

# **Analysis of Service Concept Renewal: Case Neste K Linnatuuli**



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| <b>Title</b>         | Analysis of Service Concept Renewal: Case Neste K Linnatuuli |                  |
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## TIIVISTELMÄ

Tämä opinnäytetyö tehtiin toimeksiantona liikenneasema Neste K Linnatuulen kauppiaille. Linnatuulen palvelukonsepti uudistui keväällä 2017. Uudistus sisälsi erilaisia muutoksia liikenneaseman palveluissa, tiloissa sekä tuotevalikoimissa. Opinnäytetyön tarkoituksena oli selvittää, kuinka onnistuneesti muutokset toteutettiin tutkimalla, miten Linnatuulen johto onnistui muutosten johtamisessa ja miten henkilöstö koki muutokset. Selvityksen ensisijaiset tavoitteet olivat tuottaa arvokasta informaatiota organisaation nykytilasta uudistusten jälkeen sekä tarjota suosituksia tekniikoista ja ohjenuorista hyödynnettäväksi niin organisaation nykytilanteessa kuin tulevaisuudenkin muutoksissa.

Opinnäytetyön teoreettinen viitekehys koostui pääosin erilaisista muutosjohtamisen ja organisaatiokäyttämisen teorioista. Lisäksi tutkimuksen laatija tarkasteli myös sitä, miten muutostilanteet vaikuttavat motivaatioon. Empiirisen tutkimuksen menetelminä käytettiin haastattelua ja kyselylomaketta: Linnatuulen kauppiasta haastateltiin ja kyselylomake lähetettiin henkilöstölle sähköpostitse. Tutkimustuloksia analysoitiin teorioiden pohjalta, ja tutkittavien osapuolten näkökulmia muutoksista myös vertailtiin keskenään analyysiosuudessa.

Tutkimus toi esiin useita Linnatuulen muutosprojektin osa-alueita, joita voidaan pitää onnistuneina, mutta myös useita kehitettäviä osa-alueita. Tutkimuksen suosituksina esitettiin keinoja muutosviestinnän parantamiseksi, sekä erilaisia johtamistyyplejä esimiestyön vahvistamiseksi. Lisäksi suosituksia esitettiin myös erilaisten käytännön ongelmien korjaamiseksi, joita muutosprojektin aikana oli ilmennyt.

**Avainsanat** Muutosjohtaminen, esimiestyö, muutosviestintä, motivaatio

**Sivut** 74 sivua + liitteet 45 sivua

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ABSTRACT

This thesis was commissioned by the shopkeeper of service station Neste K Linnatuuli. Linnatuuli's service concept was renewed in spring 2017. The renewal included several changes in Linnatuuli's services, premises and product selections. The purpose of this thesis was to find out how successfully these changes were implemented, by researching how the management of Linnatuuli succeeded in leading the changes and how the personnel experienced the changes. The primary objectives of this thesis were to provide valuable information about the current state of the commissioning organization after the renewal, and to recommend techniques and guidelines that can be utilized in the organization's current state, but also in future changes.

The theoretical framework of this thesis primarily comprised of change management and organizational behaviour theories. Furthermore, the author examined motivation and how it is affected by change situations. The field research methods of this thesis were an interview and an online survey: The interview was conducted for the shopkeeper of Linnatuuli and the survey was sent to the personnel of Linnatuuli via email. The research results were analysed based on the theories, and both parties' viewpoints regarding the changes were compared.

The research revealed several areas that can be considered successful in Linnatuuli's change project, but also many areas to improve in. As the recommendations of this thesis, ways for improving change communication, as well as certain styles of leadership to enhance superior work, were provided. Furthermore, suggestions were given of how to fix certain practical issues that had occurred during the change project.

**Keywords** Change management, superior work, change communication, motivation

**Pages** 74 pages + appendices 45 pages

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# 1 INTRODUCTION

## 1.1 Background Information

*“Effective leaders help others to understand the necessity of change and to accept a common vision of the desired outcome” – John P. Kotter*

In today’s dynamic and rapidly changing business environment, organizations are forced to develop new ways to meet the continuously altering customer demands. Embracing change and adapting to it plays a key role in maintaining any businesses’ vitality and competitive advantage.

Managing change in an organization is inevitably a difficult task for a superior. Kotter (1995, 1) stated that a change process often includes various important steps, and following these steps through appropriately requires considerable amount of time. Bypassing any step to implement the change more quickly never leads to satisfactory results.

As successful change depends on the people that are executing it, the person in charge of the change must assure that the people involved possess the required skills to implement the changes. To accomplish a successful change, the first thing to be done is to convince everybody who is involved that the change is necessary, desired and possible to implement. To ensure everyone’s commitment to the change, a leader needs to bring forth a common vision of the change process and shared goals of the future. (Carnall 2007, 9, 189, 210.)

Senior & Fleming (2006, 4) grab onto the definition of organizations in their textbook, and state that organizations comprise of people who interact in a systematic way to achieve specific and determined goals. However, the actions that take place inside the organizations need to be coordinated and controlled, and definite managing of the members is essential, if satisfactory results are expected.

It is often highlighted that the biggest asset of an organization is personnel. Thus, if the personnel are expected to perform effectively in various situations, and meet the targets that are set for them, a superior must acknowledge all the different internal and external aspects that might negatively affect their efficiency, work satisfaction and motivation.

This thesis was commissioned by the shopkeeper of the service station Neste K Linnatuuli. Linnatuuli went through a renewal in their service concept in spring 2017. This service concept renewal refers to different changes that took place in the commissioning organization, such as renovation work, adding Subway as part of their restaurant services, as well as other changes in their products and selections. The scope of this

research was to find out how successfully the changes were implemented: More specifically, how the shopkeeper, along with other managers of Linnatuuli succeeded in leading the change project, and how the personnel of Linnatuuli experienced these changes. The shopkeeper wanted to clarify his personnel's viewpoints about the changes – the things that went well during the renewal, but also the things that went poorly - so that he could react to possible defects and improve the work environment in the renewed organization. Thus, the aim of this thesis was to support the shopkeeper and the whole work community of Linnatuuli in confronting a major change, and all its various effects.

## 1.2 Kesko

As the commissioning organization of this thesis, Neste K Linnatuuli, operates in the grocery trade sector of Kesko, the background of this company is introduced briefly in this subchapter.

Kesko is a Finnish listed company that operates in the trading sector. The company has over 1500 stores in nine different North-European countries. These stores are part of the chain operations of Kesko, the K-Group, which comprises of three strategic business sectors: grocery trade, building- and technical trade, and car trade. (Kesko.fi, 2017.)

Today Kesko and the K-retailers form the K-Group and their overall net sales of year 2016 were 13,2 billion euros. The K-Group is the third biggest North-European merchandiser and it currently employs over 45,000 people. (Kesko.fi, 2017.)

The grocery trade sector of Kesko employs roughly 8,400 people. The K-Group's market share in Finnish grocery trade is approximately 33%, which makes it the second largest operator in Finland in this area. Around 900,000 people visit K-stores daily. Kesko's grocery trade stores operate under an efficient chain business model, where the aim is to provide their customers with high quality products, affordable prices, comprehensive selections, responsibility and ease of shopping. (Kesko.fi, 2017.)

## 1.3 Neste K Linnatuuli

In this subchapter, the commissioning organization of this thesis, Neste K Linnatuuli, is introduced. General information about the organization, such as location, services and product selections, are briefly presented.

Neste K Linnatuuli is a stop-by service station, established in 1992. It is located in Tervakoski, Janakkala, on the halfway of Tampere-Helsinki highway. There are intersections to Linnatuuli on both sides of the highway, allowing drivers to stop by from both directions. There is no other stop-by service entity in Finland that is built in a similar way - on top of a

highway - which makes Linnatuuli a unique sight as such. The service station employs roughly 50-60 people, and the current shopkeeper Seppo Lauer has run Linnatuuli since 2009. (Linnatuuli, n.d; Kesko.fi, 2009)

Linnatuuli provides comprehensive, around the clock restaurant services with dispensing licenses for selling alcoholic drinks. Along with this, there is a café that serves take-away products, and two K-market stores that sell groceries, souvenirs and car supplies. The restaurant serves breakfast and different courses for lunch. In addition, there are vitrines in the restaurant's buffet where customers can find drinks and snacks. Most of the snacks are made on the spot to ensure high quality and the freshness of the products. Furthermore, the restaurant has an À la Carte menu, which includes meals such as steaks, pizzas and pastas. Moreover, a Finnish fast-food chain Hesburger operates in the restaurant area of Linnatuuli, and in spring 2017, another fast-food chain Subway was added in their restaurant services. (Linnatuuli.fi, n.d.)

#### 1.4 Research Question and Objectives

This research was conducted to measure how successful the service concept renewal of Neste K Linnatuuli was from the personnel's viewpoint, and how well the change project was led by the shopkeeper and other managers. The primary focus of this study was to clarify the personnel's experiences and thoughts concerning the changes, and to compare them with the shopkeeper's expectations of the changes. Therefore, the research question of this thesis is the following:

“How Successful was the Implementation of the Change Project?”

The primary research question is supported by several defining questions, to determine more clearly what this study aims to resolve:

- How did the personnel adjust to new ways of operating?
- How did the change impact the personnel's feelings towards their work?
- What effects did the change have on the employees' work satisfaction, work motivation and work atmosphere?
- How did the superiors support the employees with the new ways of operating?
- How can the leader improve the employees' well-being and adjusting to the renewed organization?

Research objectives of this thesis were closely related to the primary and defining research questions. As mentioned, the purpose was to examine the change and its effects to the whole work community of Linnatuuli. The idea behind researching these aspects was to generate valuable data for

the shopkeeper about the current state of the renewed service station, but also to provide guidelines for future changes and renewing.

Getting an insight of the personnel's feelings and viewpoints about the changes was highly important for the shopkeeper so that he could realize the pros and cons of the renewal in an early stage. Thus, the author's specific research objective was to help develop Linnatuuli's business, by providing comprehensive research data and recommendations that help forward the change, and hence, help to enhance the internal team spirit of the whole work community.

## 1.5 Research Structure

This thesis was divided in six different chapters. In the first chapter, the background and purpose of this research are explained. In addition, the first chapter introduces the commissioning organization of this thesis and the company behind it, the primary- and defining research questions, research objectives, research structure and research methods.

In the second chapter of this thesis, the theoretical background is introduced. Mainly, the theory part includes theories of change management, but also different aspects of organizational behavior. Although most of the theories are change management related, the author also examines work motivation, and how it is affected by changes, due to the commissioner's interest to this field. All the theories were based on their relevancy to this research in question.

In the third chapter, the current situation of the commissioning organization is introduced, based on field research. This is followed up by the fourth chapter, which contains an analysis of the research data. In this chapter, the theories of this thesis are also adjusted into practice. Furthermore, the findings of the shopkeeper's interview and the personnel's survey are compared. This comparison is done to find out how the shopkeeper's expectations of the changes match the personnel's experiences, and how both parties' perceptions differ from each other.

In the fifth chapter, recommendations are provided based on the theories, the research findings and the author's own observations. The author's suggestions of certain techniques and guidelines are provided to assist the commissioner in improving the operations of Linnatuuli. In the sixth chapter, a conclusion of the overall process is presented, by summarizing each phase of the thesis work.

## 1.6 Research Methods

In this thesis, the author used desk research to find out appropriate literature, articles, electronic sources and other existing information to support the planning and selection of the theoretical framework. The empirical part of this research consists of qualitative and quantitative data, gathered with an interview and an online survey.

The interview was conducted for the shopkeeper Seppo Lauer, who was the person in charge of the renewal of Linnatuuli. The interview was done right after the service concept renewal was completed, and the idea was to find out his perception and expectations of what the change project entails. This interview was semi-structured by its type, and the questions were divided under different themes, based on the theoretical framework.

The interview included 27 questions altogether. The amount of questions that were formed based on the theories, was 25. In addition, the author asked two additional questions about what specific things are likely to become harder or easier along with the changes. The purpose of these last two questions was to get a better insight about what practical things have changed during Linnatuuli's service concept renewal.

Another field research method of this thesis was an online survey, which was created with Google Forms. This survey was done to research how the personnel had experienced the service concept renewal of Linnatuuli. Further details regarding the survey are presented later in the third chapter, before the research results are introduced.

## 2 THEORETICAL BACKGROUND

### 2.1 Organizational Change

One definition of organizational change is that it is a new way of working or organizing work. (Dawson 2003, 11.) According to Poole and Van de Ven (2004, xi), the term organizational change encompasses different changes in quality, state and form of an organizational entity, which take place over time. An organizational entity may include simply an individual's or a group's work, an organization's subunit or the whole organization, or larger community, such as a complete industry.

The commissioning organization of this thesis went through different changes in their organizational entity, on a determined period of time. Therefore, the author begins this chapter by examining the concept of organizational change, and its different aspects.

Organizational change is often compared to a journey: The organization moves from a starting point - which includes the old mind-sets and habits - to a different situation with new ways of thinking and operating. Organizational change is all about adopting new ideas, and therefore it requires learning from the people who are involved in it. The change process can be gradual or sudden, and wide or small by its scale. Furthermore, the nature, significance and the extent of the organizational change may vary considerably lot. (Lämsä & Hautala 2005, 184.)

#### 2.1.1 Phases of Organizational Change

Organizational change process usually encompasses the following phases:

- The need for change
- Outlining of the change idea and determining the starting point
- The decision to change and planning the change
- Implementing the change
- Evaluating the change

***The need for change*** arises when there's a lack between current performance and the desired performance of an organization. A change itself is issued when the management recognizes this lack in the inner situation of the organization. A successful change always requires genuine interest and support from the managers. In the most favorable situation, the original need for change lies in the organization's own need and the management's desire to improve their operations. This type of change is convincing and it motivates the people in the work community to perform appropriately in the change situation. For the sake of the members of an organization, it is vital that there is a legitimate and justifiable need for

change. The management must be able to communicate this need concretely to the subordinates. (Lämsä & Hautala 2005, 186.)

**Outlining the change idea** means the development of new practices. This requires creativity and innovation from the organization's members. In addition, the management needs to establish procedures that allow the members to introduce versatile ideas. It is a great advantage, if the members are used to communicate freely. This makes the atmosphere allowing and open, and people aren't afraid to express their thoughts. It is common that a temporary development team is formed inside the organization to innovate new ways of operating. (Lämsä & Hautala 2005, 187.)

**Determining the starting point** is a phase where two areas need to be considered: The threats and possibilities of the external environment, and the organization's internal strengths and weaknesses. These areas need to be examined thoroughly, because at this phase, the change process is still relatively easy to abort without major expenses, if it seems that the organization does not have enough resources or know-how to implement the changes. Thus, the risk lies in rushing into the change process without proper and realistic analysis of one's capabilities. (Lämsä & Hautala 2005, 187.)

**The decision to change and planning the change** takes place after acknowledging that the resources and circumstances for the change are suitable. The planning phase includes forming a concrete action plan of the desired change, which should determine the following things clearly:

- Main goals and profit targets
- Schedule and organizing
- Common rules
- A plan for internal and external communication
- A budget and personnel's development plan
- Feedback and evaluation system

A common practice for today's organizations is to use a consultant, who helps to lead the change with expertise and guidance. One critical success factor in a change process is also the management's ability to communicate the change plan to the personnel in a reasoning and influential way. The longer the people are involved in the planning phase, the better are the chances of them to accept the change and commit to it. (Lämsä & Hautala 2005, 188.)

**Implementing the change** phase consists of the practical actions that are done to achieve the new, desired state. Superiors create the direction for the change by encouraging their subordinates, and by actively keeping track of the change steps. At this point, it is often necessary that the upper management delegates responsibilities, so that they can focus on

alignments and overall performance of the process. Delegating the power of decision-making enhances trust, motivates people and commits them to change. In most change situations, it is wise to move forward with small steps. However, this is not always possible, especially if the nature of the change requires quick actions. In this type of fast and reactive change it is beneficial to achieve concrete results rather quickly, and inform these results publicly to everyone, as this may increase people's motivation and faith to the change process. (Lämsä & Hautala 2005, 189.)

***Evaluating the change*** is the phase where the actual success of the change process is estimated: How well are the desired goals met and has the direction of the change remained correct? Without the feedback that comes from the evaluation process, it is impossible to determine if the desired targets are achieved. However, gaining comprehensive, exact and continuous data for evaluation purposes is one of the most crucial challenges in every change process. Therefore, to guarantee a successful change, the evaluation phase needs to be subsumed as a vital part of the change process already during the planning phase. (Lämsä & Hautala 2005, 190.)

### 2.1.2 Planned Change

Inevitably at some point, all organizations confront some internal uncertainties or problems in their business environment. This means that the current ways of operating are no longer effective enough, and a deliberate process of change needs to be instituted. (Miller 2006, 218.) Since the service concept renewal of Linnatuuli was a planned change project, this chapter explains what this type of change usually comprehends.

Planned change takes place when the management of an organization realizes the need for changes, and begins to proactively plan how to implement them. Even though based on proactive and contemplated ways of proceeding, planned change tends to be more chaotic and uneasy than is often expected. (Managementhelp.org, n.d)

According to Miller (2006, 220) the reason why planned change is not always so straightforward is because it might involve plenty of different types of change: Changes in individual behaviour, strategic direction or organizational processes. Furthermore, accomplishing these changes often require various methods: Technical, structural or managerial ones. Because of the interrelations among tasks, strategies, structures and cultures inside the organization, no change process is ever uncomplicated.

### 2.1.3 Lewin's Three-Stage Model

One of the most influential models of planned change was developed by a social psychologist Kurt Lewin. Lewin noticed that when a change is implemented, it is not enough to focus only on inspiring leadership. Instead, attention should also be paid on the objectors of the new operating model. Based on this observation, he developed one of the cornerstone models of change management, known as the Three-Stage Model. (Peltonen 2007, 132.)

According to Lewin's Three-Stage Model, a change proceeds in the following way:

- In the first stage, the organization's existing structure and operating models are **unfrozen** by cutting down the current norms and values.
- In the second stage, the system that was first driven to imbalance, is **changed** to a new state by consolidating the new, desired way of operating, with for example rewards, examples and changes in the power structure.
- When the new operating model has replaced the old principles, the management needs to eliminate the forces that oppose the change, so that the organization can be **refrozen**. This means stabilizing the new ways of operating as everyday practices so that the organization can function in a normal way again. (Peltonen 2007, 132.)

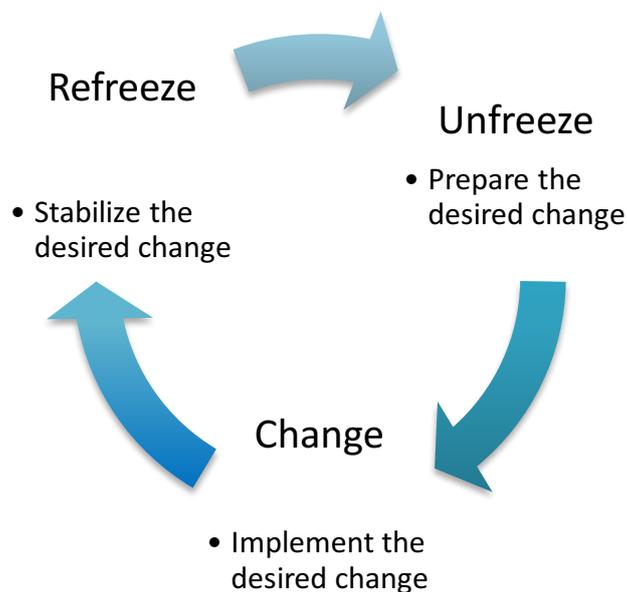


Figure 1. Lewin's Three-Stage Model (Adapted from: Joy 2015, 5.)

When implementing a change, it is essential to analyze the different forces that either favor or oppose the new ways of operating. A leader must

recognize the forces that need to be supported and the ones that need to be weakened.

The Three-Stage Model is based on the assumption that an organization is normally in a balanced state, and the change represents an exception of this stable form. Shaking this prevailing balance of forces is required, if the organization wishes to move towards the new, desired state. The outcome of re-adjusting these forces is a new balance state where the work community is comfortable with the new routines, policies and operating models. (Peltonen 2007, 132-133.)

## 2.2 Creating Successful Change

According to John Kotter (1996, 4), too many change projects during the past decades have turned out to be disappointing way too often: The desired improvements have remained minor, the personnel has suffered from fear, frustration and burnouts, and lots of resources have been wasted on the way. However, even though these negative impacts are inevitable to some extent, considerable amount of them can also be avoided. Therefore, the author begins this chapter by examining the common errors that disallow a successful change to take place.

### 2.2.1 Common Errors to Organizational Change

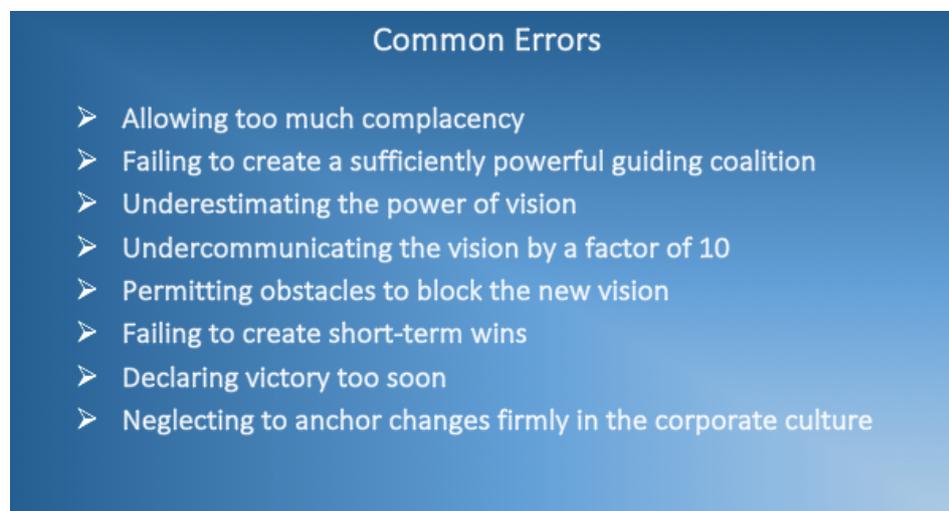


Figure 2. Kotter's Eight Errors Common to Organizational Change Efforts (Adapted from: Soock 2011, 6.)

