p>17. Create an opportunity for employees to seek promotion</p>	<p>In progress</p> <p>In progress</p> <p>Implemented</p> <p>In the future</p> <p>In progress</p> <p>Implemented</p> <p>Implemented</p>
Fairness	<p>18. Introduce practices for acknowledging best performing employees (<i>first, second, third</i>)</p> <p>19. Implement the 'Platinum rule': <i>Treat others as they wish to be treated.</i></p> <p>20. Take time to listen to employees concerns</p> <p>21. Reward extra effort to those employees who always give extra.</p> <p>22. Introduce a system that Reaffirms everyone will receive an equal opportunity to be recognized</p> <p>23. Create a sense that promotions are fairly handled</p> <p>24. Have a transparency, clear and commitment to equity in paycheck</p> <p>25. Introduce appeal system that offer fair process in appeals.</p>	<p>In the future</p> <p>In progress</p> <p>Implemented</p> <p>Implemented</p> <p>In future</p> <p>In Progress</p> <p>Implemented</p> <p>In the future</p>

Table 15. Table 15 Feedback and proposal validation.

As seen in Table 15, the management has already implemented action 1 through 5 of the action plan and management seemed to be quite happy with the initial proposal and there were only a few comments and observations. Based on Data 2, the initial proposal was set as the final proposal as no changes were made. The discussions with the management team resulted in validation seeing that they have implemented the proposed action number 1 through 5 and they validated each action by confirming the timeframe which they intend to implement the proposed action. The management have already put in place a system that will provide timely feedback to the employee and from employees to the management, and are working to achieve great results from creating an atmosphere of trust, they agree with the outcome of the study and know it will be a long process to build trust but they are committed and are certain it will happen eventually:

“The supervisors keep a meeting with the employees twice in a month the feedback given is a two way feedback” (Logistics manager)

From the current state analysis employees felt that they are not made part of the decision making process of work related matters and management have addressed this concern.

“Work groups have been created and employees are now involved with the layout changes and we are working more now on making them feel valued and important” (Warehouse Manager)

Management agrees that Communication is a channel through which trust can be built if used effectively, they plan to use communication in order to build trust in the picking unit this is currently held, supervisors holding a 5-10 min daily meeting before each shift, they will communicate the daily goals that the company has and needs to be achieved and also motivate the employees, they agree that they have not communicated the company's mission and they plan to communicate it as soon as possible. Each supervisor holds a team meeting twice a month where they give and get feedback, two way feedback.

“We understand communicating in the Finnish culture is different from other culture and we need to train our supervisors on how to communicate effectively though it is a process but we are open to it”. (Logistic manager)

Management top goal is to make their employees feel valued and important by building trust, they know it will not be easy to regain trust, however they are committed and focused, they will use each action plan proposed in this study as they were very

pleased with it and they hope it is the beginning of making picking unit a better place to work.

7.3 Final Proposal

Based on the data collected from the Picking unit employees, including the interviews with ten pickers and the discussion with two supervisors both at the beginning of this study and in validation stage, as well as the results from the 'Great place to work' survey and the best practices from literature, an Action plan was proposed for the case company in order to help management build trust with employees. The action plan described the actions and steps that could be carried out in order to build trust and thus make the Picking unit a better place to work. As there are no dramatic changes between the initial proposal and the final proposal, the Actions, Who is responsible, Timeline when to achieve the action, Resources that will be needed, and the Communication by who announces what needs to be done, stay the same as in the initial proposal. In addition, the action plan highlights the areas of trust that management needs to note, as they were highlighted by the interview results and the 'Great place to work' survey, these areas of trust being *Credibility*, *Respect* and *Fairness*, with a special focus on *Communication*.

The findings from the current state analysis of this study revealed that there was lack of trust in the area of Credibility with management, Respect and Fairness. The study also added Communication as it is the main key ingredient that fuels trust. The Picking unit is currently suffering from the lack of trust and the current state results showed low productivity from the employees, coupled with low employee satisfaction levels. In particular, the current state analysis revealed: (a) lack of credibility with line managers, (b) lack of recognition for good work and appreciation, (c) lack of effective communication, (d) promotions not going to those the employees believe deserve them best, and (e) a tough work environment. Having in mind that the Picking in itself is very physical work and stressful for the employee, the picking unit needs a change that will make it a better place to work.