**Error 1 - Allowing too much complacency:** The biggest mistake to be made in change projects is to rush forward before establishing the urgency of the change to the whole staff - the management and the employees. This mistake is critical because if there is a prevailing complacency to the

current state inside the organization, the desired objectives of the renewal will not be achieved. (Kotter 1996, 4.)

**Error 2 - Failing to create a sufficiently powerful guiding coalition:** It is often said that major changes are impossible to implement, if the leader of the organization does not support them actively. Behind the most successful change projects, there are people, who are committed to improve their performance regarding the changes, and work towards them as a team. Thus, if the importance of building a strong, guiding coalition to facilitate the change is underestimated, the risk of failure increases. (Kotter 1996, 5-6.)

**Error 3 – Underestimating the power of vision:** The realization of the change urgency and forming a guiding coalition are essential for any big change, but those alone are not enough. Another important factor in a successful change is a reasonable vision. Vision has an important role in implementing beneficial changes because it guides, coordinates and supports people to act. Without a proper vision, the change project often turns into a set of contradicting, confusing and time-consuming projects that lead the organization in the wrong direction. (Kotter 1996, 7.)

**Error 4 – Undercommunicating the vision by a factor of 10:** Implementing a large change is often impossible in organizations, unless most of the employees are ready to offer their help and to do short-term sacrifices. Yet, the employees will not make these sacrifices, unless they find the possible benefits of the change appealing. Committing the employees is impossible without convincing communication. This credible communication means both, words and actions. Nothing compromises the change project more than the people in charge of the change, who act differently than what they speak to others. (Kotter 1996, 8.)

**Error 5 – Permitting obstacles to block the new vision:** Usually new initiatives fail because the employees feel that there are too big obstacles ahead of them, which they cannot overcome, even if they have embraced the new vision well. Sometimes these obstacles are only in people's minds, but in many cases, they are very real. For example, an obstacle that the employees often experience are superiors who request conflicting demands regarding the change. With such actions, superiors might undermine the employees' performance and compromise the change project. (Kotter 1996, 9.)

**Error 6 – Failing to create short-term wins:** During complicated change projects where the purpose is to change strategies and restructure one's business, organizations are in risk of losing their momentum, if there are no short-term objectives to reach and celebrate. Without any evidence of short-term wins, the employees might give up and start resisting the change. In successful change projects, the superiors actively seek ways to improve the organization's performance, determine annual goals and

reward the employees with recognition, promotions or money, if the goals are met. (Kotter 1996, 11.)

**Error 7 – Declaring victory too soon:** After some time of hard work to make the change project successful, it might be tempting for an organization to declare victory, and in a way, finish off the change project. However, even though it is good to celebrate a win, it is a crucial mistake to think too early that the work is already done. New ways of operating are vulnerable for disorder and regression until the changes are deeply rooted into the organization's culture. Therefore, it can be a major stumbling block for organizations to declare a victory too soon. (Kotter 1996, 12-13.)

**Error 8 – Neglecting to anchor changes firmly in the corporate culture:** The change remains permanent only if it becomes a policy in the organization, or in other words, "the way we work around here". Before the new ways of operating are properly anchored in the workplace, they are at risk of being forgotten as soon as the pressure of the change project eases up. Anchoring the change needs to be done comprehensively to ensure that also the next generation of managers will assimilate the new ways of operating. (Kotter 1996, 14-15.)

These errors can have severe consequences for any change project, because nowadays business environments are rapidly becoming more and more unstable. This kind of errors slow down new initiatives, create frustration among employees and cause needless resistance. This puts organizations in a position where their employees must work under more pressure, which may ultimately damage even their personal lives and families. (Kotter 1996, 15-16.)

## 2.2.2 Kotter's Eight-Stage Process

In order to avoid the eight common mistakes, Kotter developed a solution: An Eight-Stage Process that summarizes the essential phases and actions of implementing a successful change:



Figure 3. Kotter's Eight-Stage Process of Creating Major Change  
(Adapted from: Soock 2011, 7.)

### 2.3 Change Resistance

Change can be perceived as a threat or an opportunity, depending on the person who is experiencing it. An important element that determines this is the direction of the change: Are things proceeding in the desired way? Is the change parallel with people's views and values? If not, the people involved in the process might be reluctant to support the change. This phenomenon is called change resistance. (Jalava 2001, 136.) This chapter explains why people tend to resist change situations, how it should be processed, and how it can even be turned into an asset within an organization.

According to Aarnikoivu (2008, 165) managing the resistance to change is one of the most critical areas of a change process. Change resistance is often blamed when the change process fails or it doesn't proceed in the desired way. It works as a good scapegoat, since change resistance occurs inevitably, in one way or another, in all organizations that implement major changes. Change resistance is often associated with negative loads, and usually the management tends to blame the workers for it, as they perceive them as the ones protesting the change. However, change resistance does not always show up only among subordinates, but also among the management and leaders of an organization.

Jones (2004, 308) indicates various reasons why individuals are prone to resist change within an organization. The main reason for resistance is the insecurity about the outcome of the change: The workers might be reassigned to new tasks, role relationships might change, some might benefit at the expense of their colleagues, and some might even lose their jobs. If the individuals are surrounded by these uncertainties, it may lead to organizational inertia: People become uncooperative, absenteeism increases, and attempts of slowing down the change with passive attitudes takes place.

Furthermore, people tend to selectively focus on how the change affects them or their division on a personal level. If they perceive little benefits or none at all, they might resist the purpose of the change. In addition, another barrier of change is usually the breaking of common habits. Habits are people's preferences for everyday actions, and removing them tends to cause resistance among the individuals of an organization. (Jones 2004, 308.)

According to Aarnikoivu (2008, 165) change resistance that occurs among the management level is often caused by the threat of losing achieved benefits or narrowing career advancement possibilities. It is not uncommon that organizations reduce the amount of middle-management positions during a change process to enhance organizational performance and efficiency, and therefore also the management may feel threatened and resist the change. The reason for resistance among the worker level is

usually the fact that those people are often the least involved in the planning. Involvement and knowledge reduce uncertainty, and therefore involving the workers in the change already in an early stage is one way to reduce change resistance.

### 2.3.1 Five Common Modes of Change Resistance

Jalava (2001, 137) introduces five reasons of change resistance in his textbook, based on O'Connor's (1993) original theory. These five modes of change resistance are one of the most common ones that appear on a personal level:

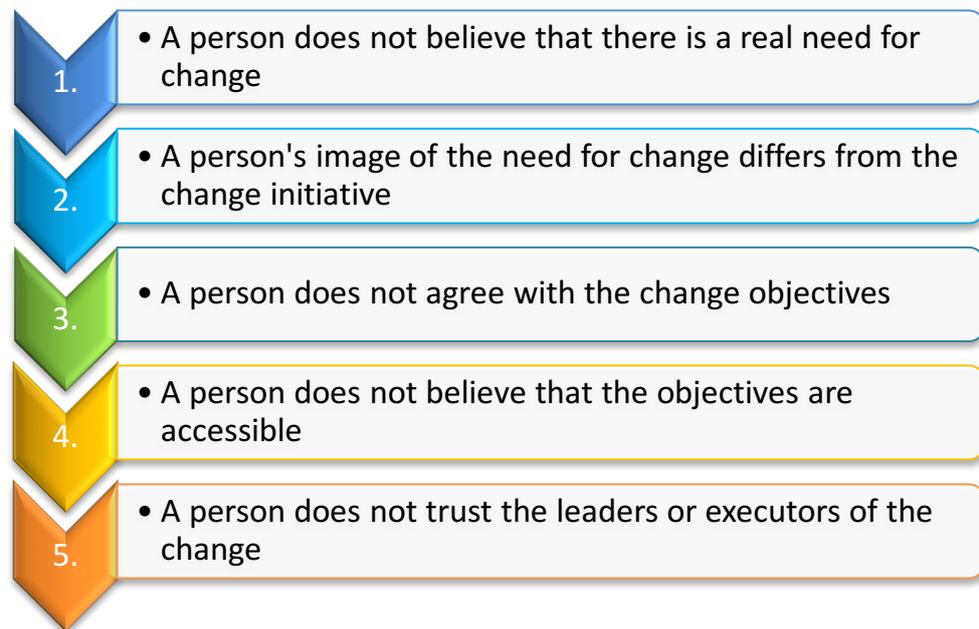


Figure 4. Five Common Modes of Change Resistance (Adapted from: Jalava 2001, 137.)

***In the first mode*** of resistance the person thinks that the current ways of working are just fine and that the change simply causes extra work with little benefits. (Jalava 2001, 137.) Aarnikoivu (2008, 166) introduces similar modes of resistance in her textbook, and states that these types of persons tend to “resign from the change” by continuing their old ways of working, depreciating the change by avoiding discussion, and being passive by keeping low profile.

In this situation, the executors of the change should provide enough background information for the person about the change and emphasize these questions: Why the change has been initiated? Why is it useful for the work community and the employees? (Jalava 2001, 137.)

***In the second mode***, the person knows that a problem exists, but doesn't think that the chosen approach to solve it is the right one. This type of person is prone to think back the "good old times" and to sulk.

This situation calls for a development discussion: If there are two or more different viewpoints of how things should be done, discussing them through is beneficial for not only the people involved, but also for the change process, as improvement ideas may be generated based on the information that comes forth. (Aarnikoivu 2008, 168; Jalava 2001, 138.)

***In the third mode***, the person thinks that the ones executing the change have not introduced the change objectives clearly enough. Because of this, the person is uncertain about the direction, and therefore focuses on wrong things, keeps on double-checking and constantly asks the question "What do I do next?" This type of resistance can be handled also with a development discussion, but this time it should contain detailed determining of the common objectives and clarifying of the work tasks. (Aarnikoivu 2008, 168; Jalava 2001, 138.)

***In the fourth mode***, the person thinks that the aim of the change project is too overwhelming in relation to the work community's resources. This kind of criticism can be hard to handle for the change executors, as it questions their capabilities as change agents. However, there's a silver lining in this mode of resistance as well: Starting a discussion about it leads to the analysis of the organization's strengths, weaknesses, opportunities and threats, and the information that comes from the change objectors can be extremely valuable in this case. (Jalava 2001, 139.)

***In the fifth mode*** of change resistance, the person does not trust the people who are responsible of executing the change. The reason behind this resistance is usually the belief that the change project is too wide for the chosen executors to handle, or they are too unexperienced for the job. A person whose resistance is caused by this mode tends to be angry and negative, and refuses to comply with the change.

To avoid this mode of resistance, the change objectors should be given enough information about the intentions and competences of the change executors. The management should involve the objectors in the planning sessions where they can see the change executors in action. This way the objectors feel that they have an impact on the change project as well, which increases their trust to the change. (Aarnikoivu 2008, 168; Jalava 2001, 139.)

To avoid the negative loads of change resistance, the reasons that cause it need to be acknowledged. If a superior expects his workers to face new challenges, but gives unclear instructions, it leads to criticism and confusion. The employees' criticism towards the superior is justifiable, if the superior places his subordinates in a "trial and error" situation: The

subordinates lack guidance in their new tasks, but they get criticized for actions that are done wrong. If this is the case, an appropriate way is to assemble all superiors and employees who are involved, and develop solution methods for the problems together. (Jalava 2001, 140.)

Despite all the negativity that surrounds change resistance, Aarnikoivu (2008, 165) states that it opens many opportunities, if it is handled correctly. For example, uncertainty leads to critical observation of the change process, which can help the organization to avoid false steps. Moreover, change resistance can bring forth completely new viewpoints, which can turn out to be beneficial for the change process.

Change resistance can be directed to serve the change process with continuous change communication. This means that the process must be described and tracked in real-time. Continuous reporting about how things are proceeding is essential to cut off rumors. Transparency and bringing up same things repeatedly by using different channels helps people to internalize the changes better. Furthermore, even explaining to subordinates that there are some things that cannot be publicly informed about, shows honesty and therefore builds the trust within an organization. (Aarnikoivu 2008, 168.)

## 2.4 Superior's Role in Change

Superiors need to coach their teams to perform their current work tasks professionally, but also constantly prepare them for future renewing. Superiors can enhance and advance their subordinates' change readiness by doing continuous, small changes inside the organization even when there's no specific need for them. Minor rearrangements in for example work tasks trains people to face changes as a natural part of modern work life. (Pentikäinen 2009, 59.)

It is a big challenge for a superior to calm down an organization that is in a confused state because of a change process. If the confusion has been prevalent for some time, the interpersonal relationships inside the work community might be so tense that conflicts arise even over the smallest things. Good discretion and appropriate communication are required from any superior, whenever an organization is shaking by such "storms" of business life. (Pentikäinen 2009, 65.)

### 2.4.1 The Change Curve

Pirinen (2014) introduces a model of a change process in her textbook, which originates from Elisabeth Kübler-Ross' (1969) five stages of grief: The Change Curve. In the Change Curve, different emotions that arise during a change process are described from employee point of view. Change Curve can help a superior to understand employee behaviour

during different phases of change, prepare him to lead these phases accordingly and to anticipate the demands of change management beforehand.

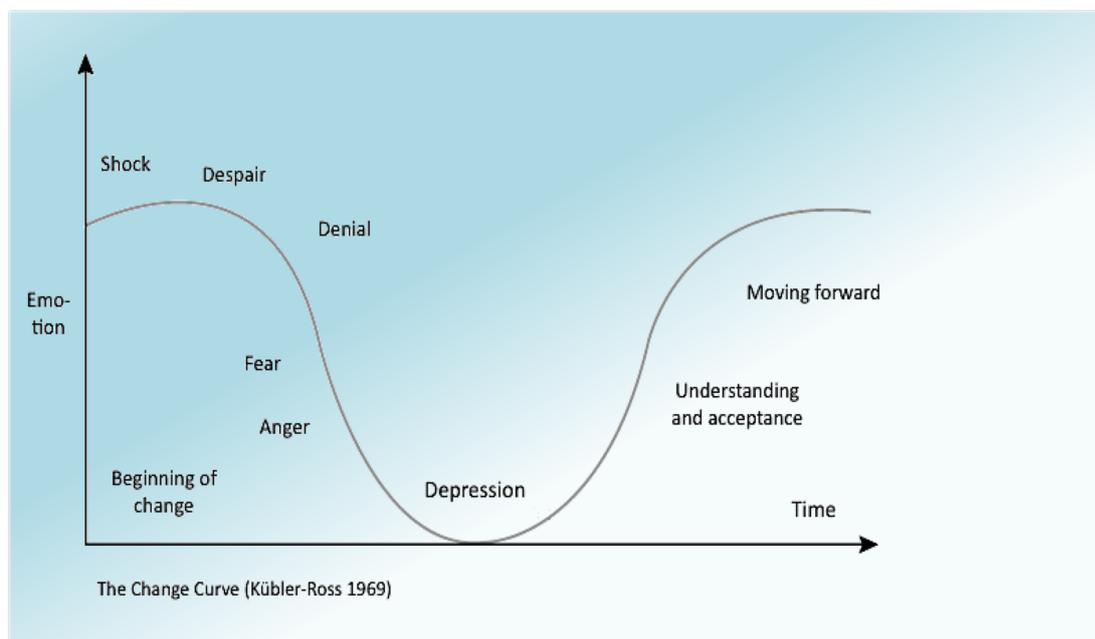


Figure 5. Muutoskäyrä (Kübler-Ross 1969) (Adapted from: Pirinen 2014, Muutoksen elinkaari ja muutoskäyrä)

The Change Curve describes people's typical behaviour in a crisis with five main phases:

- Shock, despair and denial
- Fear and anger
- Depression
- Understanding and acceptance
- Moving forward

Individuals experience these phases differently, and the magnitude of emotional reactions between employees varies as well. The boundaries of the change curve aren't always clear, and therefore not all employees go through all phases: Some might even jump over the whole change abyss. (Pirinen 2014, Muutoksen elinkaari ja muutoskäyrä)

A superior can process the phases of employee behaviour and reactions with the Change Curve, and hence, understand and support the subordinates better. It is important for a superior to discuss about the emotions that the employees are experiencing, and not only justify the change with rational arguments. (Pirinen 2014, Muutoksen elinkaari ja muutoskäyrä)

If a superior cannot receive his subordinates' negative emotions and reactions accordingly, proper understanding of the personnel and authentic dialogues are no longer possible in the workplace. This increases tension between the superior and the personnel, which may lead to severe disagreements. (Järvinen 2005, 85.)

Järvinen (2005, 86) suggests that superiors need to practice certain type of introspection to also control their own negative outbursts in tough managerial situations. This means consciously observing one's own emotions and even taking some distance from them. In addition, naming the emotions that arise can be helpful for the superior in acknowledging them: "I am now disappointed, confused, angry" etc. This way avoiding the projection and rejection of emotions is easier and the superior can affiliate these emotions instead.

Thus, the outcome of introspection may be that a superior is able to examine the meaning of difficult emotions more freely. This reduces the indiscretion in different, emotionally-loaded managerial situations. There are situations where it is better for a superior to refrain from showing emotions publicly, but also situations where they are worth expressing. For example, if a superior is pleased with his subordinates' work performance, it is advisable for him to express this complacency positively. However, it is essential that especially the expression of negative emotions is controlled. (Järvinen 2005, 87.)

## 2.5 Adjusting to Change

### 2.5.1 Change Roles

One determining factor of how a change project proceeds is how fast the new divisions of work are put into practice. When people find out their own new roles, they also seize the new work tasks more willingly: The fear and insecurity about the future can be left behind, and the repressed energy can be directed into learning the new working procedures. In a few weeks, nobody hardly even remembers how the work was done previously. (Pentikäinen 2009, 62.)

According to Lämsä & Hautala (2005, 118) a role means certain type of behavior that is expected from a person. A person's role is based on his position in a group. It is determined by the person's own expectations, but also by the expectations of others. Roles can be temporary and changing, but groups usually contain at least some roles that are solid and permanent. These expectations of people's behavior facilitate the group's performance and mutual interaction.

## 2.5.2 Role Conflicts

Even though having different roles in groups is important, sometimes the expectations that are directed to certain roles, may contradict. These contradictions are called role conflicts. Mullins (2010, 328) divides these conflicts in four types:

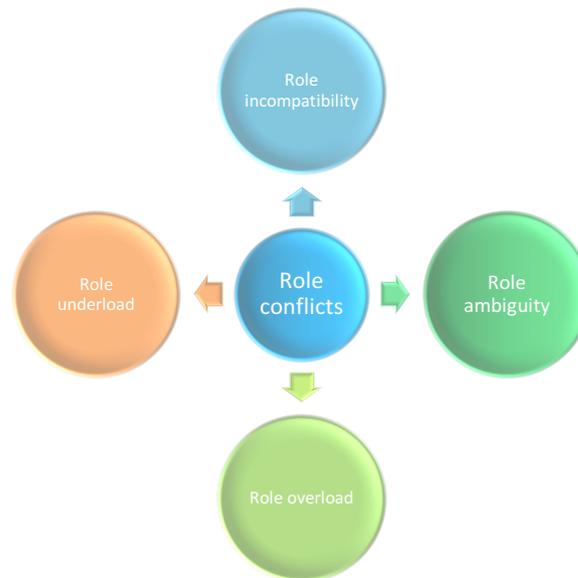


Figure 6. Mullins' Four Types of Role Conflicts (Adapted from: Mullins 2010, 328.)

**Role incompatibility:** When the role expectations are incompatible, a person ends up in a situation where he faces contradicting demands. Because of this, he cannot comply with everyone's hopes and requirements.

**Role ambiguity:** If a person's role is ambiguous, it causes confusion, because the person does not know what tasks are required of him, and how he should operate in his new role. Role ambiguity often occurs when a person does not have enough knowledge about the objectives of his tasks. Change situations in groups often lead to role ambiguity.

**Role overload:** Role overload means that a person has many roles where he faces several different requirements at the same time. This person is incapable of meeting all the expectations that are set for him, and is forced to neglect some of them due to this. Thus, having too many separate roles decreases the person's capability to live up to everyone's expectations, and causes role overload.

**Role underload:** Role underload occurs when a person feels that he is not given enough responsibility, or his work tasks are not demanding enough.

Therefore, when the person feels that he can do more challenging tasks than what are required from him, his role expectations are in conflict. (Mullins 2010, 328-329.)

Role conflicts may also appear as ethical conflicts. In these cases, the person cannot accurately decide what solution to solve the conflict is morally the right one. For example, a working father might consider how much he should strive for the success of his workplace, if the striving also means spending less time with his family and children. All in all, because role conflicts can be major stressors, and they force people to be responsible of difficult decisions, they should be solved appropriately and constructively in the workplace. (Lämsä & Hautala 2005, 120.)

## 2.6 Communication in Change Situations

Communication is a matter that often gets the most criticism in change situations: Usually the personnel of an organization feel that they do not get enough real-time information about the change, or that the communication is not open. Therefore, a superior has an important role when it comes to change communication: If the superior himself is motivated to change, believes in the change, and communicates this belief to others with his own behaviour, words and actions, the change is much more likely to be successful. (Pirinen 2014, Muutosviestintä.)

### 2.6.1 Internal Communication and Interaction

Kauhanen (2012) states that internal communication has quite a specific role in creating good work atmosphere, which, in turn, affects people's motivation and attitudes. Thus, well implemented internal communication affects directly to an organization's success.

Internal communication comprises the mutual interaction that happens between the members of a work community, inside an organization. In nowadays' organizations, it is often used as a tool of leadership. The need and content of internal communication differ, depending on the type of the organization. Especially in service businesses, proper internal communication affects vitally to a business's success. (Kauhanen 2012, Sisäinen viestintä ja vuorovaikutus.)

The basic modes of a work community's internal communication are illustrated in the following figure:

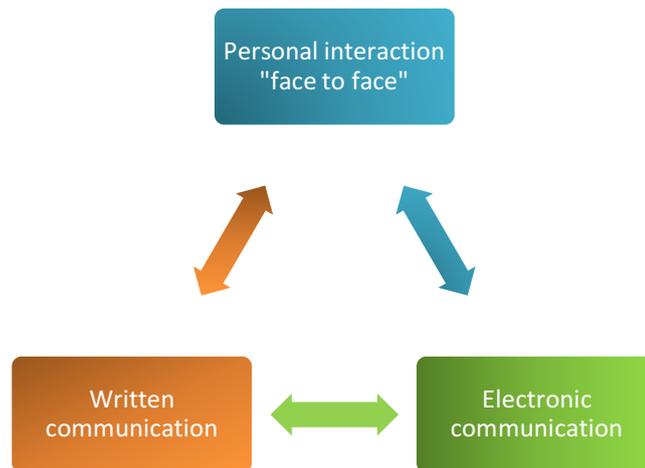


Figure 7. Työyhteisön Viestinnän Perusmuodot (Adapted from: Kauhanen 2012, Sisäinen viestintä ja vuorovaikutus.)

Several experts have agreed with the conclusion that internal communication:

- Gives the personnel of an organization a common information base
- Increases work motivation
- Increases work satisfaction
- Influences centrally to the internal atmosphere of a work community

These factors also have an essential effect on work productivity. The outcome of the work becomes better in an organization when employees know their own roles in the entity, are motivated and satisfied in their work, and the prevailing work atmosphere is good. (Kauhanen 2012, Sisäinen viestintä ja vuorovaikutus.)

## 2.7 Motivation in Change Situations

According to Aarnikoivu (2010, 26) the beliefs and expectations that form an individual's working motivation become questionable during a change. Motivation largely determines how an individual survives from the major changes of work life. Know-how and other competences are also meaningful determinants, but they are rather organizational matters.

Superiors play a key role in how enthusiastic their employees feel towards their work. They can support the employees to perceive their work meaningful and rewarding, despite the possible changes they are facing. If a superior can increase the employees' internal work motivation, he also helps forward the employees' survival of different kind of changes. (Ponteva 2010, 44.)

### 2.7.1 Motivation and Work

Motivation affects how people interpret their surrounding environment, perform their work tasks and how they steer them. A motivated employee is excited about his work and wants to meet the targets that are set for him. In managerial work, it is important to know what energizes the employees to work towards the desired objectives. Work motivation consists of internal and external factors. Internal motivation factors are the content of work, work attractiveness, work-related decision making and the utilization of one's know-how. For individuals, finding the work meaningful and developing in it increases internal motivation. External motivation factors are usually some tangible rewards gained from work. (Nummelin 2008, 36-37.)

Nummelin (2008, 39) states that motivation reflects a person's attitude towards his work tasks, work environment, other members of the work community, superiors and work circumstances. Factors that build motivation in a workplace are certain, varying individual experiences: The nature of work, possibility to participate in planning, feedback, superior work and the structures that support working. Furthermore, if a person's own values are convergent with the organization's values, and the person experiences the work as suitable for himself, it increases his work motivation. The following figure illustrates the interaction of motivation factors and work:

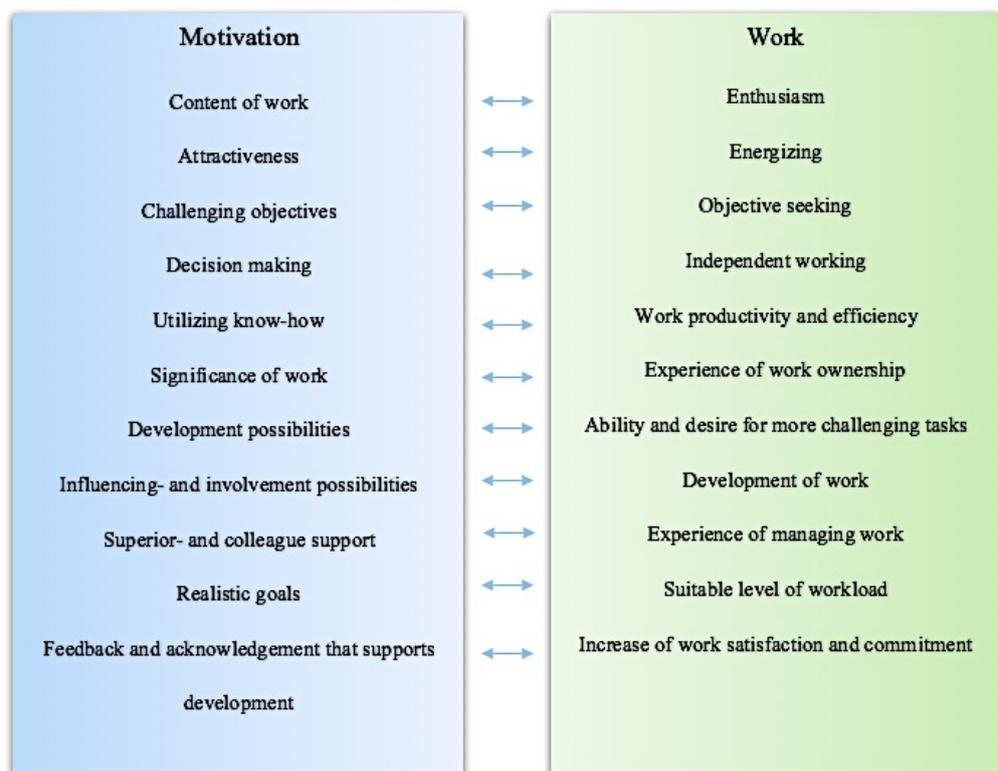


Figure 8. Motivaatio ja Työ (Adapted from: Nummelin 2008, 40.)

It has been researched that motivation factors vary and are affected by people's personalities, but also by people's different phases of career. Most people value salary, advancement possibilities, feedback and other modes of rewarding in the beginning of their career. In the middle phase of their career, people often start to value professional renewal, and especially after having kids, the harmonization of work and free-time. In addition, highly experienced long-term workers do not value tangible rewarding as much as they did in the beginning, but they appreciate a stable employment relationship and feedback from colleagues, superiors and customers instead. (Aarnikoivu 2008, 159.)

### 2.7.2 Maslow's Hierarchy of Needs

In 1943, an American psychologist Abraham Maslow published a theory about what motivates people, in his research called "A Theory of Human Motivation". In his theory, Maslow stated that a person has basic needs that need to be sufficiently satisfied before he can start to seek satisfaction for his higher needs. (MTD Motivation Skills 2010, 19.) The needs that Maslow proposed are in hierarchic relation with each other, and once the basic needs on the bottom have been satisfied, a person can move upwards in the hierarchy. (Viitala 2004, 154.)

The hierarchic order of the five basic needs is illustrated in the following figure:

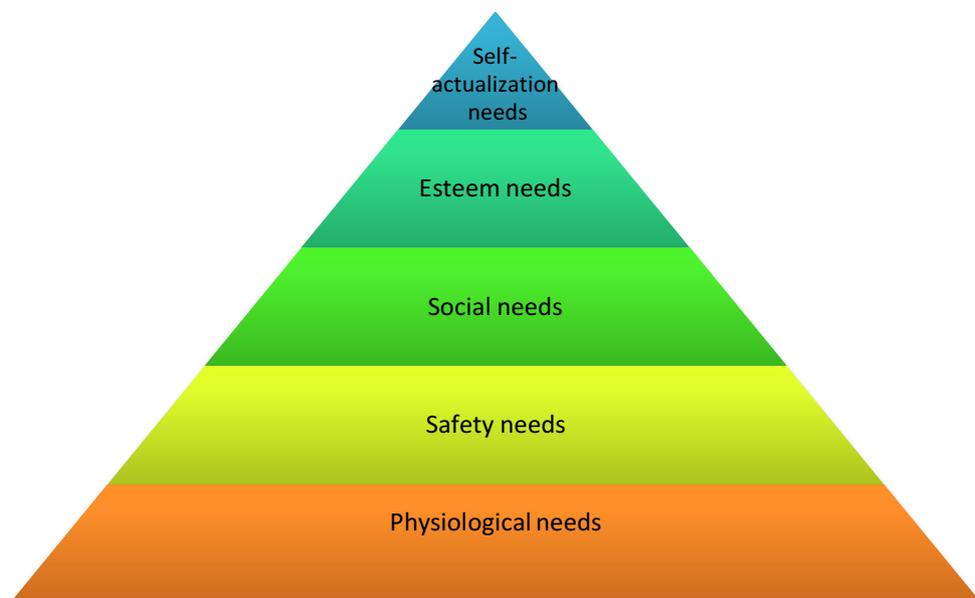


Figure 9. Maslow's Hierarchy of Needs (Adapted from: Managementstudyguide.com)

**Physiological needs** include the very basic physical requirements of humans: Air, food, water, clothing, shelter and sexual activity. If a person lacks these basic needs, they are the most motivating ones for him to reach for. (MTD Training 2010, 19.)

**Safety needs** need to be met so that a person can feel safe physically, emotionally and environmentally. (Managementstudyguide.com, n.d.) Safety needs are the second most motivating needs to meet after the physiological ones. Along with including the physical safety of a person, safety needs also refer to things such as well-being and healthiness, financial security, safety from injustice, and safety from stress of the unfamiliar. (MTD Training 2010, 21.)

**Social needs** are based on people's emotions, and they include the need of belonging, the need of being accepted, and the needs of affection and being loved by others. The way for a person to satisfy his social needs is through various relationships - family, friends, intimate relationships and other social interactions. (MTD Training 2010, 22.)

**Esteem needs** relate to how a person believes he is seen by others, and how he sees himself. A person attempts to meet these needs to enhance his self-image and self-esteem, with for example status symbols, work achievements and personal achievements. Gaining admiration and recognition from other people motivates, and therefore helps in meeting a person's esteem needs. (MTD Training 2010, 24.)

**Self-actualization needs** are the needs of meeting one's complete potential, and to "become more and more of oneself." Maslow stated that self-actualization needs can only be met after the previous needs are properly satisfied. What these self-actualization needs are, depend totally on the person. For example: One person might have the need to become gifted in sports, one has the urge to become more creative, and one is driven by the need to become a good parent. (MTD Training 2010, 24.)

### 3 CURRENT SITUATION BASED ON RESEARCH

This chapter introduces the current situation of the commissioning organization. The findings are based on an interview and a survey, which are the field research methods of this thesis.

#### 3.1 Interview for Shopkeeper of Neste K Linnatuuli

As one of the main objectives of this research was to find out the shopkeeper's perception and expectations about the service concept renewal, the author starts this chapter with transcribing the main points of the semi-structured interview that was conducted for the shopkeeper of Linnatuuli, Seppo Lauer. The questions that were inquired in the interview were based on the theoretical framework of this thesis, and they were divided under 7 different themes by the author. Overall the interview included 25 theory-related questions, and two additional questions, outside of the theory. The author added the last two questions in this interview to get a better insight about what type of practical issues the change project had caused, and in turn, what had become easier along with the changes.

**Theme 1 - Organizational change:** The first five questions of the interview were related to organizational change:

- What created the need for change?
- How was the change idea outlined?
- How was the starting point determined?
- What things did the change plan include?
- How was the success of the change evaluated?

The change project of Linnatuuli was implemented originally because of a common project of Kesko and Neste, in which the Neste K stations were renewed nationwide. However, since the latest notable changes in Linnatuuli were done eight years ago, the service station was in a need for change - regardless of the nationwide renewal project. According to the shopkeeper, some changes would have been implemented in Linnatuuli sooner or later, even without the support from Kesko and Neste.

The main idea behind the change was to meet customer needs by bringing something new to the service station concept – food that was slightly better and more well-prepared, instead of traditional bulk food. The outlining of the change was also reasoned with the size of Linnatuuli: The fairly large service station needed more variety in their food selection, and that is why Subway was added as a new fast-food restaurant in Linnatuuli's service concept. Furthermore, the place was renovated in order to make the atmosphere more attractive, modern and enjoyable for the customers.

When the starting point was determined and possible threats and opportunities were estimated, the shopkeeper's concerns were mostly related to the scheduling and budget matters of the renovation work. However, according to the shopkeeper, the co-operation between the Neste K chain and Linnatuuli service station went smoothly, and the renovation of the real-estate could take place on winter, instead of the busier summer seasons when the sales are considerably higher.

When the author asked how the success of the change was evaluated, the shopkeeper mentioned that financial and timely objectives were monitored throughout the project. The original schedule was to open the new fast-food concept and get the renovation work primarily done until Easter 2017, and these targets were met. In addition, the shopkeeper emphasized that the original budget of the change project did not exceed, which he was pleased with.

(S. Lauer, personal communication, May 5, 2017)

**Theme 2 – Factors that create a successful change:** The questions of the second theme were based on the common factors that help forward a successful change:

- How was the personnel informed and convinced about the need for change?
- Was a guiding coalition established or certain individuals nominated to help forward the change project?
- How was the change vision communicated to the personnel?
- Were short-term wins or successes monitored during the change?
- How were the new ways of operating anchored to the renewed organization?

The shopkeeper stated that the reasoning of the change project to Linnatuuli's personnel started with an explanation of the changing market circumstances, and the need to react to them. Improving Linnatuuli's competitive advantage was the main justification for implementing the changes.

*We brought up to the staff that we cannot continue with our old ways of operating forever - the same ways we've had for the last eight years. Like our competitors, we also need to renew our operations somehow and bring in new products for sale.*

(S. Lauer, personal communication, May 5, 2017)

When the author asked if a guiding coalition or certain individuals were nominated to help forward the change, the shopkeeper mentioned certain work groups that were responsible of different areas of changes. The work group responsible of the technical changes included mainly construction workers, experts from Kesko and the shopkeeper himself. The shopkeeper

stated he had sometimes brought the store- and restaurant managers of Linnatuuli to their planning sessions, if the content of the sessions concerned them as well.

As the fast-food restaurant Subway was added in the service concept of Linnatuuli, the restaurant managers of Linnatuuli were sent for training in Cambridge to gain more knowledge about Subway, and to learn specifically how the fast-food restaurant should be run. The managers had then trained other employees of Linnatuuli about how to operate in Subway, and therefore played a key role in launching the new restaurant in the commissioning organization.

According to the shopkeeper, the vision of the change was communicated to the personnel mainly by arranging occasional info sessions. In these sessions, unclear things were discussed and different issues were enlightened. Furthermore, the shopkeeper mentioned that since Linnatuuli is after all a rather small organization, this kind of discussions were often held also during daily work.

Since the changes of Linnatuuli were implemented incrementally; step by step, the monitoring of short-term wins began every time when something was completed. This monitoring primarily focused on customer feedback; either electronic ones or face-to-face comments. The customers' experiences were received electronically through the K-chain's feedback system, which automatically sends a feedback survey to customers who use the K-bonus card. By tracking this electronic feedback and talking with the customers, the shopkeeper monitored the customers' opinions about the renewed organization. When it came to Subway, which was the completely new addition to the restaurant services, the monitoring of sales and customer feedback had started immediately. The shopkeeper had actively monitored the sales numbers and customer feedback about different quality and performance matters. The data of the sales came available for him to view online and in real-time, through Subway's own monitoring system.

Finally, when the author asked how the new working procedures had been anchored to the renewed organization, the shopkeeper emphasized that the adjusting to the new ways of working was still heavily unfinished. Especially the launch of Subway increased the number of machinery and work stations, and people were still learning how to control this entity. Furthermore, controlling the new order of the restaurant hall had caused some difficulties for the personnel, and some finishing touches were still ongoing, which also required more adaptation and learning.

(S. Lauer, personal communication, May 5, 2017)

**Theme 3 – Change resistance:** This theme included three questions related to a common phenomenon that takes place during change projects: Change resistance.

- In what ways have you prepared for possible change resistance? Has it occurred so far?
- How are you planning to deal with different modes of change resistance?
- Do you think that change resistance can also be somehow beneficial? If you do, how could it be utilized?

The shopkeeper stated that some change resistance had occurred during the change project, and that he was somewhat prepared to it. Mainly, change resistance had occurred in the restaurant area where the biggest changes took place, and not so much in the store areas where the change affected only the store facilities, and not the products. As an example, the shopkeeper mentioned that the new policy of serving unpacked, fresh bread in the vitrines and creating them at proper time had turned out to be challenging to control, and had raised some discussions. Furthermore, adapting to the new restaurant premises, new functions in the kitchen and learning how to operate with the new Subway concept had evoked some emotions among the personnel.

According to the shopkeeper, he had dealt with different modes of resistance mostly with personal discussions. These discussions were either arranged by himself, or the by the restaurant manager. Proper reasoning of the change project was also one tool to handle change resistance during the changes.

*We are stating to the staff that things need to change, since only change is permanent. In addition, we give people practical examples from other businesses of the Neste K chain, to remind them that this kind of operating model is functioning elsewhere too. Similar problems have been tackled in these other stations as well, so it is possible for us to also make these things work.*

(S. Lauer, personal communication, May 5, 2017)

When the last question - whether change resistance could be beneficial somehow - was inquired, the shopkeeper stated that he plans to listen carefully what people say, and reacts to resistance constructively, hoping that some new solutions to work in a more optimal way come up, as this may benefit the whole organization.

(S. Lauer, personal communication, May 5, 2017)

**Theme 4 – Superior's role in change:** The questions in this theme were related to the superior's role in the change project:

- How was the personnel's change readiness, and in what ways have you supported it as a superior?
- What feelings do you think the change will evoke among the personnel, and how are you going to deal with different emotional reactions?
- Have any emotional outbursts occurred in discussions or meetings, and how have you reacted to them?

The shopkeeper's perception of the personnel's change readiness was positive. He stated that the most of Linnatuuli's employees are relatively young people, who are not too skeptical about learning new things. The shopkeeper also believed that at least some people find the new Subway concept interesting to learn, as it brings more diversity to some people's every day work. The change readiness was helped forward mainly by communicating the need for change to the workers on a regular basis.

According to the shopkeeper, he had not witnessed any notable emotional outbursts so far, apart from some minor disagreements in the restaurant area. These disagreements were related to work distribution matters and obscurities about who is responsible of what. The shopkeeper mentioned that some things he simply needed to justify with the fact that Linnatuuli is part of a Neste K chain, and therefore some things are simply pre-determined by the chain. Therefore, they cannot be altered, even if the personnel did not like certain ways of operating.  
(S. Lauer, personal communication, May 5, 2017)

**Theme 5 – Change roles:** This theme included questions about change roles, and aimed to find out how the personnel's roles were affected by the change project:

- How have the personnel's work roles changed along with the change project?
- In what ways were the employees familiarized with their new roles?
- Have any role conflicts occurred? (For example, have people experienced their new work roles too overloading?)

According to the shopkeeper, the employees' roles had not altered much in the K-stores, since the changes there were mostly related to enhancing the outlook. In the restaurant area, the employees' roles had changed more: As an example, a store manager was promoted to be in charge of the new Subway concept. Also, the people responsible of Hesburger had had to learn how to manage the entity more independently than before. The shopkeeper also emphasized that especially the restaurant manager had had to develop stronger role as a leader now that the restaurant activities of Linnatuuli are more versatile than before.

The familiarization to new work roles had happened inside the organization, but also externally. Like mentioned, the managers of Subway

were sent for training in Cambridge. Furthermore, Hesburger as a chain provided its own training practices to enhance managerial work. The K-concept's external training was provided by Kesko, where employees of the K-stores, but also from the restaurant area, participated in.

When the author asked if any conflicts had appeared regarding people's roles, the shopkeeper stated that all in all everybody had settled to their new roles quite well. What he did point out was that the personnel had showed a lot of interest in working especially in the new Subway related positions, and since not every applicant was chosen there, some had been questioning why they were not chosen, while somebody else was.  
(S. Lauer, personal communication, May 5, 2017)

**Theme 6 – Change communication:** The questions of this theme were about change communication. The idea was to find out how the communication had been like between the shopkeeper and the employees:

- What has the communication been like during the change? Have things been discussed more in meetings or personally?
- What kind of feedback have you given to your personnel, and how often?
- What kind of feedback have you received as a superior, and how often?

According to the shopkeeper, the change communication so far had been more personal and face-to-face, instead of discussing in official meetings. He emphasized that now that the new service concept is completed, the communication is likely to be enhanced.

*We have just recently started to operate in this renewed environment and provide all these new services, and therefore I feel that we are now reaching the stage where we need to start having more thorough meetings together. There will be more personal discussions now as well since we do not focus too much on the technical changes anymore.*

(S. Lauer, personal communication, May 5, 2017)

The feedback that was given to the staff during the change had been mostly personal comments – something related to people's doing and learning.

*Especially when people have performed well with this new concept, I have given positive feedback face-to-face. Our restaurant manager who oversees these new things also compliments the staff when things go well.*

(S. Lauer, personal communication, May 5, 2017)

The feedback that the shopkeeper had got from his subordinates were mostly questions related to the details of the change project: “What is the aim of this way of operating?” “Should there be more people in this station?” Furthermore, the shopkeeper mentioned that the feedback and comments from the subordinates increased after all the new features of the concept renewal had been put into practice.

(S. Lauer, personal communication, May 5, 2017)

**Theme 7 – Motivation in Change Situations:** The questions of this theme were set to find out how the shopkeeper perceived his subordinates’ current work motivation, and how he had motivated the employees during the change project:

- How do you think the change has affected the personnel’s motivation?
- What could be the reason for the personnel’s motivation to decrease during the change? In turn, what could have increased the personnel’s motivation during the change?
- How do you plan to motivate the personnel during and after the change?

The shopkeeper believed that the change project had varying impacts on the personnel’s motivation:

*Some people might experience working with the new concept as more demanding, since we are a bit out of our comfort zone and there’s different kind of work to be done. But then again, I think people also enjoy the opportunities this new concept has brought, and perceive it fun.*

(S. Lauer, personal communication, May 5, 2017)

The shopkeeper mentioned that the increase in people’s workload might be a factor that decreases the personnel’s motivation. The new restaurant area of Linnatuuli is now a bigger entity, and all the workers must be able to perform in different stations. This had required the staff to learn new working methods and move from one station to another, which makes the work more stressful than before. Moreover, the restaurant buffets had been placed further from the kitchen in the renewed restaurant, which creates its own challenges when delivering different food, coffee pans and other products there. What the shopkeeper specifically mentioned was that the coffee making procedure had changed along with the renewal: The previously used coffee machines were replaced with 5-liter cans, filled with fresh made coffee. Carrying these heavy pans and ensuring there is enough fresh coffee available throughout the day is something that the restaurant workers need to look over more carefully now than before. The things that the shopkeeper perceived as increasing motivational factors were the new pleasant facilities, new modern machines to work with and the opportunities to learn something new.

When the author asked how the shopkeeper had motivated the personnel during and after the changes, the shopkeeper stated that when somebody had performed exceptionally well in some area, he had rewarded this person with some extemporaneous gift. In addition, a personnel event is arranged for the work community of Linnatuuli every year, which is also a collective reward of good work. The shopkeeper also stated that he fully supports his subordinates' career advancement plans, and encourages people who want to move ahead to different positions; even if it means working outside of Linnatuuli.