Best practice found in literature as well as interviews with the key participants showed lack of trust the Picking unit. Therefore the idea of the final proposal is that it works to guide to the Picking unit management staff in building trust with the employees (based on the Employee perspective). The Action plan consists of concrete action steps that

can serve as initial food for thought for the management, in view of the coming discussion on that topic. The Action plan also preliminary suggests some general tips for possible roles and responsibilities, resources and communicator of the actions, as any action plan typically suggests..

7.4 Managerial Implications and Recommendations

The action plan chronologically present a list of recommended action for the management of the Picking unit of the case company how to make the Picking unit a better place to work. The execution of the plan however requires commitment from the management. The schedule for the action plan estimates the timeframe given to each action with the identified resources. However, additional resources and time in each action may increase depending on the urgency of the action. Therefore the case company needs to internally evaluate the priorities and come up with a schedule that will work for them. It will also be needed to agree on the responsibilities before executing the plan. The action plan provides a list of actions that can be used to assess the success when pursuing the key actions. The case company will thus set target for each action to be able to evaluate the results and performance of each action.

The researcher recommends that, firstly, the managements goes through the Action plan and makes a choice of what would seem to work for them best, and what does not agree with either internal policies or their management views. Secondly, the Action plan needs to be tested as soon as possible using a step by step process addressing the discussed using the elements of trust. Thirdly, after the action plan is tested, the management needs to ask for feedback from the employees.

This action plan is carefully illustrated and, if followed, could be expected to help make the Picking unit a better place to work by building trust between the management and employees. All the above elements of trust are important and if the Action plan is implemented in the Picking unit, it may be expected to improve the Picking unit atmosphere and help management to build trust with the employees. However it is important to note that building trust does not happen overnight, it will need time, commitment and effort from both parties for trust to be built, after these initial step by the management.

8 Discussion and Conclusions

This section discusses the next, immediate step that are recommended by the author of the study

8.1 Summary

This thesis explores how to build trust with management in the Picking Unit of the case company. The Picking unit has recorded underperformance for over a year in the weekly productivity data, increased absenteeism/sick leaves, and significantly lower employee satisfaction levels. This also became visible in the low scores of 'The Great Place to Work' survey, especially regarding management Credibility, Respect, and Fairness at work. Presently, pickers in the Picking unit are dissatisfied with their work, which in turn affects their performance and presence at work, as well as generally atmosphere in the Picking unit. This current situation created a business challenge for this study.

This thesis starts by defining the objective and outcome for the study. The next step is to explore existing knowledge regarding the concept of a Great Place to Work that is used as a measurement tool and the basis for the study. It is done to gain more knowledge as for how to approach the employee perspective to satisfaction at work. Equipped with this knowledge, the study revised the results of 'The Great Place to Work' survey by conducting a series of in-depth interviews with the pickers. As a result, the study identifies the problems with Trust to the management in the Picking unit. After that, the study explored the literature for the second time, now focusing on how organizations can establish a high level of trust, with paying special attention to best practice from the industry.

After the key challenges are identified from the data analysis, and best practice identified how to tackle these problems, the study develops an Action plan how to address these challenges in the Picking unit of the case company. Practical steps are suggested how to make the Picking unit a better place to work, approached from the perspective of building trust. The Action plan specifies the actions that needs to be carried out in the area of trust, who is responsible, the timeframe by when the action is

to be achieved, what resources are needed for each action and who is responsible to communicate the information.

An Action plan to build trust with management proposes how the management can build Trust by using best practice and addressing the three main directions for efforts: Credibility, Respect and Fairness at work. The study also demonstrates that in order to have a better place to work, Trust absolutely needs to be present as the driving force for any positive change. In this study, building trust is demonstrated from both, the employee and the management perspective, but the study strives to open up the picture as it appears from the employees' eyes. These perceptions are important, since it is the management side that has more chance to act and initiate change, as they are responsible in the work place. Therefore, it was important to equip the management with the knowledge of this perspective and suggest possible actions how to tackle it in the Picking unit of the case company.

This study aimed to help the management to see what is important to the employees when building trust with the management, so that to make the Picking unit a better place to work.