As the last two questions of the interview, the author asked the shopkeeper to summarize in free-form, what practical challenges he believed that the change project had brought, and in turn, what things had become easier due to the changes. The shopkeeper summarized the possible challenges in the following way:

- The coffee making procedures had changed, which means that the staff needs to carry heavier coffee pans to the buffet line and look over them more actively, to make sure there is enough fresh coffee available all the time.
- The sales of unpacked bread from the buffet vitrine also requires more attention: The freshness of the breads needs to be checked on a regular basis. In addition, the breads need to be produced not only in the morning, but also during the day time, which requires different work rhythm in the restaurant area.
- The renewed service concept had increased people's workload to some extent, and therefore the employees' must stay focused so that the quality of products and service does not suffer.
- The lunch buffet is now more distant from the kitchen than previously, and therefore the personnel must remember to monitor the variety, selections and outlook of the buffet table more carefully.

As the practical things that he assumed that are likely to get easier, he mentioned the following:

- The grill that was used for baking Panini breads was replaced with a new oven that has more diverse functions, and since these breads are sold quite a lot during a regular day, the process of baking them has gotten easier with the new machinery.
- The cashier desks of the restaurant area are now organized differently, which eases the personnel's movement from one station to another.

(S. Lauer, personal communication, May 5, 2017)

## 3.2 Survey for Personnel of Neste K Linnatuuli

Along with finding out the shopkeeper's point of view about the changes of Linnatuuli, the scope of this research was also to clarify how the personnel experienced the service concept renewal. In this chapter, the author introduces the results of a survey that was conducted for the personnel. The survey was sent to 22 employees altogether. The survey included 35 questions overall: The first 5 questions were classifying questions, and the remaining 30 were based on both, the theoretical framework used in this thesis, and the interview that was done for the shopkeeper.

### 3.2.1 Procedure

Before sending the survey to the personnel, it was pre-tested with three people to test the understandability and clarity of the questions. After the pre-test, the author made corrections to some response alternatives and added definitions and instructions to the questions that seemed unclear for the pre-testers. The question types used in the survey were multiple-choice, scaled-response, close-ended and open-ended questions. Overall the survey was sent to 22 people, and 17 responses were received. Thus, the response rate was 77,3%. The period for answering the survey was one month; from 15<sup>th</sup> of June to 15<sup>th</sup> of July. The respondents were reminded about the survey once via email, one week before the survey was closed.

In most of the survey questions the respondents had to specify their level of agreement or disagreement to a certain claim. The author used the Likert-scale to form the response alternatives to these questions. In most of the questions, the scale to measure the respondents' attitudes included four points (For example: *Strongly agree*, *Somewhat agree*, *Somewhat disagree*, *Strongly disagree*), so that the respondents had to choose between a positive and negative direction in their answers.

However, the author added a fifth alternative "I do not know" or "This does not concern me" to some questions. This was done because when the shopkeeper was interviewed, he mentioned that the changes had not altered some employees' job descriptions significantly - especially those who worked in the store areas of Linnatuuli. Therefore, it was necessary to add a response alternative, which communicates that the respondent either does not have enough information about the matter, or the response alternatives do not reflect his thoughts.

The questions of the survey were divided under different parts, based on the area they were related to. The survey was originally done in Finnish and before it was conducted, a cover letter was sent to the personnel to explain what the aim of the survey was. In the cover letter, it was also emphasized that the responses are anonymous and confidential, and only

the overall results will be presented in the final work. The author translated the survey and the cover letter also into English, which can be found on the appendices of this thesis.

This chapter examines briefly the results of each question of the survey, but only the main findings of most of them. Some of the results are supported with a graph, but to keep this chapter compact, some results are only presented as text. However, the complete survey that includes all the graphs and tables is presented on the appendix pages. Furthermore, the survey results are more thoroughly explained and adjusted with theory in the analysis chapter.

### 3.2.2 Classifying Questions

In the beginning of the survey, the author addressed five classifying questions in order to get an overview of the respondents.

According to the results, 41,2% of the respondents, were aged between 26-35. The second largest age group was 18-25, containing 29,4% of the respondents. The rest of the respondents were aged between 36-45 (11,8%), 46-55 (5,9%) and 56-65 (11,8%). Furthermore, 82,4% of the respondents were women, and 17,6% were men.

Over half of the respondents (52,9%) had worked in the commissioning organization for over 8 years. The second largest group (23,5%) had worked in Linnatuuli from 3 to 5 years. The rest of the respondents had worked for either 6-8 years (11,8%) or 1-2 years (11,8%). In addition, 58,8% of the respondents worked in the restaurant areas, and 41,2% in the store areas of Linnatuuli. Only 23,5% of the respondents worked in a superior position.

Thus, the results indicate that majority of the survey respondents were young adults - mainly women. Most of these respondents did not work in a superior position, but the results showed that majority of them were long-term employees of the commissioning organization, with many years of work experience.

### 3.2.3 Part 1: Organizational Renewal

After the classifying questions, the survey included questions related to organizational renewal. The aim of these questions was to measure how well the need and necessity of the changes were established to the personnel, how clear the change objectives were, how sufficient the communication was about the plans and schedules, and how well the shopkeeper informed the personnel about the renewal-related matters.

I found the service concept renewal of Linnatuuli necessary

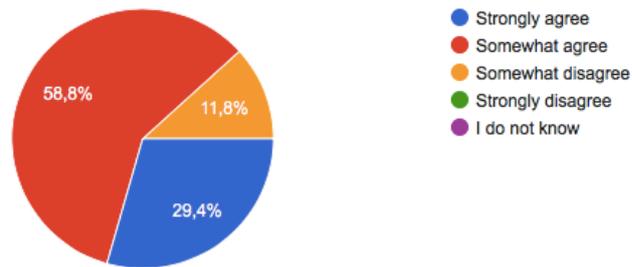


Figure 10. Question Number 6

I found the objectives and the purpose of the service concept renewal

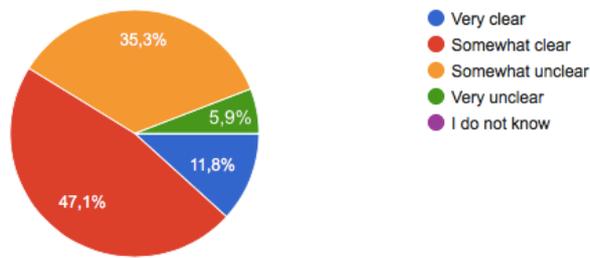


Figure 11. Question Number 7

**The graph of question number 6** shows that clear majority of the respondents either somewhat agreed or strongly agreed that the service concept renewal of the commissioning organization was necessary. Only 11,8% of the respondents somewhat disagreed with this claim.

**The graph of question number 7** indicates that most of the respondents found the objectives and purpose of the service concept renewal either somewhat clear or very clear. However, 35,3% of the respondents perceived the objectives somewhat unclear, and 5,9% very unclear.

**Question number 8** was inquired to find out how much the personnel received relevant information about the plan and schedule of the changes. The following graph shows that majority of the respondents chose the *negative direction* in their answers; 58,8% received somewhat little, and 11,8% extremely little relevant information about the plan and schedule of the service concept renewal.

I received relevant information about the plan and schedule of the service concept renewal

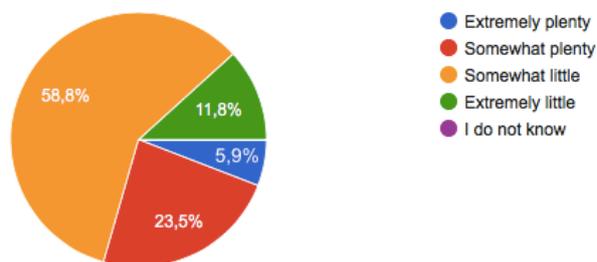


Figure 12. Question Number 8

**Question number 9** inquired how much the personnel had received information about the renewal in meetings or in person. Out of the respondents, 29,4% claimed they had got somewhat little information and 23,5% got very little information in meetings or personally. Thus, the main findings were that informing in meetings or personally was not perceived sufficient, as slightly more respondents chose the negative direction in their responses to this claim.

**Question number 10** was set to find out how much information the personnel had received from the shopkeeper of Linnatuuli about the renewal-related matters. Over half of the respondents chose the negative direction in their responses; 35,3% had received somewhat little information, and 23,5% had received extremely little information from the shopkeeper. Thus, it can be stated that the shopkeeper's informing about renewal-related matters had been slightly insufficient during the renewal.

**Question number 11** asked the respondents to choose one adjective that best describes the change process of Linnatuuli in their opinion. The idea of this question was to examine the respondents' topmost thoughts and feelings of the whole change project.

Choose one adjective from the alternatives that best describes the service concept renewal in your opinion

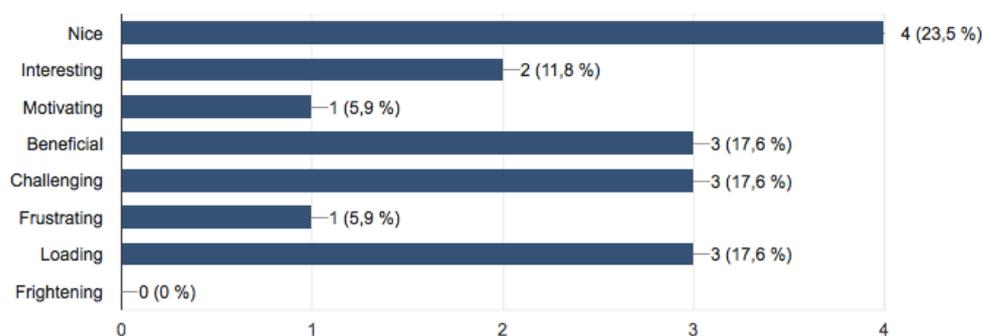


Figure 13. Question Number 11

The table shows that above all, the service concept renewal was perceived as “Nice” by 23,5% of the respondents. The second most frequent adjectives to describe the service concept renewal were “Beneficial”, “Challenging”, and “Loading”, all of which chosen by 17,6% of the respondents.

#### 3.2.4 Part 2: Renewal’s Effects on Work

In the second part of the questionnaire, the personnel were asked questions about the service concept renewal’s effects on their work: More specifically, the effects on new work tasks, work roles, and work spaces. In addition, it was inquired how well the familiarization, instructing and work distribution was implemented from the personnel’s viewpoint.

**Question number 12** asked if the personnel’s work tasks and work roles had changed along with the renewal. Under half of the respondents (47,1%) stated that their work tasks and –roles **had changed** along with the renewal. Thus, the service concept renewal did not affect every respondent’s work tasks and work roles.

**In question number 13**, the respondents were asked to indicate how well they were familiarized with their new work tasks. The main findings were the following: 41,2% claimed that their work tasks had not changed due to the renewal / this does not concern them. However, out of those respondents who were familiarized, majority chose the positive direction (moderately, somewhat well or extremely well) in their responses. Thus, the respondents who were familiarized, were mainly satisfied with it.

**In question number 14**, the respondents were asked to tell how well they had adjusted to new work tasks and renewing. The most common response to this question was somewhat well (29,4%), and overall clearly

more respondents chose the positive, instead of the negative direction in their responses. Thus, most people experienced their personal adjusting rather good during the renewal.

**Question number 15** was set to see how much instructions and support the respondents had received with renewal-related problems in general. The responses to this question were divided, but they inclined slightly more in the negative direction, and the most common response to this claim was “somewhat little”. Thus, the amount of instructions and support during the renewal was perceived slightly insufficient by the respondents.

**Question number 16** was set to measure how well the new responsibility areas and work tasks had been determined in the commissioning organization. 47,1% stated that their work tasks had not changed, or this did not concern them. However, clear majority of those who had gotten new responsibility areas and work tasks, claimed that they were determined extremely well (23,5%) or somewhat well (23,5%). Hence, judged by the results, the determination of new work tasks and responsibility areas was done adequately in the commissioning organization.

**The aim of question number 17** was to find out if the working spaces of Linnatuuli were sufficient after the renewal. This question was set, because the shopkeeper had stated in his interview that there had been dissatisfaction regarding the working spaces among the personnel. The following pie chart indicates that 47,1% of the respondents strongly disagreed that the working spaces are sufficient after the renewal, and overall majority chose the negative direction in their responses.

Working spaces in Linnatuuli are sufficient after the renewal

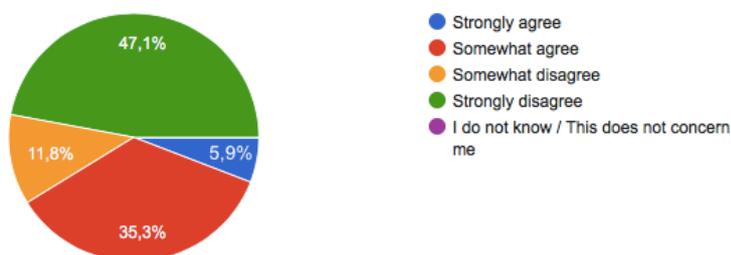


Figure 14. Question Number 17

**The purpose of question number 18** was to examine if the new work tasks were distributed equally in Linnatuuli. The idea of asking this also came from the shopkeeper’s interview, since he stated that there had been some complaints about the distribution of work tasks during the renewal. In the survey, slightly more respondents chose the negative direction in

their responses, which communicated that the distribution of new work tasks was perceived somewhat unequal by the personnel.

**Question number 19** inquired how the respondents perceived their role in the workplace due to the renewal. It was clarified in this question's description, that the term role refers to people's job description (work tasks, responsibility areas, etc.) The following graph indicates that those respondents, whose work role had changed due to the renewal, mainly perceived it somewhat clear or extremely clear. Hence, it could be stated that the personnel mainly perceived their new work roles clear in the renewed organization.

Choose an option that best describes your current role in Linnatuuli

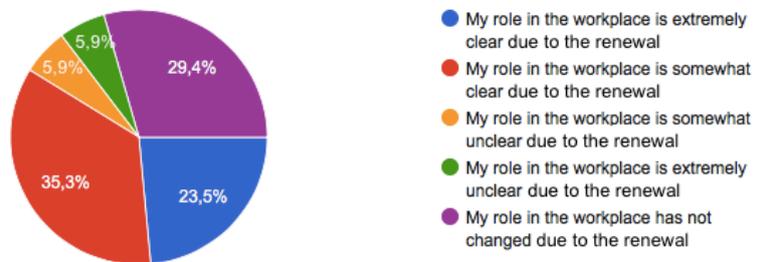


Figure 15. Question Number 19

**Question number 20** was an open-ended question where the respondents were asked to clarify the reasons, if/why they perceived their current role in the workplace unclear. The author listed the main findings from the open-ended responses, in the table below:

| Reasons for unclear roles   |
|---|
| Too many stations to take care of   |
| Increased load in daily work  |
| Decreased preciseness due to continuous hurry   |
| Fear of accidents due to heavy equipment and lack of space  |
| Confusion of responsibility areas (who is responsible of cash, reading daily emails, answering to customer feedback, overseeing and ensuring that there is enough food in the buffet) |
| Decreased ability to serve customers due to overwhelming workload   |
| Lack of time to complete daily work tasks   |

Figure 16. Reasons for Unclear Roles in the Workplace

3.2.5 Part 3: Superior Work During Renewal

After clarifying the renewal’s effects on work tasks and –roles, the personnel were asked questions related to superior work during the changes. In the description of this part, it was clarified to the respondents that “superior” refers to their closest superior.

I have received support from my superior with the new working methods and work tasks

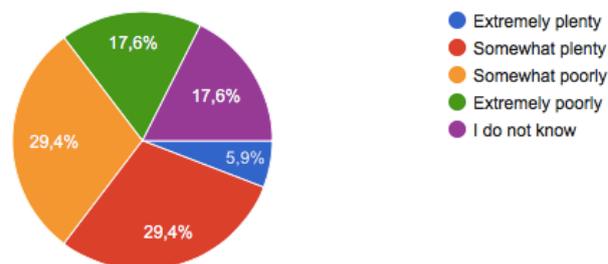


Figure 17. Question Number 21

**In question number 21** the respondents were asked how much they had received support from their superior with the new working methods and work tasks. The graph shows that the responses were rather divided, but more people chose the negative over the positive response alternatives to this claim. Hence, the support from closest superiors was perceived slightly insufficient during the renewal.

I have received relevant/constructive feedback from my superior about my own work during the renewal

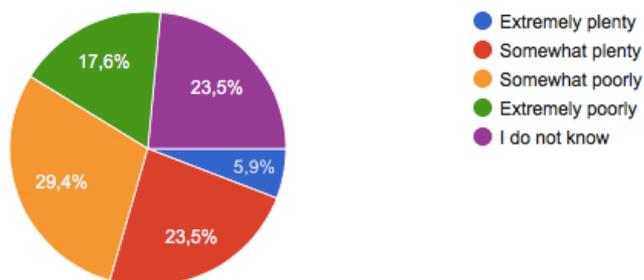


Figure 18. Question Number 22

**Question number 22** asked how much the respondents had received relevant/constructive feedback from their superior about their own work. The graph above shows that the results were divided, but also that there were slightly more negatively directed responses than positive ones. Thus, the results communicate slight dissatisfaction among the respondents regarding this area.

**In question number 23**, the respondents were asked how much gratitude and acknowledgement they had received from their superior about their own work during the renewal. The two most common responses to this claim were “somewhat poorly” (35,3%) and “extremely poorly” (35,3%). Hence, the amount gratitude and acknowledgement that was received from superiors, was mainly perceived poor by the respondents.

**In question number 24**, the respondents were asked how often their superior had taken their opinions and observations into account in his actions during the renewal. The most common response to this question was “I do not know”. However, when the positively and negatively directed results were compared, there were slightly more positive ones.

**In question number 25**, the author wanted to find out the respondents’ level of satisfaction about their own superior’s leadership skills, on a scale of 1 to 5, where 1 stood for “extremely dissatisfied” and 5 for “extremely satisfied”. The table shows that the most frequent response was 4, and the second most common was 3. Thus, most of the respondents were mainly satisfied with their own superior’s leadership skills during the renewal.

How satisfied are you with your own superior's leadership skills during the renewal?

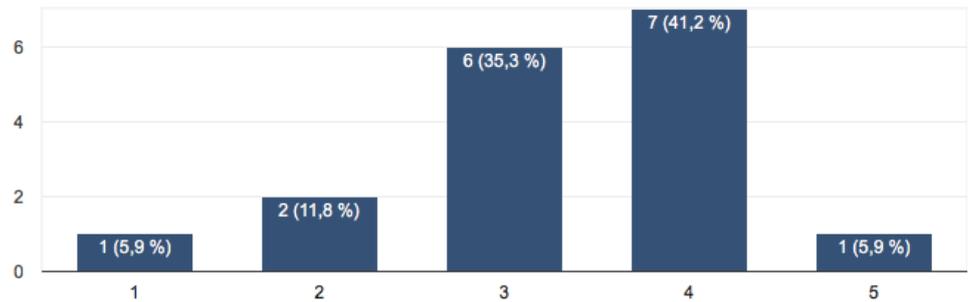


Figure 19. Question Number 25

**Question number 26** was an open-ended question, where the respondents could tell the freely, how their superiors could improve and act better. The author listed the main findings of the open-ended responses in the table below.

| Areas of improvement in superior work   |
|---|
| To show good example by doing the physical work well                            |
| To be more precise with answers and instructions when asked for help            |
| Better familiarization and better informing of subordinates                     |
| To intervene and help settle work related arguments between subordinates        |
| Listening to subordinates' improvement suggestions and taking them into account |
| Better involving of subordinates into decision making                           |

Figure 20. Areas of Improvement in Superior Work

### 3.2.6 Part 4: Personnel's Experiences of the Renewal

The last part of the survey examined the personnel's experiences of the renewal. Questions were asked about the practicality of the renewed organization, but also what effects the renewal had had on the personnel's work atmosphere, work satisfaction, work motivation. In addition, this part of the survey included a question regarding respondents' feelings about working in the renewed organization, and open-ended questions, where they could tell what had become easier or harder in their everyday work.

**Question number 27** asked how practical did the respondents find the new working methods and –spaces. The results were strongly divided, and only slightly more respondents chose the positive direction in their responses. Since the positive responses slightly outweighed the negative ones, a statement can be made that the new working methods and –spaces were mainly perceived as practical by the respondents, but only barely.

**Question number 28** was set to measure the level of work atmosphere of Linnatuuli during the renewal. According to the results, the majority (47,1%) stated the work atmosphere had been “somewhat good”, and 5,9% stated it had been “extremely good”. As over half of the respondents chose the positive response alternatives, it can be stated that in general, the work atmosphere of Linnatuuli was perceived good during the renewal.

**Question number 29** asked how the renewal had affected the respondents' work satisfaction. The results showed that similar percentage of respondents chose the negative and positive response alternatives. However, the value of the negative responses was more significant in relation to the positive ones: Some respondents stated that the renewal had affected their work satisfaction “extremely negatively”, but nobody thought that the renewal had affected “extremely positively” to their work satisfaction. Thus, in general, the renewal had had slightly more negative than positive effects on the personnel's work satisfaction.

**Question number 30** was an open-ended, follow-up question related to work satisfaction. The respondents were asked to tell freely, what specific factors had either increased or decreased their work satisfaction due to the renewal. The author assembled the main findings of these open-ended responses into the following table:

| Increasing factors                    | Decreasing factors  |
|---------------------------------------|---|
| New look of the restaurant facilities | Lack of workforce, more physical load of work, continuous hurry |
| Diversification of work tasks         | Narrow working spaces   |
| Learning new                          | Lack of time to clean   |
|                                       | Stress and complaints   |
|                                       | Obscurity of cashier lines and restaurant buffet lines          |
|                                       | Loading coffee making procedures, lifting heavy and hot dishes  |
|                                       | Complexity of delivering food and products for sale             |

Figure 21. Factors Increasing/Decreasing Work Satisfaction

**Question number 31** asked how the renewal had affected the respondents' work motivation. Overall more respondents chose positive response alternatives instead of the negative ones to this question. Based on the results, it can be stated that in general, the renewal had had mainly positive effects on the personnel's work motivation.

**Question number 32** was an open-ended, follow up question related to work motivation. The respondents were asked to tell freely, what specific factors had either increased or decreased their work motivation. The main findings of the responses are presented in the following table:

| Increasing factors                | Decreasing factors  |
|-----------------------------------|---|
| More roomy and bright store areas | Increase of workload and overall hurry, lack of personnel   |
| Good work group                   | Narrow working spaces   |
| Increase of responsibility areas  | Impracticality of new spaces and equipment  |
|                                   | Superiors' and shopkeeper's carelessness towards subordinates   |
|                                   | Arguments, neglecting of subordinates' needs and wishes, lack of respect                                |
|                                   | Heavy and hot serving dishes, long distance between buffet table and kitchen                            |
|                                   | Other work safety risks and decreased ergonomics (broken protector of general machine, bad work tables) |

Figure 22. Factors Increasing/Decreasing Work Motivation

**Question number 33** asked what emotions the respondents had gone through during the renewal, and what were their current feelings about working in the renewed organization.

Diverse emotions came up in the responses: Some were astonished and disappointed that the employees' opinions were not considered when the renewal was planned. Some mentioned anger and uncertainty as the prevailing emotions, due to lack of training and instructions in making new restaurant meals. In addition, some were irritated because of the lack of equipment: More diverse meals were sold in the restaurant area of Linnatuuli due to the renewal, but it came up in the responses that the employees had lacked proper equipment to make some of the new portions. Some had experienced exhaustion, frustration and uncertainty due to continuous hurry and bigger workload. Some also stated that has been mentally rough and worrying to leave unfinished workload behind for the workers of next shift, when ending one's own shift.

However, not all respondents had perceived only negative emotions. Some respondents claimed to have extremely positive and trustful feelings about working in the renewed organization. Some also mentioned to be curious and interested to see what the future holds. Furthermore, some stated that despite the negativity and uncertainty during the changes, their current feelings about working in Linnatuuli were mainly positive.

**Questions number 34 and 35** asked what concrete things have become easier/more difficult due to the renewal. The author listed the main findings of the open-ended responses in the following table:

| Things that have become easier due to renewal                             | Things that have become more difficult due to renewal  |
|---|--|
| Larger coffee machines - coffee does not run out so fast on busy mornings | Working on cashier / customer service  |
| More landing space for products and food due to larger serving lines      | Maintaining breakfast- and lunch tables, fulfilling and maintaining vitrines                 |
|   | Lack of space in freezer and storage rooms complicates work                                  |
|   | Coffee making  |
|   | Delivering food and products for sale due to long distance between kitchen and serving table |
|   | Lifting hot and heavy serving dishes, decreased ergonomics and fear of accidents             |
|   | Lack of time to take proper breaks due to hurry  |

Figure 23. Things that have Become Easier / More Difficult due to Renewal

## 4 ANALYSIS

This chapter contains an analysis of the data that was gathered with the field research methods. The findings of the research are examined and adjusted to the theoretical framework of this thesis. Furthermore, as the author researched both, the shopkeeper's expectations and the personnel's experiences about the changes, the findings of the interview and the survey are compared to see how the shopkeeper's and the personnel's opinions come together or differ, and in what areas. Furthermore, the scope of the complete analysis is to answer the primary research question of this thesis: "How Successful was the Implementation of the Change Project?" This is done by measuring the success of the central areas of this research. In addition, the defining research questions are answered in different subchapters.

### 4.1 Implementation of Changes in the Commissioning Organization

In this subchapter, the author analyses the results of how the changes were implemented in Linnatuuli. More specifically, essential factors and phases of planned change, such as determining of the need for change, communicating the change objectives, and the level of informing and involving in the commissioning organization, are examined. In addition, the concrete outcomes of the service concept renewal are analyzed.

*Need for change:* Based on the research results, it is safe to say that there was a justifiable need for change in Linnatuuli. The shopkeeper stated in his interview that the previous major changes took place eight years ago, and a renewal was needed to improve Linnatuuli's competitive advantage. Also, when the personnel were asked if they found the renewal as a necessary thing, majority either somewhat or strongly agreed with this statement. Lämsä & Hautala (2005, 186) stated that it is vital that there is a legitimate and justifiable need for change, and when the need for change lies in the organization's own need, it is convincing, and it motivates the people in the work community to perform appropriately. Although the service concept renewal of Linnatuuli was a part of a bigger project of renewing Neste K stations nationwide, it was positive to discover that the personnel mainly agreed with the need for change, as this has most likely enhanced their commitment and performance during the changes.

*The purpose and objectives* of the renewal were found somewhat clear or extremely clear by majority of the respondents. This communicates that people knew why the changes of Linnatuuli were implemented, and also that these aspects were determined accordingly to the personnel by the management of Linnatuuli. Understanding the purpose and objectives of change is strongly associated with change vision, which Kotter mentioned as one important factor in his eight-stage process of creating major change. Reasonable change vision guides, coordinates and supports

people to act, and the results of this research indicate that the personnel of Linnatuuli were primarily aware what the change vision of the service concept renewal was. (Kotter 1996, 7.)

Availability of information: According to the research results, the availability of information during the renewal was not perceived sufficient by the personnel. Over half of the respondents claimed that they had received somewhat little or extremely little information regarding the plan and schedule of the change. Some applied with receiving information in meetings or face to face, and receiving information from the shopkeeper of Linnatuuli; most respondents chose the negative direction in their answers. Lämsä & Hautala (2005, 186) stated that scheduling and organizing should be determined clearly in the planning phase of change. In addition to this, Kotter (1996) emphasized communicating the change vision and strategies “constantly, and using every vehicle possible” in his Eight-Stage Process -theory. The shopkeeper mentioned in his interview that the change-related matters were informed to personnel via info sessions and personal discussions throughout the renewal. However, the survey results communicate that there should have been more informing to Linnatuuli’s personnel about the changes.

Involving the personnel into planning: It came up multiple times in the survey responses that people were dissatisfied due to not being involved into the planning of the changes. Especially in the restaurant areas of Linnatuuli, major factor of dissatisfaction was that restaurant workers’ opinions were not inquired at all, when the renovation works were implemented. Some respondents mentioned that while the overall appearance of the service station was improved, the improvements in the work environment and overall practicality had been completely ignored. As Lämsä & Hautala (2005, 188) stated, the longer people are involved in the planning, the better are the chances for them to accept the change and commit to it. Since the biggest changes of Linnatuuli took place in the restaurant areas, the management of Linnatuuli should have involved the people who operate in this section more extensively into the designing of the new restaurant areas. This might have reduced the dissatisfaction and resistance that shows in the personnel’s responses. According to Aarnikoivu (2008, 168) and Jalava (2001, 139), the way to reduce resistance in change situations is to involve the change objectors in planning sessions, where they can see the change executors in action, as this enhances their trust to the change project. Thus, it can be stated that the involvement of personnel should have been implemented more adequately especially in the beginning of the renewal.

Along with analyzing and measuring how successful the informing and implementation of changes was in early stages of the renewal, the concrete outcomes of the implemented changes are also analyzed in this subchapter.

*Unsuccessful outcomes:* According to the research findings, most of the respondents strongly disagreed or somewhat disagreed that working spaces of Linnatuuli are sufficient after the renewal. Furthermore, almost half of the respondents found the new working spaces and –methods somewhat impractical, or even extremely impractical. When the shopkeeper was interviewed, he was aware of many of the similar challenges that the personnel pointed out in their survey responses: Lack of space, increase of workload, fulfilling and maintaining vitrines, longer distance between kitchen and buffet table, delivering hot coffee pans and hot serving dishes for sale, etc. Other noteworthy challenges that came forth in the personnel's responses were the lack of proper equipment to make new restaurant portions, lack of storage- and freezer space and bad work tables. Kotter (1996, 9) mentioned that usually new initiatives fail because the employees feel that there are too big obstacles ahead of them which they cannot overcome, even if they have embraced the new vision well. Sometimes these obstacles are only in people's minds, but in many cases, they are very real. For the personnel of Linnatuuli, the aforementioned challenges are those obstacles that Kotter refers to. Like the author previously observed, the vision of the renewal was perceived rather clear by the personnel. However, if these challenges exist in the workplace, they keep undermining the personnel's belief in this vision.

The respondents' experiences of challenges are also linked to the fourth common mode of change resistance, introduced by Jalava. (2001,138.) Many respondents stated that the renewal does not take the work community's resources into account – as the lack of workforce and continuous hurry were mentioned several times as the disadvantages of the renewal. Jalava (2001, 141) suggests a simple problem-solving model as a practice to overcome change-related issues. The model's idea is to actively grab to small, understandable and observable problems, and to continuously solve them to improve one's operations. The aim of this model is to find a better solution to a problem, and balance the operations so that the problems no longer distract work. This kind of operating model is not conceptually demanding; For it to work, it simply requires superiors to be realistic, actively listen to their subordinates, observe and grab to things that are inoperative. Thus, this simple but effective problem-solving should be utilized to resolve the unsuccessful outcomes of Linnatuuli's renewal. Finding better solutions and implementing corrections is vital for the sake of the personnel, since these challenges distract their daily work.

*Successful outcomes:* The shopkeeper stated in his interview that the despite the challenges, the personnel of Linnatuuli might find the new opportunities, learning new, new modern facilities and new machinery as nice and motivating things. The survey results indicated that many agreed with the shopkeeper's expectations. It came up in the survey responses that people liked the store and restaurant areas, as they are more roomy and bright after the renovation. Also, learning new things and getting more responsibility was perceived as motivating by some respondents. Taking

on more responsibility, advancement and growth are all ways to enhance satisfaction at work, and it was positive to discover that the personnel of Linnatuuli valued these outcomes of the renewal. (MTD Training 2010, 13.)

Furthermore, when the respondents were asked to choose an adjective that best describes the concept renewal, the bar chart that was presented in previous chapter (Figure 13) shows that the positive response alternatives were chosen more frequently than the negative ones. Thus, this indicates that regardless of the challenges and unsuccessful outcomes, the renewal of Linnatuuli had entailed some positive things as well.

## 4.2 Adaptation to the Renewed Organization

In this subchapter, the author analyses how the personnel had adjusted to the renewed organization. Furthermore, the defining research question “How well did the personnel adjust to the new ways of operating?” is answered in this subchapter.

*Familiarization:* From those respondents who had been familiarized to new work tasks, the most common response was that the familiarization had been moderate. Although there were more responses with positive instead of negative direction to this question, it came up in the open-ended responses that there had been lacks in familiarizing the restaurant workers about how some of the new restaurant portions should be made. Thus, the restaurant managers of Linnatuuli should ensure that the instructions of making new portions are clear for everyone who work in this area. Maslow introduced “safety needs” in his theory, and stated that after the physical needs of people are met, individuals want to ensure that they are safe. This does not only mean physical safety, but also being safe from “having to deal with stress of the unfamiliar.” (MTD Training 2010, 21.)

*Adjusting to new work tasks and renewing:* Like stated previously, not all employees’ job descriptions or work tasks changed due to the renewal. However, most of those respondents who were required to learn new work tasks, or had encountered other new things that required adjusting, chose the positive direction in their responses: The most common response was “somewhat well” to the question, where the respondents were asked how they had adjusted to new work tasks and renewing. Thus, even though the personnel’s strengths were tested by various challenges of the renewal, people still mainly experienced their personal level of adjusting rather good.

*Instructions and support:* When the respondents were asked how much they had received instructions and support in change-related problems, there were slightly more responses with a negative direction, than positive. The most common response to this question was “somewhat little”. In the open-ended responses, it came up that some respondents

had been dissatisfied with their superiors' nonspecific and inappropriate responses, when they had asked for advice. Furthermore, like stated previously, there had been lacks in familiarizing restaurant workers with the making of new restaurant portions, which means that the instructions and support had been vague in this area. As stated by Jalava (2001, 140), if a superior expects his workers to face new challenges, but gives unclear instructions, it leads to criticism and confusion. The employees' criticism towards the superior is justifiable in a situation, where the superior places his subordinates in a "trial and error" situation. Although there were only slightly more negatively directed responses about receiving instructions and support during Linnatuuli's changes, it was clear that some respondents experienced this lack of instructions as strongly disappointing. In these situations, superiors and employees who are involved should assemble and develop solutions and methods to solve problems, together. Hence, this should also be done especially in the restaurant area of Linnatuuli, where the lack of receiving specific instructions had occurred. (Jalava 2001, 140.)

*Distribution of new work tasks and responsibility areas:* From those respondents who had got new work tasks and responsibility areas due to the renewal, clear majority felt that these areas are determined either extremely well or somewhat well. However, when the respondents were asked if the new work tasks are distributed equally in the commissioning organization, slightly more people somewhat disagreed than agreed with this claim. According to the shopkeeper's interview, he had also received questions from his subordinates about why there is not more people working in certain stations of Linnatuuli. In addition, the respondents mentioned several times in the open-ended responses that they lack time to complete their work tasks, and the current workload is too overwhelming.

The results show that in general, people perceived rather clearly what they are supposed to do, and what they are responsible of in the renewed organization. However, since the renewal had affected the restaurant and store areas differently, the management of Linnatuuli should try to reorganize the current work distribution, to balance the resources between the calmer and busier work stations. The personnel's experiences of work overload are strongly linked to one of Mullins' (2010, 328) role conflicts: Role overload. In role overload, a person has many roles where he faces several different requirements at the same time, and is therefore incapable of meeting all the expectations that are set for him. The survey results communicated that role overload had occurred among the personnel of Linnatuuli. Therefore, the management should develop ways to ease the workers' burden. As Lämsä & Hautala (2005, 120) also stated, since role conflicts can be major stressors and they force people to be responsible of difficult decisions, they should be solved appropriately and constructively in the workplace.

Roles in the workplace: In the survey, the respondents were asked to choose an alternative that best describes their current role in Linnatuuli. To clarify the term “role”, it was explained to the respondents in the question’s description that role refers to the behaviour that is expected of them in the workplace (responsibility areas, work tasks, etc.) 29,4% of the respondents stated their role in the workplace had not changed due to the renewal. However, from those respondents whose roles the renewal had affected, clear majority stated that their role in the workplace is either somewhat clear or extremely clear due to the renewal. These results correspond to the shopkeeper’s expectations, as he stated in his interview that people had adjusted to their new roles rather well, although many employees had had to learn how to control bigger entities due to the renewal of Linnatuuli.

Although most people claimed to have adjusted well to their new work roles, some role conflicts had also occurred among the personnel. The most common role conflict that occurred was *role overload*, which was briefly pointed out earlier in this analysis. Throughout the survey, many people stated in the open-ended responses that they have too many work stations to take care of simultaneously, and that the work has gotten more loading, both physically and mentally. Another role conflict that had occurred, was *role ambiguity*. According to Mullins (2010, 328), role ambiguity occurs when a person is not sure what he should do, since the requirements of his role are not specific enough. Role ambiguity often results from the lack of formally determined expectations. In the survey responses, some respondents expressed confusion about whose responsibility it is to read e-mails and customer feedback, who is in charge of checking and recounting cash, and who is responsible of familiarizing. To avoid the stress caused by these role conflicts, the management of Linnatuuli should clarify these role expectations to enhance people’s adjusting to the changes. As stated by Pentikäinen (2009, 62), when people find out their own new roles, they also seize the new work tasks more willingly.

As for the defining research question “How did the personnel adjust to the new ways of operating?” it can be summarized that the adjusting to changes was clearly harder for the personnel of the restaurant areas, because the changes affected this part of Linnatuuli the most. Those who had been familiarized to new work tasks mainly perceived the familiarization moderate, although there had been some lacks in getting proper instructions. Also, majority perceived their new work tasks and responsibility areas clear, and people perceived their personal adjusting to the changes rather good. Roles in the workplace were also perceived mainly clear after the renewal, but it turned out that certain role conflicts, such as role overload and role ambiguity, had occurred among the personnel. The practical challenges that resulted from the renewal had also undermined the personnel’s adjusting.

### 4.3 Superior Work in the Commissioning Organization

This subchapter examines how the superior work was perceived during the renewal, and answers the defining research question: “How did the superiors support the employees with the new ways of operating?”

Support, feedback and acknowledgement from superiors: When the respondents were asked how much they had received support from their superior during the renewal, there were slightly more responses with a negative instead of positive direction. Moreover, when the respondents were asked how much they had received constructive feedback or acknowledgement about their own work during the renewal, the results were similar; the direction of the answers was slightly more negative than positive. The shopkeeper mentioned in his interview that he and other managers had given face-to-face compliments to workers who had performed well during the renewal. However, the survey results communicated that there is a need for improvement in these areas. Nummelin (2008, 40) illustrated the interaction of motivation factors and work in the table that was previously presented in the theory chapter (Figure 8). The figure showed that superior and colleague *support* is linked with the experience of managing one’s own work: The stronger the experience of managing one’s own work is, the more it increases the quality and amount of an employee’s work efforts. Furthermore, the table also showed that *feedback and acknowledgement* that supports development is linked with work satisfaction and commitment. (Nummelin 2008, 40.) Thus, the management of Linnatuuli should focus more on making sure that the subordinates feel that their efforts are appreciated. “Employees who do not feel that they are properly appreciated – whether with money, opportunities or just words of acknowledgement – are bound to have performance issues eventually.” (MTD Training 2010, 48.)

Superiors’ leadership skills: In the survey, the respondents were asked to evaluate their superior’s leadership skills on a one to five scale. On this scale, 1 stood for “extremely dissatisfied” and 5 for “extremely satisfied”. According to the results, clear majority of the respondents were satisfied with their superior’s leadership skills. The most common response was 4, chosen by 41,2% of the respondents. Thus, regardless of the various challenges that the renewal had entailed, it was positive to discover that the superiors of Linnatuuli were primarily perceived as good leaders by their subordinates.

Areas to improve in superior work: The survey included an open-ended question where the respondents could tell freely, how their superiors could act better. The author listed the main findings in a table (Figure 19) that was shown in the previous chapter.

Most of the things that the respondents wanted their superiors to improve were related to *communication*: More precise answers and instructions,

better familiarization and informing, help in settling work-related arguments between subordinates, listening and taking subordinates' suggestions into account, and involving subordinates more into decision making. Pirinen (2014) stated that communication is an area that is often criticized most in change situations, because employees experience that they do not get enough real-time information, or that the communication is not open. Similar problems occurred during the renewal of Linnatuuli: It came up many times in the survey responses that the employees were not listened, involved, informed or instructed adequately. Therefore, it is essential for the management of Linnatuuli to focus on improving their communication in these problem areas. Communication and learning are closely related during changes, because the employees need to receive the right type of information about their work tasks, in order to properly understand them and adapt to them. Furthermore, like stated by Kauhanen (2012), proper internal communication increases work motivation and work satisfaction, and influences centrally to the work atmosphere of a work community. (Pirinen 2014, Muutosviestintä; Kauhanen 2012, Sisäinen viestintä ja vuorovaikutus.)

Along with the improvement areas related to communication, some respondents suggested that superiors should show better example by doing the physical work well. According to the survey responses, many respondents experienced the work more physically loading after the renewal. Thus, the superiors of Linnatuuli should try to participate more in the physically loading work. For the subordinates, seeing their superiors doing some "heavy lifting" could have an improving effect on their work motivation. A good motivator is someone, who is ready to consider that he may be a part of his subordinates' motivation problems, and due to this, he is also a part of the solution. (MTD Training 2010, 48.)

As an answer to the defining research question "How did the superiors support the employees with the new ways of operating?" certain statements can be made: The respondents were slightly dissatisfied with the amount of support, constructive feedback and acknowledgement they had received from their superiors during the service concept renewal. However, clear majority of the respondents were satisfied with their superiors' leadership skills. The areas where the subordinates wanted their superiors to improve were mainly related to more appropriate ways of communicating, involving the personnel more into decision making, as well as showing better example by doing the physical work well.

#### **4.4 Renewal's Effects in the Commissioning Organization**

This subchapter examines the service concept renewal's effects on the personnel's work satisfaction, work motivation, work atmosphere and emotions during the changes. In addition, the two defining research questions are answered: "What effects did the changes have on employees' work satisfaction, work motivation and work atmosphere?"

and “How did the changes impact the personnel’s feelings towards their everyday work?”

Effects on work satisfaction, -motivation and -atmosphere: When the respondents were asked to tell how the renewal has affected their work satisfaction, 41,2% chose the alternative “somewhat positively”, and the same number of respondents chose alternatives “somewhat negatively” or “extremely negatively”. Thus, despite similar percentages, the negatively directed responses outweighed the positive ones, because of the “extremely negatively” responses. However, in the question about the effects on work motivation, there were slightly more responses with a positive direction than negative ones. In addition, work atmosphere during the changes was seen somewhat good or extremely good by over half of the respondents.

The respondents were also asked to tell freely, what factors have increased/decreased their work satisfaction and –motivation during the renewal. The author listed the main findings in the tables that were presented in the previous chapter (Figure 21 and 22). The results showed that very similar practical issues that have been examined previously in this analysis, had decreased the respondents’ work satisfaction and motivation (such as increased hurry, increased load of work, narrow working spaces, etc.) However, a noteworthy issue that came up repeatedly in the open-ended responses, was related to work safety: Many respondents stated that the lifting of hot and heavy serving dishes, combined with a hurry and lack of space, had increased the risk of accidents in Linnatuuli. Furthermore, it was stated by some respondents that the work ergonomics had decreased in the workplace. Maslow mentioned “safety needs” in his Hierarchy of Needs theory, and the survey responses communicated that the safety needs of Linnatuuli’s personnel are not sufficiently met, if the work safety risks remain in the commissioning organization. Meeting safety needs “helps establish a sense of predictability, order and well-being.” (MTD Training 2010, 21.) Therefore, along with finding solutions to the practical issues, the management of Linnatuuli should find solutions to eliminate the work safety risks, since these risks might have severe effects on the employees’ work safety, and even future working abilities. (MTD Training 2010, 21.)

Effects on personnel’s feelings: In the previous chapter, the author presented different emotions that the personnel had experienced during the renewal. Like stated, diverse emotions came up in the responses, both negative and positive. When these responses are compared to the previously introduced Change Curve (Figure 5), it can be stated that many people were still dealing with the second phase of the curve: *Fear and anger*. The reasons why people pointed out anger, disappointment, irritation, frustration and uncertainty in their responses, were clearly related to the various practical challenges of the renewal, and the stress of the unfamiliar things. The fact that many people still dealt with this phase

makes sense, since the shopkeeper also mentioned in his interview that even though the renewal had been completed in practice, the learning and adjusting to control the new entities was still heavily unfinished in Linnatuuli. Pirinen (2014) stated that superiors must not underrate the difficulties that the change causes in employees' performance. Instead of ignoring the reality, the problem situations should be solved. The management of Linnatuuli should face the personnel's negative emotions with a transparent, straight and fair way, and discuss them through with the subordinates. The fairness and equality of sharing information is crucially important, especially when dealing with this phase of the Change Curve. (Pirinen 2014, Muutoksen elinkaari ja muutuskäyrä.)