8.2 Evaluation of the Thesis: Objective vs. Outcome

The objective of this thesis was to propose an Action plan how to build trust between the management and employees, so that make the Piking Unit a better place to work. The outcome, that is an action plan to build trust between management and employees to make picking unit a better place to work, was developed to meet the objective of this study. The research design was defined beforehand and utilized accordingly, thorough the study, in the relevant order. Existing knowledge on the related concepts was done before the current state analysis in order to gain knowledge behind the ideas and concept used in the main data source, the survey conducted by the 'Great Place to Work' Institute and was used as a tool to guide on considering how to make the Picking unit a better place to work.. The current state was then carried out extensively and a good understanding of it was formed as a result. The current state helped identify the focus area on the elements of trust and the literature review was conducted utilising various sources to find remedies to these challenges. Although it was challenging due to many concepts and perceptions available in literature, after defining the focus area it was easy to continue with research and meet the thesis objective. This study can be

used as an example how a similar challenge can be solved, based on the learnings from the present case. Trust is a crucial factor in today's business and to gain a competitive advantage management needs to make sure that whoever their customers/employees are, that they are well taken care of, and a great work place will then come as a result.

8.3 Validity, Reliability, Relevance and Logic

To ensure quality of research, various criteria can be suggested. The most popular are validity and reliability; but often other criteria are also stressed, especially for qualitative research, such as, for example, rigor, relevance, logic, etc. This study focuses on four criteria when taking steps to ensure quality of its research process, tool and outcomes. It is important to evaluate the reliability and validity when producing an academic writing.

Validity of study is an estimation of how the study measures what it aimed to be measured and whether the tools used in measuring it are the suitable tools, and the results consistent with the goals. The results or outcome of the study and the research questions and methods have to be connected (Smallbone 2006:100-111). Validity pays attention to alternative explanations and avoids research bias (Maxwell, 1996).

Reliability means the consistency of study and whether it can be repeated, if the next researcher follows the steps described in this study. In practice it means using a wide enough range of data sources (triangulation) and elicitation of the research process, so that the research process can be replicable, (Smallbone 2006:112-113) and if so, the results could be close to what the initial study arrived at.

Logic means a formal system that helps writers invent, demonstrate and prove arguments. Weber and Brizee clearly states that "to be logical, a proposition must be tested within a logical sequence". (Weber and Brizee 2013).

Relevance means addressing the problem that makes significance in the context and for the owner. It also means giving relevant interpretations and conclusions from the data sources that has been used in a study.

In this study, first, data collection and analysis were based on the concepts identified from relevant theories and best practice present in theories related to trust, work environment and employee engagement. Taking into account the materials in an academic literature, the study tool special efforts to select the tools correctly and then reference each of them that is to give credit to other researchers and acknowledge their ideas, so that to allow the readers to track down the tools used. In this sense, the tools used and the constructs built in this study were selected, specified, and opened up to follow the requirements of *validity*.

Second, this study is conducted as qualitative study and so the reliability of it has two key points, trustworthiness and authenticity of data sources. Having more than ten in-depth informative interviews were conducted, asking the same questions, form a diverse pool of interviewees. The data used for this study was collected from different sources and analysed to maintain a chain of evidence. However it needs to be clarified that due to a very tight schedule and busy time in the warehouse, it was not possible to meet with the key managers and fully involve the management at the proposal building stage. However the management approved of the study and gave the go ahead, they stated that they needed a finished proposal which they will then in future implement it and use. The management seems to be quite happy with the progress and are looking forward to get the final proposal. The validation session will be conducted later and, as the intention of the management showed in the beginning got the study, should lead to practical actions to improve the current situation.

Therefore, in this study, special focus was placed on the *reliability* of the current state analysis, as well as the reliability of the identified suggestions from literature, to compensate for the lack of later management stakeholders involvement in the last stages. Therefore, reliability is also ensured by taking the steps of ensuring that each time an idea coming from literature, definition or quote is taken from the material that it is referenced with due respect. In this sense, the data collection and literature study was done following the requirements of *reliability*.

Third, in this study, to ensure this logic, the study developed the research design, triggered by the business challenge, that helped to give a systematic analysis and show clearly the steps taken towards producing the outcome. The logic of this study focused on how well the study delivered the objective and whether the results are logically consistent with the objectives. The chosen method, interviewing, ensured that

input from the participants was documented based on the current results and brought forward after the careful exploration and logical interpretation of the findings. All the questions were chosen and formulated to be logic and relevant regarding the problem, and the study was able to arrive at the outcome, logically consistent with the business challenge.