The survey responses also indicated that not all respondents still dealt with the early phases of the change curve. It could be inferred that some of the respondents were already dealing with the phases of "understanding, acceptance" and "moving forward", as they claimed to feel trustful, curious, interested and positive about their work in the renewed organization. According to Pirinen (2014), in this phase, people have accepted the inevitability of the changes, and are starting to feel satisfied about their capability of surviving the changes. It is essential that the management of Linnatuuli lets all subordinates process these phases of the change curve in peace, and proactively finds out solutions to help them forward. However, when the problems are properly sorted out, and it seems that most people are reaching the phase of moving forward, Pirinen (2014) suggests that the management needs to root the new ways of operating and concretize the benefits. The importance of rooting the changes also came up in Lewin's Three-Stage Model, that was introduced previously (Figure 1). Lewin stated that in the third stage of the Three-Stage Model, the renewed organization must be *refreezed* to eliminate the forces that oppose the change. (Pirinen 2014, Muutoksen elinkaari ja muutuskäyrä; Peltonen 2007, 132.)

As for the answer to the defining research question "What effects did the change have on personnel's work motivation, work satisfaction and work atmosphere?" it can be summarized that in general, most people claimed that the renewal had positive effects on their motivation, and the work atmosphere during the changes was seen mainly good. When it comes to work satisfaction, slightly more respondents claimed that the renewal had affected it negatively. The factors that had decreased people's work satisfaction were mainly the practical challenges, such as increased hurry, increased workload, narrow working spaces, work safety risks and decreased ergonomics. Many similar challenges were also seen as demotivating factors by the respondents, although the effects on motivation were more positive than negative in general. The answer to the other defining research question "How did the change impact the personnel's feelings towards their everyday work?" is that the renewal caused diverse emotions among the personnel, both negative and positive. The different negative emotions that part of the respondents felt towards

their current work were anger, disappointment, frustration, irritation, and uncertainty. In turn, the positive emotions that came up were positivity, curiosity, trustfulness and interest towards their work in the renewed organization.

## 5 RECOMMENDATIONS

In this chapter, the author provides recommendations of how to solve the problems that occurred during the renewal of the commissioning organization, but also techniques and guidelines for future renewing. These recommendations are based on the theories of this thesis, the research results and the author's own observations. The recommendations also aim to answer the last defining research question of this thesis: "How can the leader improve the employees' well-being and adjusting to the renewed organization?"

### 5.1 Improving Communication

As stated in the analysis part, one area that was strongly linked to the personnel's dissatisfaction during the service concept renewal, was **communication**. With more appropriate ways and forms of communication, many of the renewal-related problems and the change resistance that occurred among the personnel could have been avoided, or at least mitigated.

#### 5.1.1 Change Quarter

It became clear in the research that the personnel's learning and adjusting to the renewal was still heavily unfinished. Therefore, a valuable technique for Linnatuuli's management to utilize in their current state, but also in future changes, is called **change quarter**.

It is important for employees to have personal dialogues with their superior during a change project. One good option for a superior is to arrange personal discussions, so called "change quarters" on a regular basis. The name change quarter means that these discussions can be short; only a quarter of an hour, half an hour or one hour at most. The point of these discussions is that the employees have a chance to ask help directly from their superior, if something troubles them. During change quarters, the superior also gets an overview and important information about how the employees experience the change, and what they have learned. This way the superior can support the employees better, and knows what to do next. In addition, the superior can ask for feedback about his own leadership: "What am I currently doing well? What could I do better?" (Pirinen 2014, Henkilökohtainen muutosvartti.)

Change quarters are the most beneficial when they contain a clear structure and objectives. By its content, a change quarter can be similar every time, but it can also vary as the change proceeds. The specific objectives and content are determined in the beginning, based on the superior's and employees' views. Change quarters should take place densely when the change is launched, so that all employees can be steered in the same direction right from the beginning. As the processing of change happens rather slowly in people's minds, change quarters should be continued for a relatively long time so that they bear fruit. All in all, change quarters can last for a few weeks, months or a year, depending on people's roles and differing needs in the change process.

Change quarters help superiors to build confidential and open relationships with employees. Having personal change quarters with every employee takes a lot of time from the superiors, but they are beneficial in the long term: Employees internalize their roles and tasks in the change better, which releases a lot of time and energy for their actual work performances, as nobody needs to think about all the change issues alone. Many fears and rumors can be cut out with these discussions, which in turn, increases work satisfaction and productivity in the workplace. Furthermore, the superior gets valuable feedback about his own leadership skills during the change process. (Pirinen 2014, Henkilökohtainen muutosvartti.)

### 5.1.2 Checklist of Change Communication

In addition to change quarters, the management of Linnatuuli can utilize the following checklist that contains the fundamental principles of change communication:

- ✓ Design the content of communication based on target groups
- ✓ Design the channels and methods of communication based on target groups
- ✓ Communicate constantly, until the end of the life cycle of change
- ✓ Give information about the reasons and objectives of change
- ✓ Give information about the actions and outcomes of change
- ✓ Make a schedule for communication, and share responsibilities
- ✓ Communicate regularly and create routines to communication
- ✓ Repeat the main messages
- ✓ Simplify and specify the messages
- ✓ Involve upper management to communication
- ✓ Use creativity
- ✓ Build involving channels and forums of communication
- ✓ Communicate also to stakeholders, i.e. customers
- ✓ Involve employees in the planning of communication
- ✓ Take the life cycle of change, and needs of change communication in its different phases, into account
- ✓ Take different employees, and their ways of communicating and receiving messages, into account
- ✓ Anticipate the communication situations
- ✓ Tell about successes
- ✓ Co-operate with professionals
- ✓ Measure and estimate the change communication

Figure 24. Muutosviestinnän Muistilista (Adapted from: Pirinen 2014, Henkilökohtainen muutosvartti.)

## 5.2 Recommendations for Leading Change

The survey results indicated that in general, the employees of Linnatuuli were satisfied with their superiors' leadership skills. However, regardless of the good overall leadership, the respondents also mentioned some areas where their superiors could improve. It could be seen that the respondents' improvement suggestions regarding superior work were related to three key areas: Communication, involving and showing better example. The recommendations for improving communication were already provided previously in this chapter, but as for the two other key areas, there are certain leadership styles that the superiors of Linnatuuli can take advantage of: **participative leading** and **role model leading**.

### 5.2.1 Participative Leading

Participative leading requires a superior to be present in employees' workdays, to empower the employees to take on responsibility, and to invest time in committing the employees. A participative leader ensures that every team member understands the change objectives in a similar way, and that everyone is ready to meet those objectives. Therefore, a participative leader needs to discuss a lot, continuously question and

clarify things, speak out the aim of changes and simplify the fundamental message of the change.

A participative superior is involved in helping forward the change by actively participating in the implementation of changes, and by cooperating with the employees. He is also ready to check up change-related things with his employees, and verifies to them that they are doing the right things. After involving and discussing with the employees, he also needs to be able to summarize the discussed things to create a clear image and a common aim of things. (Pirinen 2014, Muutoksen johtamistyyli – Osallistava johtamistyyli.)

In the survey, the respondents mentioned “better involving into decision making” and “listening & taking subordinates’ suggestions into account” as areas of improvement. These responses both relate to better *involving*, and with a more participative style of leading, the superiors of Linnatuuli can improve in this area. Although the concrete changes of Linnatuuli are already completed, and the involving of employees should have been better right from the beginning, this style of leading can still be extremely useful for finding solutions to the current change-related problems. Even though this leading style is rather time-consuming for a superior, it may result to more excited, committed and motivated employees. Thus, as participative leading is a way for dealing with such specific problem of Linnatuuli’s renewal, it is advisable for the management to utilize it in their current state, but also in future changes. (Pirinen 2014, Muutoksen johtamistyyli – Osallistava johtamistyyli.)

### 5.2.2 Role Model Leading

A superior can also lead a change by being a role model. This style of leading requires the superior to communicate the direction of actions by showing an example. More specifically, the superior needs to provide a certain model of acting to his subordinates with his own attitudes and behavior. In role model leading, the superior can give feedback to subordinates who perform accordingly, and hence, reinforce their performance even more. The superior’s readiness to change his own actions as a role model shows an example for the subordinates, and that is beneficial especially for subordinates who are unsure of how they should change their own performance. (Pirinen 2014, Muutoksen johtamistyyli – Roolimalli-johtamistyyli.)

Role model leading is an advisable leading style for the superiors of Linnatuuli, since it came up in the survey responses that the superiors should show better example to subordinates by “doing the physical work well.” Role model leading has several advantages:

- It provides a model of acting
- It is easy to follow
- It enhances right ways of acting: “Do as I do”

Especially now when the working in Linnatuuli has become more physically loading and the overall hurry has increased, the superiors should invest their time in this type of leading. As the learning of new things was still ongoing in Linnatuuli, this style could be applicable in their current situation. As for future changes of Linnatuuli, role model leading could be utilized already in the early stages of changes, since having a certain acting model might enhance the employees’ commitment to change, and reduce some of the change-related insecurities. (Pirinen 2014, Muutoksen johtamistyyli – Roolimalli-johtamistyyli.)

### 5.3 Recommendations for Fixing Practical Issues

Along with providing some theory-based recommendations, it is also necessary to examine ways to solve the practical issues that the renewal entailed. The personnel mentioned several dissatisfying outcomes of the renewal in the open-ended responses of the survey. In this subchapter, the author provides recommendations for solving some of the specific problem areas that came up in the research.

- As increased overall hurry and lack of time to finish work tasks came up repeatedly in the survey responses, it is safe to say that this problem is real for many employees of Linnatuuli. Therefore, the management of Linnatuuli could first try to re-organize work distribution so that workers of the calmer stations could assist the stations that have become busier due to the renewal. If this problem cannot be solved with the current resources, hiring more workforce should be considered. Otherwise there is a risk that competent, long-term employees resign or end up having burnouts.
- As there had been some confusion among the personnel regarding certain responsibility areas, it is advisable for Linnatuuli’s management to specify who is responsible of what. It came up in the responses that it has become hard for kitchen workers to oversee and maintain buffet tables and vitrines due to the longer distances, and therefore this task could be clearly assigned to one person in each shift, who operates outside of the kitchen. If there is a possibility to assign somebody to regularly inform the kitchen staff about what foods are running out, it could reduce the stress of the kitchen staff to some extent.

In addition to specifying this task, it should be elaborated what the subordinates’ responsibilities are, and in turn, what the superiors are responsible of. Since there had been confusion among the personnel

about who is responsible of cash, reading emails and answering to customer feedback, the management of Linnatuuli should determine more accordingly who is responsible of these areas.

Furthermore, since the familiarization policies were also found confusing by some respondents, this area needs more thorough clarification as well: Especially now that there are new operations in Linnatuuli's business, the management should create a familiarization guide that includes new, updated operating instructions. The research results showed that there had been lacks in getting instructions and difficulties to familiarize rental- and summer workers due to hurry. Hence, an updated familiarization guide could ease these problems considerably.

- Some problems had also occurred in Linnatuuli regarding certain equipment and working spaces; the hot serving dishes of food and coffee had caused dissatisfaction among many restaurant workers, because they were difficult and dangerous to handle. The management of Linnatuuli should contemplate this problem, and if possible, find better alternatives to replace the current serving dishes to reduce work safety risks in the restaurant area. Along with this, the protector of general machine should be fixed, and suitable work tables should be provided for the personnel to improve work safety and ergonomics.

The management of Linnatuuli should also acquire appropriate equipment for creating some of the new restaurant portions, as it came up in the survey responses that there had been lacks in this area. Another advisable thing would be to sort the storages and freezers: Some respondents were dissatisfied, because there are now more items to be preserved due to the renewal, but the current storage- and freezer spaces are insufficient for this. Thus, the management should re-organize the preservation spaces, and remove any unnecessary things that occupy these spaces. Finding better solutions to release more space would ease the restaurant workers' performance, reduce risks of accidents, and thus, result in having more satisfied employees.

### 5.3.1 Tool for Prioritizing Change Tasks

Pirinen (2014) introduced a tool, which helps superiors in prioritizing their change tasks. As the author suggested Linnatuuli's management to fix certain practical issues of the renewal, this tool could be useful for this purpose. After all, fixing the practical problems can be considered as the management's change tasks at this phase of the renewal.

The main objective of this tool is to place a superior's work tasks in order of importance: What is the most urgent and important thing to do, what

should be focused on, and what can be handled later. The tool itself is rather simple: A matrix, which eases the organizing of work and helps superiors to focus on the most important tasks.

#### Urgency of change task

|  |  |
|--|--|
| <p><b>Urgent &amp; not important</b></p> <ul style="list-style-type: none"> <li>- Consider the necessity</li> <li>- Estimate the schedule realistically</li> <li>- Utilize team's resources and other people's know-how</li> </ul> | <p><b>Urgent &amp; important</b></p> <ul style="list-style-type: none"> <li>- Focus</li> <li>- React quickly</li> <li>- Reserve enough time and resources</li> <li>- Prioritize</li> </ul> |
| <p><b>Not urgent &amp; not important</b></p> <ul style="list-style-type: none"> <li>- Avoid</li> <li>- Delegate if needed</li> <li>- Schedule flexibly in long-term</li> </ul>   | <p><b>Important &amp; not urgent</b></p> <ul style="list-style-type: none"> <li>- Make sure to have enough time</li> <li>- Plan the schedule and resources</li> <li>- Focus</li> </ul>     |

Importance of change task

Figure 25. Työkalu: Muutostehtävien Priorisointi (Adapted from: Pirinen 2014, Työkalut.)

A superior can document his work tasks in the matrix, and based on that, create a plan about what tasks to focus on. The superior should reserve enough time and resources for the work tasks that are urgent and important. In turn, the tasks that are important and not urgent, are central, but can be handled in the future. Utilizing this matrix is beneficial only if the superior obediently follows the plan, which he has created based on the things that are listed in the matrix. Furthermore, monitoring and evaluation of the work tasks should also be done on a regular basis. (Pirinen 2014, Työkalut: Muutostehtävien priorisointi.)

This tool could be useful for the management of Linnatuuli in their current state, since there are still various change tasks to be made. For example, the management could document the actions that are required to fix the practical issues into the matrix, based on their urgency and importance. After this, these actions could be implemented in order of importance, with the assist of the matrix. When it comes to future change projects, this tool is advantageous throughout the whole life-cycle of a change.

## 6 CONCLUSION

This thesis was commissioned by the shopkeeper of service station Neste K Linnatuuli. Linnatuuli's service concept was renewed in spring 2017, which included different changes in their services, premises and product selections. The purpose of this thesis was to find out how successfully these changes were implemented, by researching how the management of Linnatuuli succeeded in leading the changes, and how the personnel experienced the changes. The research question of this thesis was "How successful was the implementation of the change project?", and it was supported by several defining research questions, to determine more specifically, what this research aimed to resolve. The main objective of the research process was to provide valuable information about the current state of the organization after the changes, but also to provide recommendations and techniques that can be utilized in future changes. The research methods used in this thesis were desk research and field research. The desk research included studying the existing information of areas such as change management, organizational behavior and work motivation, from diverse literature and electronic sources. Based on the examining of these areas, a suitable theoretical framework was created for this research in question. The field research methods of this thesis comprised of an interview and a survey. The interview was conducted for the shopkeeper of Linnatuuli, right after the service concept renewal was completed in practice. The questions of the interview were based on the selected theories, and the purpose was to find out the shopkeeper's perceptions of how the changes had been implemented. The survey was sent to the personnel of Linnatuuli to find out how they had experienced these changes. The questions of the survey were based on both, the thesis theories, and the information that came up in the shopkeeper's interview. The reason for selecting these field research methods was to get an insight of how both parties perceived the changes, and to see in which areas their opinions came together or differed.

### 6.1 Review of Theoretical Background

The theories of this thesis were selected based on their relevancy to this research. Since Linnatuuli's service concept renewal was a set of changes, the chosen theories were also primarily related to change management. Another justification for selecting the theories was that they were connected and related to one another in a reasonable way.

As the commissioning organization went through changes in their own organizational entity, it was logical to start the theory part with a definition of organizational change, to explain what the term means, and what elements it usually comprehends. In addition, the typical phases of organizational change were also presented at this point. After this, the author introduced the concept of planned change, as this was the type of

change that took place in the commissioning organization. Along with explaining the concept, Kurt Lewin's model regarding the three stages of planned change, was introduced.

After covering the different aspects of organizational change, it was reasonable to consider what factors create a successful change. In this part of the theory, the author examined some of the most common errors that disallow a successful change to take place, and presented John Kotter's Eight-Stage Process as a solution to avoid these common errors.

This part was followed up by a chapter regarding change resistance, which is a phenomenon that occurs commonly during change situations. The author explained the concept, and introduced five common modes of resistance that occur on a personal level. In addition to this, solutions of how to react to different modes of resistance, were provided.

The area that was covered after change resistance was superior's role in change. In this part, the author introduced The Change Curve, which originates from Elisabeth Kübler-Ross' five stages of grief. It seemed rational to provide a theory that helps superiors to understand employee behavior and their emotions accordingly right after examining change resistance, as these areas are related to one another: Change resistance is often an emotionally-loaded phenomenon, and the change curve can be used to understand different emotions that arise during a change.

After this part, the author examined what affects people's adjusting to change. The concepts that were examined under this heading were change roles and role conflicts. The author defined and explained the importance of change roles, and introduced Mullins' four types of role conflicts, which may result from contradicting change roles.

The next part of the theory was related to communication. More specifically, internal communication and interaction were examined in this part. The reason for examining communication was that appropriate communication plays a key role in change situations, and it is often blamed, if a change turns out to be unsuccessful. Furthermore, the importance of proper communication had come up in many of the previously introduced theories, and therefore it seemed necessary to examine it more thoroughly.

The last part of the theory was about motivation in change situations. The reason for adding motivation as a part of the areas of research came from the shopkeeper's interest to this field, since he wanted to know how the change had affected the personnel's motivation. In this part of the theory, the relations of motivation and work were examined, and Abraham Maslow's Hierarchy of Needs was introduced.

## 6.2 Review of Practical Research

After the theoretical framework was introduced, the commissioning organization's current situation was examined. The data that was presented, was based on the shopkeeper's interview, and the personnel's survey responses.

The interview that was conducted for the shopkeeper included 27 questions, which were divided under 7 different themes by the author. Out of these questions, 25 were based on the thesis theories. The last two questions were addressed to get a better insight about the practical challenges and benefits of the renewal. The interview was recorded, and it was semi-structured by its type. The author transcribed the main points of the interview in the third chapter. The reason for interviewing the shopkeeper was to find out how he perceived the different changes of Linnatuuli as a leader of the change project, and to see how the management had handled different change-related areas during the renewal. The information that came up in the interview was utilized to form certain questions for the personnel's survey, but it was also compared with the personnel's responses, when the data was analyzed. As the purpose of this thesis was to research the successfulness of Linnatuuli's change project, finding out two different viewpoints to compare was valuable for measuring those successful areas. In addition, the interview also provided a clarified image for the author about what the service concept renewal entailed.

The survey for the personnel included 35 questions, based on the thesis theories and the shopkeeper's interview. The survey questions were divided under different parts, based on the area they were related to. The overall sample size was 22 people, and 17 responses were received. Thus, the response rate was 77,3%. The author presented the main findings of each question of the survey in the third chapter. Certain graphs and tables from each part of the survey were also presented to illustrate and summarize the survey responses. The information that came up in the responses was comprehensive, due to the large amount of questions that were addressed. However, especially the responses of the multiple-choice questions turned out to be highly divided, which complicated the analyzing and deeper interpreting of the results to some extent. Because of this, only the main findings and brief deductions of each question were presented at this point. Since many of the questions measured the respondents' level of agreement to a claim with positive and negative response alternatives, it was stated after each question whether the direction of responses was more positive or negative.

### 6.2.1 Validity and Reliability

In a scientific research process, it is important to objectively assess the validity and reliability of the research. Validity defines how well the chosen

research methods measure the areas that they are supposed to. Thus, a way to reach a good validity is to address the right questions, for the right target group. Reliability, on the other hand, defines if the acquired research results are trustworthy. Reliability can be measured by repeating a certain research to see if the new results are similar to the previously obtained results. (Hiltunen 2009.)

The research methods that were selected for this thesis can be considered valid. The primary purpose of the thesis was to research how successfully the changes were implemented in the commissioning organization, and this objective was reached: The research produced comprehensive and diverse information regarding the changes of Linnatuuli, which enabled a thorough measuring of successful and unsuccessful areas. Thus, it can be stated that the theories, which were selected and utilized to formulate the questions of the interview and the survey, served the purpose of this research accordingly. In addition, getting information from two different parties also enhanced the validity of the research, as this allowed the comparing of the results, and similarities were discovered in both, the shopkeeper's and the personnel's responses.

The reliability of the research was slightly harder to assess. When the survey was sent to the personnel of Linnatuuli, many employees were having their summer vacations at the time. Due to this, the sample size turned out to be lower than what was originally expected. Thus, as the author's interpretations regarding Linnatuuli's changes are based on only a part of the personnel's thoughts, it reduces their reliability to some extent. What also needs to be taken into consideration is that the survey was conducted during a time when the service concept renewal was just recently completed. Therefore, the respondents were surrounded by various uncertainties and stress caused by the recent changes in their work, which has most likely had a significant impact on their responses. However, as the survey was anonymous, it is likely that the personnel responded honestly to the addressed questions. In general, the survey results could be considered moderately reliable, mainly because they did not reflect the entire personnel's thoughts.

### 6.2.2 Limitations

Although the main objectives of this research were reached, there are certain limitations that need to be acknowledged. As mentioned, the sample size of the survey respondents turned out to be lower than expected. Thus, the survey results only reflect a part of the personnel's thoughts. Furthermore, even though comprehensive information was obtained with the survey, not all the information was analyzed equally thoroughly. Instead, in the analysis part, the author presented the survey results under certain key areas, and emphasized certain results that had more information value. Thus, the author's interpretations of some of the survey results remained slightly vaguer than others.

### 6.3 Review of Research Results

The measuring of how successfully the changes were implemented in Linnatuuli was done by analysing several change-related areas and by answering the research questions.

#### 6.3.1 Summary of Successful Areas

Based on the results, the need for change, along with the change purpose and objectives, were determined rather clearly for the personnel in the commissioning organization. As most of the respondents found these areas clear, it can be stated that the personnel also understood the change vision of Linnatuuli's renewal. These areas are crucial to define in any major change project to increase people's commitment to change. The research indicates that the management of Linnatuuli succeeded well in defining these areas.

As the most common adjective to describe the service concept renewal, the respondents chose the option "nice", and overall positive adjectives were chosen more frequently than negative ones, when the respondents were asked to describe the change project of Linnatuuli. The open-ended responses revealed that what people specifically liked were the new roomy and bright restaurant and stores, learning new things, more diverse work tasks and getting more responsibility. It was also stated that coffee does not run out so fast during busy mornings due to the new procedures, and that there is more landing space for food now as the restaurant's serving lines are larger.

Another positive thing to discover was that majority of those respondents who had got new responsibility areas or work roles due to the renewal, stated that they are determined mainly clearly. Furthermore, despite many challenges of the renewal, the respondents perceived their personal adjusting to the changes rather good.

Although different improvement areas regarding superior work and leadership came up in this research, the results showed that overall the personnel of Linnatuuli perceived their superiors as good leaders. Furthermore, the results of the multiple-choice questions showed that in general, the renewal had more positive than negative effects on people's work motivation, and that the work atmosphere during the renewal had been rather good. The renewal's effects on people's feelings and emotions turned out to be diverse, but in the open-ended responses, a part of the respondents stated that they feel positive, trustful and curious about working in the renewed organization.

### 6.3.2 Summary of Areas to Develop

It became clear that most of the change-related things that had caused dissatisfaction among the personnel, occurred in the restaurant areas of Linnatuuli, since the biggest changes took place there and not so much in the stores. According to the results, the personnel of Linnatuuli found the ways of informing during the changes slightly insufficient. In addition, dissatisfaction occurred among the restaurant staff because they were not listened and involved during the planning of the renovation work, even though it affected the practicality of their everyday work. The responses also indicated that in general, the personnel were slightly dissatisfied with the instructions and support they had received when facing change-related problems. Also, although in general the familiarization during changes had been moderate, some respondents were dissatisfied as they had not received proper instructions of how to make the new restaurant portions.

The respondents also pointed out several practical challenges that had made their work roles unclear, decreased their work motivation and – satisfaction, or simply complicated their everyday work. Certain practical challenges came up repeatedly in different open-ended questions, such as increased hurry, increased workload and lack of workforce in different stations. The author listed all the findings of the open-ended results in the third chapter of the thesis. Most of the practical challenges that came up occurred in the restaurant and kitchen areas of Linnatuuli.

Based on the research results, the respondents were slightly dissatisfied with the support, feedback and acknowledgement they had got from their superiors during the renewal. When the respondents were asked how their superiors could improve, most of the improvement suggestions were strongly related to more appropriate ways of communicating. Furthermore, better involving of subordinates, and showing better example in physical work came up in these responses. According to the results, the renewal also had slightly negative effects on the personnel's work satisfaction, because of the different practical challenges of the renewal. When the personnel's feelings about working in the renewed organization were inquired, it could be seen that many were still dealing with negative emotions such as anger, disappointment, irritation, frustration and uncertainty, caused by the stress of the unfamiliar things and the different practical challenges.

All in all the practical research revealed several areas that can be considered successful in the service concept renewal of Linnatuuli, but also the areas that require improvements and corrective actions. The examining of these areas answers the primary research question of this thesis, although there is no straightforward answer to it, as every change project has its pros and cons. The defining research questions, which were

answered in the analysis part, also steered and clarified the objectives of this research.

#### 6.4 Review of Recommendations

Based on the analysis of the research results, thesis theories and the author's own observations, recommendations were provided for the commissioning organization of how to improve in certain areas.

It turned out that many of the problems that the personnel of Linnatuuli faced during the renewal, could have been avoided or at least mitigated with better ways of communication. Therefore, the author recommended that the superiors of Linnatuuli should enhance the communication with their subordinates with personal change quarters. By arranging these short, personal discussions on a regular basis, superiors can help forward their subordinates' adjusting to change, gain more knowledge of the specific change-related problems, and build more open and confidential relationships with their subordinates. In addition to this technique, the author provided a checklist of change communication for the superiors to observe and utilize. The list contained several fundamental principles of appropriate change communication, and it is beneficial in the current state of the commissioning organization, but also in future changes.

Although the superiors' of Linnatuuli were perceived as good leaders in general, the author recommended that the superiors of Linnatuuli focus more on certain styles of leadership: participative leading and role model leading. The reason for introducing these leadership styles is that they could be helpful in solving many of the specific problems that came up in the personnel's responses. Dissatisfaction had occurred in Linnatuuli because the personnel were not involved enough during the changes, and with participative leading, the superiors can improve in this area and take their subordinates' thoughts into account more appropriately. What the research also revealed was that people wanted their superiors to show better example during the changes. By focusing on role model leading, the superiors can respond to this need, and provide better, specific models of acting for their subordinates.

Recommendations were also provided for fixing certain practical issues that came up in the research. As fixing the practical problems are the change tasks of Linnatuuli's management, the author provided a tool that helps the management in prioritizing and putting the tasks in order of importance. Fixing these different problems and impracticalities that came up in the research is important, as it is likely to result in more satisfied and motivated personnel.

#### 6.4.1 Follow-up Research

A common practice in a research process is to consider the areas that require further development, and to provide ideas for a follow-up research. As one of the recommendations of this thesis, the author suggested the creating of a new familiarization guide, that would include updated instructions of how to operate with the new working procedures, such as using the new equipment and creating the new restaurant portions. Thus, formulating an updated guide to match the renewed restaurant operations could be a topic for further development, as documenting all the new things would not only assist the current workers of Linnatuuli, but it would also be helpful when familiarizing new employees.

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Interview for shopkeeper of Linnatuuli (in Finnish)

### Teema 1: Organisaatiomuutos

- Mikä loi tarpeen muutokselle?
- Miten muutosidea rajattiin?
- Miten muutoksen aloituspiste määriteltiin?
- Mitä asioita muutoksen suunnitelma sisälsi?
- Miten muutoksen onnistumista arvioitiin?

### Teema 2: Muutoksen onnistumiseen vaikuttavat tekijät

- Miten henkilöstölle kerrottiin / heidät vakuutettiin muutoksen tarpeesta?
- Valittiinko muutosprojektiin erillistä ohjaavaa tiimiä / vastuuhenkilöitä?
- Miten muutoksen visio viestittiin henkilöstölle?
- Seurattiinko muutosprojektin aikana tapahtuneita lyhyen aikavälin voittoja / onnistumisia?
- Millä tavoin uudet toimintatavat juurrutettiin uudistuneeseen organisaatioon?

### Teema 3: Muutosvastarinta

- Millä tavoin olet valmistautunut mahdolliseen muutosvastarintaan?
- Miten aiot käsitellä erilaisia vastarinnan muotoja?
- Uskotko, että mahdollisesta muutosvastarinnasta voisi olla hyötyä? Jos uskot, niin millä tavoin sitä voisi hyödyntää?

### Teema 4: Esimiehen rooli muutoksessa

- Millainen oli henkilöstön muutosvalmius? Oletko esimiehenä edesauttanut henkilöstön muutosvalmiutta jollain tavoin?
- Mitä tunteita uskot muutoksen herättävän henkilöstössä? Miten aiot käsitellä näitä mahdollisia tunnereaktioita?
- Onko erilaisia tunteenpurkauksia tai mielenilmauksia ilmennyt kokouksissa tai palavereissa, ja miten olet niihin suhtautunut?

### Teema 5: Henkilöstön roolit muutoksessa

- Miten henkilöstön roolit työpaikalla ovat muuttuneet muutoksen myötä?
- Millä tavoin työntekijät perehdytettiin uusiin rooleihin?
- Onko ns. Roolikonflikteja ilmennyt? (Esim. Ovatko työntekijät kokeneet uudet roolinsa liian kuormittaviksi?)

### Teema 6: Muutosviestintä

- Millaista muutokseen liittyvä viestintä on ollut? Onko asioita läpikäyty enemmän yhteisissä kokouksissa vai henkilökohtaisten keskustelujen avulla?
- Millaista palautetta henkilöstölle on annettu, ja kuinka usein?
- Millaista palautetta olet saanut esimiehenä, ja kuinka usein?

### Teema 7: Henkilöstön motivointi muutoksessa

- Miten uskot muutoksen vaikuttaneen henkilöstön motivaatioon?
- Mikä voisi olla syynä henkilöstön motivaation huonontumiseen? Entäpä paranemiseen?
- Miten aiot motivoida henkilöstöä muutoksen / uudistuksen aikana ja sen jälkeen?

### Lisäkysymykset:

- Minkä käytännön asioiden luulet tuottavan hankaluuksia henkilöstölle muutosprojektin myötä?
- Mitkä käytännön asiat sen sijaan voivat helpottua muutoksen myötä?

Interview for shopkeeper of Linnatuuli (in English)

Theme 1: Organizational change

- What created the need for change?
- How was the change idea outlined?
- How was the starting point determined?
- What things did the change plan include?
- How was the success of the change evaluated?

Theme 2: Factors that create a successful change

- How was the personnel informed and convinced about the need for change?
- Was a guiding coalition established or certain individuals nominated to help forward the change project?
- How was the change vision communicated to the personnel?
- Were short-term wins/successes monitored during the change?
- How were the new ways of operating anchored to the renewed organization?

Theme 3: Change resistance

- In what ways have you prepared for possible change resistance? Has it occurred so far?
- How are you planning to deal with different modes of change resistance?
- Do you think that change resistance can also be somehow beneficial? If you do, how could it be utilized?

Theme 4: Superior's role in change

- How was the personnel's change readiness, and in what ways have you supported it as a superior?
- What feelings do you think the change will evoke among the personnel, and how are you going to deal with different emotional reactions?
- Have any emotional outbursts occurred in discussions or meetings, and how have you reacted to them?

Theme 5: Change roles

- How have the personnel's work roles changed along with the change project?
- In what ways were the employees familiarized with their new roles?
- Have any role conflicts occurred? (For example, have people experienced their new work roles too loading?)

### Theme 6: Change communication

- What has the communication been like during the change? Have things been discussed more in meetings or personally?
- What kind of feedback have you given to Linnatuuli's personnel, and how often?
- What kind of feedback have you received as a superior, and how often?

### Theme 7: Motivation in change situations

- How do you think the change has affected the personnel's motivation?
- What could be the reason for the personnel's motivation to decrease during the change? In turn, what could have increased the personnel's motivation during the change?
- How do you plan to motivate the personnel during and after the change?

### Additional questions:

- What kind of practical things might become challenging for the personnel due to the change project?
- What practical things are likely to get easier due to the change project?

Cover letter for survey (in Finnish)

Tervehdys Linnatuulen väki!

Olen HAMK International Business linjan 3. vuoden opiskelija, ja teen opinnäytetyönä tutkimuksen Linnatuulella kevään 2017 aikana tapahtuneista uudistuksista.

Olen laatinut kyselylomakkeen, jolla pyrin selvittämään henkilökunnan kokemuksia ja mielipiteitä uudistuksista (miten uudistuksiin on sopeuduttu, mikä on ollut hyvää ja mikä huonoa, jne.) Vastaustenne avulla pyrin tuottamaan arvokasta tietoa ja kehitysehdotuksia työyhteisöllenne siitä, miten mahdolliset epäkohdat voitaisiin korjata, jotta työskentely uudistetussa Linnatuulella olisi toimivampaa.

Kyselylomake on luotu Google Forms ohjelmalla, ja linkin kyselyyn lähetän sähköpostitse kaikille asianomaisille, joiden sähköpostiosoitteet olen saanut kerättyä. Kirjoitathan selkeästi oman osoitteesi siis listaan, joka löytyy Linnatuulen ilmoitustaululta. Toivoisin mahdollisimman monen vastaavan kyselyyn, jotta saatu informaatio olisi kattavaa ja täten luotettavampaa.

Vastaukset tallentuvat anonymieinä ja luottamuksellisesti vain omaan käyttöön. Joitakin taustatietoja kysytään vastaajien yleiskuvan muodostamiseksi, mutta vastauksia ei voida yhdistää yksittäisiin henkilöihin, ja vain kokonaistuloksia esitellään valmiissa työssä.

Toivoisin, että jaksatte vastata kärsivällisesti ja rehellisesti kyselyyn. Kysymykset ovat laadittu opinnäytetyöni teorian, sekä kauppiaan haastattelun pohjalta, ja jokainen vastaus tuottaa arvokasta informaatiota tutkimukseni kannalta!

Kiitos vielä, että autatte minua valmistumaan! 😊

Ystävällisin terveisin,  
Jussi Tornberg

Cover letter for survey (in English)

Greetings people of Linnatuuli!

I am a third-year, International Business student at HAMK. As my thesis, I am researching the changes that took place in Linnatuuli during spring 2017.

I have created a survey in order to research the personnel's experiences and opinions about the changes (how people have adjusted to them, what has been good, what has been bad, etc.) With the help of your answers, I aim to provide valuable information for your work community regarding these changes, and also recommendations about how the possible defects could be fixed, so that the working in renewed Linnatuuli would be more functional.

The survey is created with Google Forms, and the link to the survey will be attached to an email that I will send to everyone, whose email address I manage to gather. Therefore, please write your email address clearly to the list that can be found on the noticeboard of Linnatuuli. I hope to receive as many responses as possible, so that the information would be comprehensive and reliable.

The survey responses are anonymous and confidential. Some background information is inquired to form an overview of the respondents, but the responses cannot be linked to single persons, and only the overall results will be presented in the final work.

I hope that everyone will respond patiently and honestly to the survey. The survey questions are based on the theoretical background of my thesis, and also on the shopkeeper's interview. Every single response brings valuable information for my research.

Thank you for helping me graduate! 😊

Best regards,  
Jussi Tornberg

## Survey for personnel of Linnatuuli (in Finnish)

## Kyselylomake Neste K Linnatuulen henkilöstölle palvelukonseptin uudistumisesta

Tämä kysely on osa opinnäytetyöni tutkimusta, jonka tarkoitus on selvittää henkilöstön kokemuksia Neste K Linnatuulen palvelukonseptin uudistumisesta. Palvelukonseptin uudistuminen viittaa Linnatuulessa kevään 2017 aikana tehtyihin muutostöihin (liikenneaseman remontti, Subwayn lisääminen osaksi ravintolatoimintaa, ym. muutokset Linnatuulen ravintoloissa ja kaupoissa.) Kysymykset on laadittu opinnäytetyön teoriaosuuden sekä Linnatuulen kauppiaille tehdyn haastattelun perusteella.

Vastaukset tallentuvat anonymieinä vain tutkimuksen laatijan käyttöön. Joitakin taustatietoja selvitetään vastaajien luokittelutarkoituksia varten. Kyselyn vastauksia ei voida yhdistää yksittäisiin vastaajiin, ja vain kokonaistuloksia esitellään valmiissa työssä. Jokainen vastaus tuottaa arvokasta informaatiota tutkimuksen kannalta, joten vastaathan kysymyksiin kärsivällisesti ja rehellisesti!

\*Pakollinen

### Luokittelukysymykset

---

1. **Ikä \***

*Merkitse vain yksi soikio.*

- Alle 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 65-

2. **Sukupuoli \***

*Merkitse vain yksi soikio.*

- Mies
- Nainen

3. **Kuinka kauan olet työskennellyt Linnatuulessa? \***

*Merkitse vain yksi soikio.*

- Alle vuoden
- 1-2 vuotta
- 3-5 vuotta
- 6-8 vuotta
- Yli 8 vuotta

**4. Työskenteletkö esimiesasemassa? \***

*Merkitse vain yksi soikio.*

- Kyllä  
 En

**5. Millä osastolla työskentelet? \***

*Merkitse vain yksi soikio.*

- Kauppa  
 Ravintola (Sisältää kaikki ravintolatoiminnot, mukaanlukien keittiön)

## **Teema 1: Organisaation uudistuminen**

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Tämän teeman kysymykset käsittelevät organisaation uudistumista. Tarkoituksena on selvittää henkilöstön mielipiteitä Linnatuulen palvelukonseptin uudistumisesta ja sen tavoitteista yleisellä tasolla.

Palvelukonseptin uudistuminen viittaa Linnatuulella kevään 2017 aikana tehtyihin muutostöihin (liikenneaseman remontti, Subwayn lisääminen osaksi ravintolatoimintaa, ym. muutokset Linnatuulen ravintoloissa ja kaupoissa.)

**6. Pidän Linnatuulen palvelukonseptin uudistumista tarpeellisena \***

*Merkitse vain yksi soikio.*

- Täysin samaa mieltä  
 Jokseenkin samaa mieltä  
 Jokseenkin eri mieltä  
 Täysin eri mieltä  
 En osaa sanoa

**7. Koin palvelukonseptin uudistumisen tavoitteet ja päämäärän \***

*Merkitse vain yksi soikio.*

- Erittäin selkeiksi  
 Melko selkeiksi  
 En kovin selkeiksi  
 En lainkaan selkeiksi  
 En osaa sanoa

**8. Sain oleellista informaatiota uudistuksen suunnitelmasta ja aikataulusta \***

*Merkitse vain yksi soikio.*

- Erittäin paljon  
 Melko paljon  
 Melko vähän  
 Erittäin vähän  
 En osaa sanoa

**9. Uudistukseen liittyvistä asioista tiedotettiin kokouksissa tai henkilökohtaisesti \***

*Merkitse vain yksi soikio.*

- Erittäin paljon
- Melko paljon
- Melko vähän
- Erittäin vähän
- En osaa sanoa

**10. Sain johdolta (Linnatuulen kauppialta) informaatiota uudistuksiin liittyvissä asioissa \***

*Merkitse vain yksi soikio.*

- Erittäin paljon
- Melko paljon
- Melko vähän
- Erittäin vähän
- En osaa sanoa

**11. Valitse vaihtoehtoista yksi adjektiivi, joka mielestäsi parhaiten kuvaa palvelukonseptin uudistushanketta**

*Valitse vain yksi vaihtoehto.*

*Valitse kaikki sopivat vaihtoehdot.*

- Kiva
- Kiinnostava
- Motivoiva
- Hyödyllinen
- Haastava
- Turhauttava
- Kuormittava
- Pelottava

## **Teema 2: Uudistusten vaikutukset henkilöstön työtehtäviin ja rooleihin**

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Tämän teeman kysymyksillä pyritään selvittämään, millainen vaikutus uudistuksilla on ollut henkilöstön työtehtäviin ja rooleihin työpaikalla. Uusilla rooleilla tarkoitetaan yleisesti muutoksia omassa työnkuvassa ja vastuualueissa - ei ainoastaan työnimikkeen muutoksia tai ylennyksiä.

Vastaa kysymyksiin ja valitse sopiva vaihtoehto kokemustesi perusteella.

**12. Työtehtäväni sekä roolini työpaikalla ovat muuttuneet uudistusten myötä \***

*Merkitse vain yksi soikio.*

- Kyllä
- Ei

**13. Minut on perehdytetty uusiin työtehtäviin \****Merkitse vain yksi soikio.*

- Erittäin hyvin
- Melko hyvin
- Kohtalaisesti
- Melko huonosti
- Erittäin huonosti
- Työtehtäväni eivät ole muuttuneet uudistuksen myötä / ei koske minua

**14. Olen sopeutunut uusiin työtehtäviin sekä muihin uudistuksiin \****Merkitse vain yksi soikio.*

- Erittäin hyvin
- Melko hyvin
- Kohtalaisesti
- Melko huonosti
- Erittäin huonosti
- Työtehtäväni eivät ole muuttuneet uudistuksen myötä / ei koske minua

**15. Olen saanut ohjeistusta ja tukea uudistuksiin liittyvissä ongelmatilanteissa \****Merkitse vain yksi soikio.*

- Erittäin paljon
- Melko paljon
- Kohtalaisesti
- Melko vähän
- Erittäin vähän
- Työtehtäväni eivät ole muuttuneet uudistuksen myötä / ei koske minua

**16. Uudet työtehtäväni ja vastualueeni ovat määritelty riittävän selkeästi \****Merkitse vain yksi soikio.*

- Täysin samaa mieltä
- Jokseenkin samaa mieltä
- Jokseenkin eri mieltä
- Täysin eri mieltä
- Työtehtäväni ja vastualueeni eivät ole muuttuneet uudistuksen myötä / ei koske minua

17. **Työtilat ovat riittävät työn tekemiseen uudistusten jälkeen \***

*Merkitse vain yksi soikio.*

- Täysin samaa mieltä
- Jokseenkin samaa mieltä
- Jokseenkin eri mieltä
- Täysin eri mieltä
- En osaa sanoa / ei koske minua

18. **Uudet työtehtävät ovat jakautuneet tasapuolisesti Linnatuudessa \***

*Merkitse vain yksi soikio.*

- Täysin samaa mieltä
- Jokseenkin samaa mieltä
- Jokseenkin eri mieltä
- Täysin eri mieltä
- En osaa sanoa / ei koske minua

19. **Valitse seuraavista vaihtoehto, joka parhaiten kuvaa nykyistä rooliasi Linnatuudessa \***

Roolilla viitataan omaan työnkuvaan (työtehtävät, vastuualueet, jne.)

*Merkitse vain yksi soikio.*

- Roolini työpaikalla on erittäin selkeä uudistusten myötä
- Roolini työpaikalla on melko selkeä uudistusten myötä
- Roolini työpaikalla on melko epäselvä uudistusten myötä
- Roolini työpaikalla on erittäin epäselvä uudistusten myötä
- Roolini työpaikalla ei ole muuttunut uudistusten myötä / ei koske minua

20. **Jos koet roolisi työpaikalla epäselväksi, kertoisitko tarkemmin miksi?**

Esimerkkisyitä: Epäselvät työtehtävät, ristiriitaiset vaatimukset, liika kuormittavuus, liika haasteellisuus, jne.

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### **Teema 3: Esimiestyö uudistusten aikana**

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Tämän teeman kysymykset käsittelevät esimiehen toimintaa uudistushankkeen aikana.

Esimiehellä viitataan lähimpään esimieheen. Jo esimiesasemassa työskentelevien kohdalla esimies viittaa Linnatuulen kauppiaseen. Uudet työmenetelmät viittaavat mihin tahansa uusiin asioihin, jotka ovat vaatineet sopeutumista ja opettelua uudistushankkeen aikana.