Finally, to ensure relevance of the results of this study, the great place to work survey, and interviews also the productivity results from the case company were studied in order to get a proper understanding of the picking unit, based on the interviews and also with the supervisor in charge. The results from the 'Great place to work' survey carried out in the case unit had some grey areas that needed to be clearly studied, therefore questions from the survey were expanded to help gain the correct current state so as to deliver the objective of the study. The questions asked to all the participants the same questions to get the exact picture and understand the current state of the picking unit, and the current state was mapped clearly and comprehensively. The observations made during this study were also analysed and helped to get a clear picture of the picking unit environment and this pointed to both the objective and outcome of the study. In this sense, the data collection and corresponding results can be considered as *relevant* to the case unit.

8.4 Final words

Trust is the most essential part of life and therefore in working organization it is especially crucial. Trust is valued highly by individuals, leaders and where trust is present there is success in any aspect. The author, who is now getting married in the following 3 months, now especially clearly realizes the important of trust, in any area. Just like in personal life, where with no trust divorce is inevitable, in working life, when trust lucks, then success is absent. In order for trust to be built, gained and present anywhere, communication needs to be present. Without effective communication, trust cannot be built, but can be lost easily, and therefore it is important to make sure that in any relationships in the work place, a two-way communication is present.

Interestingly, now, where there is enough observations that has accumulated showing that trust makes very significant results and impact on the outcomes of work done by employees, no one doubts that it helps build very strong commutes which leads to

increased profits. Individuals that believe they are trusted, produce the signaling chemical known as oxytocin in their brain, which will cause them to be trustworthy and behave well and socially. Thus, a culture of trust is powerful and leads to success in economy both in individuals, organizations and as a country.

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Appendix 1.

An example of Warehouse screen picking machine. Picking Unit.



Figure 1 screen Order picking



Figure 2 pick by voice

Appendix 2.

Repository of good practices (examples)

Build Trust with Feedback: Five Steps (Interaction Associates 2009: 35)

Practice 1 is to 'choose the time for giving feedback'. When management is angry with the employee it is important for the management to wait to give feedback as anger may cause a disrespectful manner of approach, finding a place and time that allows the employee to hear the feedback (especially negative) handle it emotionally, however management should not wait so long that they can no longer act on the input. But when giving positive feedback it should be given quickly, when the employee is still 'sweating from the effort'. (Interaction Associates 2009: 35)

Practice 2 is to 'Describe the behaviour in as objective language' as possible and be specific. Words like "bad attitude" may be misunderstood and may seem judgmental. I.e. management should be specific and direct by saying "You came in twenty minutes late two days last week." This is more productive as it reduces defensive reactions because they are facts, not opinions. (Interaction Associates 2009: 35)

Practice 3 is to 'State the impact of the behavior on the goal,. Managers can communicate clearly for example "When you are late, Jane and Mark have to pick up your calls and they fall behind on their own accounts." By doing so it allows the employee who is the receiver of the feedback to better understand reasons for change, or at least consider the input. (Interaction Associates 2009:35)

Practice 4 is to 'Make a suggestion or request'. The management may ask the employee to change a behavior that is not working by giving suggestions or requests. i.e. "You are not well organized" is a criticism, not feedback and it may be misunderstood and therefore a suggestion that would be, "Please be on time," or, "I expect you to be on time every day this week," is feedback. Management should always have a concrete action in mind so the employee has a clear path to improvement. (Interaction Associates 2009:35)

Practice 5 is 'to check for understanding and be open to alternative views'. This practice also includes asking for a response from the employee, so that to avoid

jumping to conclusions, and this destroying trust, and damaging the relationship. The response is important because the manager may be aware of relevant facts that caused some behavior.

Appendix 3 Building an Action plan for Trust with management.

	Step in an Action Plan <i>(Great Workplace 2010)</i> <i>(Interaction Associates (2009))</i> <i>(Harvardbusinessreview(2017))</i>	1	2a	2b	3	4	5	6
	Element of TRUST <i>(GPT 2017)</i> <i>(Great Workplace 2010)</i>	Choosing the focus area	Inventory (available internally)	Inventory of best practice (available externally)	Mapping the gap	Checking organizational thinking	Taking the first step	Adding to the inventory and remapping the gap
T R U S T	1. Credibility: • Communication • Competence • Integrity							
	2. Respect - Support - Collaborating - Caring							
	3. Fairness 1. Equity 2. Impartiality (absence of favoritism) 3. Justice (absence of discrimination)							