26. Jos olet havainnut puutteita esimiestyössä, kertoisitko tarkemmin millä tavoin esimies voisi toimia paremmin?

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#### **Teema 4: Henkilöstön kokemuksia uudistuksista**

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Tämän teeman kysymykset liittyvät henkilökunnan kokemuksiin ja tunteisiin uudistuksista. Tarkoituksena on myös selvittää uudistuksen vaikutukset työilmapiiriin, työhyvinvointiin ja -motivaatioon.

27. **Mielestäni uudistuneet työmenetelmät ja -tilat ovat olleet \***

Työmenetelmillä ja -tiloilla viitataan uusiin laitteisiin, järjestelmiin, tilojen ja tuotteiden järjestykseen, jne.

*Merkitse vain yksi soikio.*

- Erittäin toimivia
- Melko toimivia
- Kohtalaisen toimivia
- Melko huonosti toimivia
- Erittäin huonosti toimivia

28. **Mielestäni työyhteisön ilmapiiri on uudistusten aikana ollut \***

*Merkitse vain yksi soikio.*

- Erittäin hyvä
- Melko hyvä
- Melko huono
- Erittäin huono
- En osaa sanoa

29. **Uudistukset ovat vaikuttaneet työhyvinvointiini \***

*Merkitse vain yksi soikio.*

- Erittäin positiivisesti
- Jokseenkin positiivisesti
- Jokseenkin negatiivisesti
- Erittäin negatiivisesti
- En osaa sanoa

30. **Kerro vapaamuotoisesti, mitkä tietyt asiat ovat parantaneet/heikentäneet työhyvinvointiasi uudistusten myötä?**

Kirjottaessasi muistathan eritellä sen, onko kyse parantavista vai heikentävistä tekijöistä. Esim. "Työhyvinvointia on parantanut.."

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31. **Uudistukset ovat vaikuttaneet työmotivaatiooni \***

*Merkitse vain yksi soikio.*

- Erittäin positiivisesti
- Jokseenkin positiivisesti
- Jokseenkin negatiivisesti
- Erittäin negatiivisesti
- En osaa sanoa

32. **Kerro vapaamuotoisesti, mitkä tietyt asiat ovat parantaneet/heikentäneet työmotivaatiotasi uudistusten myötä?**

Kirjottaessasi muistathan eritellä sen, onko kyse motivaatiota parantavista vai heikentävistä tekijöistä. Esim. "Motivaatiota on parantanut.."

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33. **Millaisia tunteita olet läpikäynyt uudistushankkeen aikana? Mitkä ovat tämänhetkiset tunteuksesi työskentelystä uudistuneessa Linnatuudessa?**

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34. Kerro vapaamuotoisesti, mitkä konkreettiset asiat ovat vaikeutuneet jokapäiväisessä työssäsi uudistusten myötä?

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35. Mitkä konkreettiset asiat sen sijaan ovat helpottuneet uudistusten myötä?

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36. **Kommentteja**

Tähän osioon voit kirjoittaa risuja, ruusuja & muuta palautetta Linnatuulen palvelukonseptin uudistushankkeesta. Voit myös kertoa vapaasti kokemuksia ja huomioita, joista voisi olla hyötyä tämän tutkimuksen sekä Linnatuulen työyhteisön kannalta. :)

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Palvelun tarjoaa



## Survey for personnel of Linnatuuli (in English)

## Survey for personnel about service concept renewal of Neste K Linnatuuli

This survey is a part of my thesis and it aims to find out the personnel's experiences about the service concept renewal of Neste K Linnatuuli. The service concept renewal refers to the changes that took place in Linnatuuli, in Spring 2017 (renovation work, adding Subway as a part of the restaurant services, as well as other changes in Linnatuuli's restaurants and stores.) The questions addressed in this survey are primarily based on the theoretical framework of this thesis, but some are also based on an interview that was conducted for the shopkeeper of Linnatuuli.

All of the responses are anonymous, and they are handled confidentially only by the author of this research. However, some background information of the respondents is inquired for classification purposes. The answers cannot be linked to single respondents, and only the overall results are presented in the final work. Please, be honest and patient while answering the questions!

### Classifying questions

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#### 1. Age

*Merkitse vain yksi soikio.*

- Under 18
- 18-25
- 26-35
- 36-45
- 46-55
- 56-65
- 65-

#### 2. Gender

*Merkitse vain yksi soikio.*

- Male
- Female

#### 3. How long have you been working in Linnatuuli?

*Merkitse vain yksi soikio.*

- Less than a year
- 1-2 years
- 3-5 years
- 6-8 years
- Over 8 years

**4. Do you work as a superior?**

*Merkitse vain yksi soikio.*

- Yes  
 No

**5. In what section do you work in?**

*Merkitse vain yksi soikio.*

- Store  
 Restaurant (comprises all restaurant activities, including kitchen)

## **Theme 1: Renewal of the organization**

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The questions addressed in this theme deal with the renewal of the organization. The aim is to find out the personnel's experiences of the service concept renewal and its objectives on a general level.

The service concept renewal refers to the changes that took place in Linnatuuli, in Spring 2017 (renovation work, adding Subway as a part of the restaurant services, as well as other changes in Linnatuuli's restaurants and stores.)

**6. I found the service concept renewal of Linnatuuli necessary**

*Merkitse vain yksi soikio.*

- Strongly agree  
 Somewhat agree  
 Somewhat disagree  
 Strongly disagree  
 I do not know

**7. I found the objectives and the purpose of the service concept renewal**

*Merkitse vain yksi soikio.*

- Very clear  
 Somewhat clear  
 Somewhat unclear  
 Very unclear  
 I do not know

**8. I received relevant information about the plan and schedule of the service concept renewal**

*Merkitse vain yksi soikio.*

- Extremely plenty  
 Somewhat plenty  
 Somewhat little  
 Extremely little  
 I do not know

9. **The renewal-related matters and issues were informed in meetings or personally**

*Merkitse vain yksi soikio.*

- Extremely well
- Somewhat well
- Somewhat little
- Extremely little
- I do not know

10. **I received information about the renewal-related matters and issues from the management (shopkeeper of Linnatuuli)**

*Merkitse vain yksi soikio.*

- Extremely plenty
- Somewhat plenty
- Somewhat little
- Extremely little
- I do not know

11. **Choose one adjective from the alternatives that best describes the service concept renewal in your opinion**

Choose only one option.

*Valitse kaikki sopivat vaihtoehdot.*

- Nice
- Interesting
- Motivating
- Beneficial
- Challenging
- Frustrating
- Loading
- Frightening

## **Theme 2: The renewal's effects on personnel's work tasks and -roles**

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The questions of this theme aim to find out what effects the service concept renewal had on the personnel's work tasks and on people's roles in the workplace. New work roles refer to changes in people's job descriptions and responsibility areas in general, not only promotions or changes in work titles.

Answer the questions and choose an alternative based on your own experiences.

12. **My work tasks and my role in the workplace have changed along with the renewal**

*Merkitse vain yksi soikio.*

- Yes
- No

**13. I have been familiarized with my new work tasks***Merkitse vain yksi soikio.*

- Extremely well
- Somewhat well
- Moderately
- Somewhat poorly
- Extremely poorly
- My work tasks haven't changed along with the renewal / This does not concern me

**14. I have adjusted to the new work tasks and other renewings***Merkitse vain yksi soikio.*

- Extremely well
- Somewhat well
- Moderately
- Somewhat poorly
- Extremely poorly
- My work tasks haven't changed along with the renewal / This does not concern me

**15. I have received instructions and support in renewal-related problems***Merkitse vain yksi soikio.*

- Extremely plenty
- Somewhat plenty
- Moderately
- Somewhat little
- Extremely little
- My work tasks haven't changed along with the renewal / This does not concern me

**16. My new work tasks and responsibility areas are determined clearly enough***Merkitse vain yksi soikio.*

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- My work tasks haven't changed along with the renewal / This does not concern me

17. **Working spaces in Linnatuuli are sufficient after the renewal**

*Merkitse vain yksi soikio.*

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- I do not know / This does not concern me

18. **New work tasks have been distributed equally in the renewed Linnatuuli**

*Merkitse vain yksi soikio.*

- Strongly agree
- Somewhat agree
- Somewhat disagree
- Strongly disagree
- I do not know / This does not concern me

19. **Choose an option that best describes your current role in Linnatuuli**

Role refers to your own job description (work tasks, responsibility areas, etc.)

*Merkitse vain yksi soikio.*

- My role in the workplace is extremely clear along with the renewal
- My role in the workplace is somewhat clear along with the renewal
- My role in the workplace is somewhat unclear along with the renewal
- My role in the workplace is extremely unclear along with the renewal
- My role in the workplace has not changed along with the renewal / This does not concern me

20. **If you perceive your role in the workplace as unclear along with the renewal, could you tell why?**

Examples of reasons: Unclear work tasks, contradicting demands, excessive workload, excessive challenges, etc.

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### **Theme 3: Superior work during the renewal**

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The questions of this theme address the superior's actions during the service concept renewal.

In these questions, a superior refers to your nearest superior / manager. For those who already work in a superior position, superior refers to the shopkeeper of Linnatuuli. New working methods refer to any of the new things that have required adjusting and learning during the service concept renewal.

21. **I have received support from my superior with the new working methods and work tasks**

*Merkitse vain yksi soikio.*

- Extremely plenty  
 Somewhat plenty  
 Somewhat poorly  
 Extremely poorly  
 I do not know

22. **I have received relevant/constructive feedback from my superior about my own work during the renewal**

*Merkitse vain yksi soikio.*

- Extremely plenty  
 Somewhat plenty  
 Somewhat poorly  
 Extremely poorly  
 I do not know

23. **I have received gratitude and acknowledgement from my superior about my own work during the renewal**

*Merkitse vain yksi soikio.*

- Extremely plenty  
 Somewhat plenty  
 Somewhat poorly  
 Extremely poorly  
 I do not know

24. **My superior has taken my opinions and observations into account in his activities during the renewal**

*Merkitse vain yksi soikio.*

- Extremely often  
 Somewhat often  
 Somewhat rarely  
 Extremely rarely  
 I do not know

25. **How satisfied are you with your own superior's leadership skills during the renewal?**

*Merkitse vain yksi soikio.*

|                        |                       |                       |                       |                       |                       |                     |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
|                        | 1                     | 2                     | 3                     | 4                     | 5                     |                     |
| Extremely dissatisfied | <input type="radio"/> | Extremely satisfied |

26. **If you have noticed deficiencies in your superior's work, could you tell how the superior could act better?**
- 

#### **Theme 4: Personnel's experiences about the renewal**

The questions of this theme are related to the personnel's experiences and emotions about the service concept renewal. The purpose is also to find out the renewal's effects on work atmosphere, work satisfaction and work motivation of the personnel.

27. **I find the new working methods and -spaces**

*Merkitse vain yksi soikio.*

- Extremely practical  
 Somewhat practical  
 Moderately practical  
 Somewhat impractical  
 Extremely impractical

28. **In my opinion, the work atmosphere during the renewal has been**

*Merkitse vain yksi soikio.*

- Extremely good  
 Somewhat good  
 Somewhat poor  
 Extremely poor  
 I do not know

29. **The renewal has affected my personal work satisfaction**

*Merkitse vain yksi soikio.*

- Extremely positively  
 Somewhat positively  
 Somewhat negatively  
 Extremely negatively  
 I do not know

30. **Tell freely, what specific factors have increased/decreased your work satisfaction along with the change?**

When you write, please indicate clearly the increasing/decreasing factors. For example:  
"The factors that have increased my work satisfaction are.."

---

**31. The renewal has affected my personal work motivation**

*Merkitse vain yksi soikio.*

- Extremely positively
- Somewhat positively
- Somewhat negatively
- Extremely negatively
- I do not know

**32. Tell freely, what specific factors have increased/decreased your work motivation along with the change?**

When you write, please indicate clearly the increasing/decreasing factors. For example:  
"The factors that have increased my work motivation are.."

---

**33. What kind of emotions have you went through during the renewal? What are your current feelings about working in the renewed Linnatuuli?**

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**34. Tell freely, which concrete things have become more difficult in your everyday work along with the change?**

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**35. In turn, which concrete things have become easier in your everyday work along with the change?**

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**36. Comments**

Here you can write feedback about the service concept renewal of Neste K Linnatuuli. You can also tell your own observations and notes that may be beneficial for this research, but also for the work community of Linnatuuli. :)

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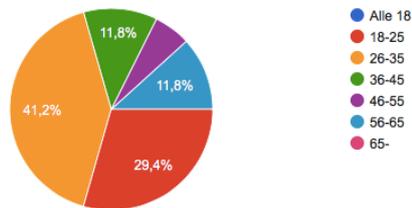
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## Summary of survey results (in Finnish)

## Luokittelukysymykset

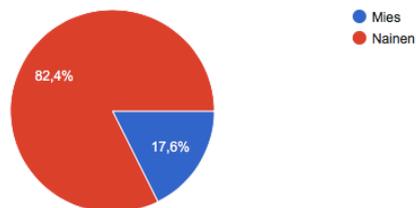
## Ikä

17 vastausta



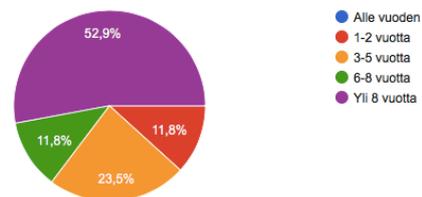
## Sukupuoli

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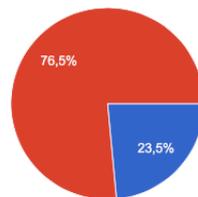
## Kuinka kauan olet työskennellyt Linnatuudessa?

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### Työskenteletkö esimiesasemassa?

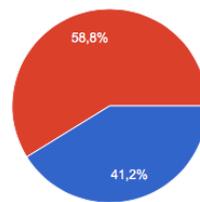
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● Kyllä  
● En

### Millä osastolla työskentelet?

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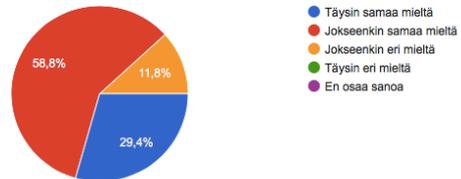


● Kauppa  
● Ravintola (Sisältää kaikki ravintolatoiminnot, mukaanlukien keittiön)

## Teema 1: Organisaation uudistuminen

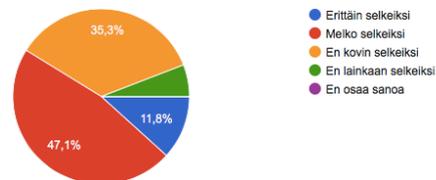
### Pidän Linnatuulen palvelukonseptin uudistumista tarpeellisena

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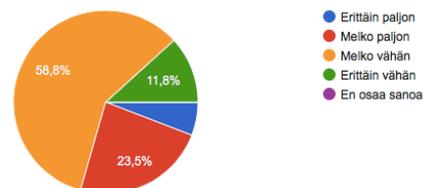
### Koin palvelukonseptin uudistumisen tavoitteet ja päämäärän

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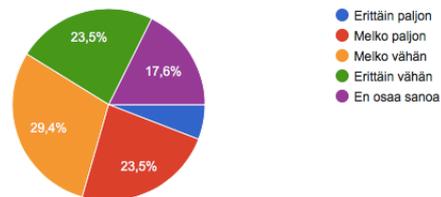
### Sain oleellista informaatiota uudistuksen suunnitelmasta ja aikataulusta

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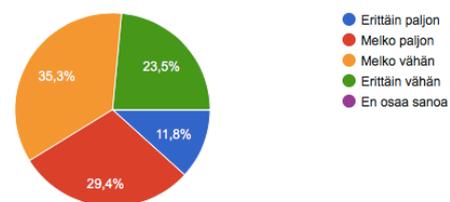
### Uudistukseen liittyvistä asioista tiedotettiin kokouksissa tai henkilökohtaisesti

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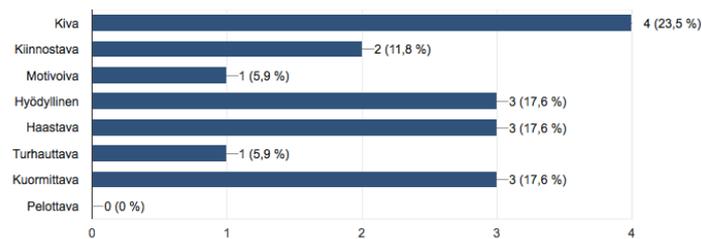
### Sain johdolta (Linnatuulen kauppiaalta) informaatiota uudistuksiin liittyvissä asioissa

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### Valitse vaihtoehtoista yksi adjektiivi, joka mielestäsi parhaiten kuvaa palvelukonseptin uudistushanketta

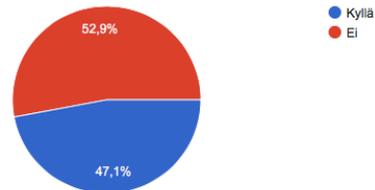
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## Teema 2: Uudistusten vaikutukset henkilöstön työtehtäviin ja rooleihin

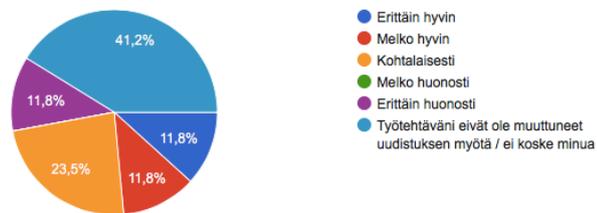
### Työtehtäväni sekä roolini työpaikalla ovat muuttuneet uudistusten myötä

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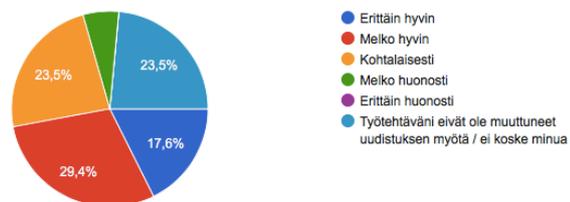
### Minut on perehdytetty uusiin työtehtäviin

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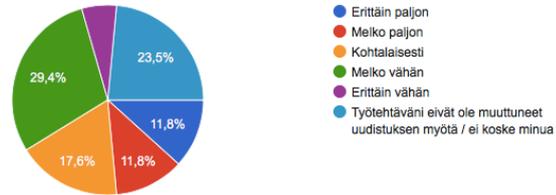
### Olen sopeutunut uusiin työtehtäviin sekä muihin uudistuksiin

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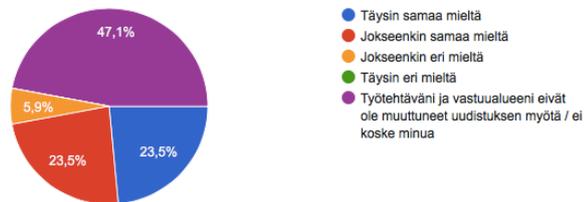
### Olen saanut ohjeistusta ja tukea uudistuksiin liittyvissä ongelmatilanteissa

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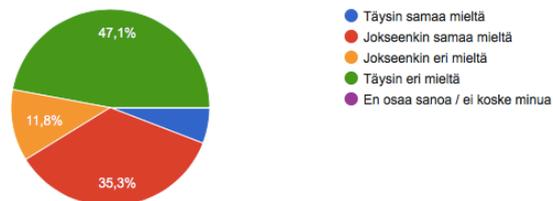
### Uudet työtehtäväni ja vastualueeni ovat määriteltä riittävän selkeästi

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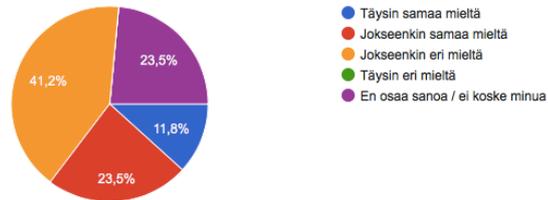
### Työtilat ovat riittävät työn tekemiseen uudistusten jälkeen

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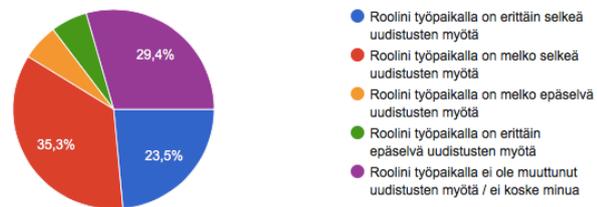
### Uudet työtehtävät ovat jakautuneet tasapuolisesti Linnatuudessa

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### Valitse seuraavista vaihtoehto, joka parhaiten kuvaa nykyistä rooliasi Linnatuudessa

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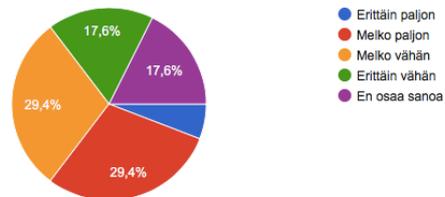


Jos koet roolisi työpaikalla epäselväksi, kertoisitko tarkemmin miksi?

## Teema 3: Esimiestyö uudistusten aikana

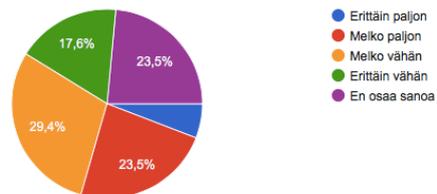
## Olen saanut esimieheltäni tukea uusien työmenetelmien ja -tehtävien kanssa

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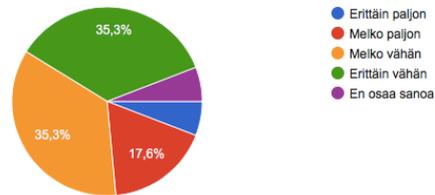
## Olen saanut esimieheltäni tarpeellista/rakentavaa palautetta uudistusten aikana tehdystä työstä

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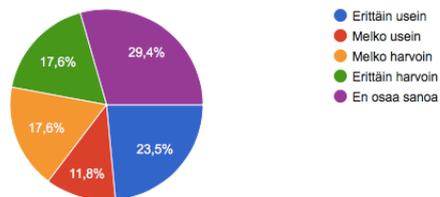
### Olen saanut esimieheiltäni kiitosta ja tunnustusta uudistusten aikana tehdystä työstä

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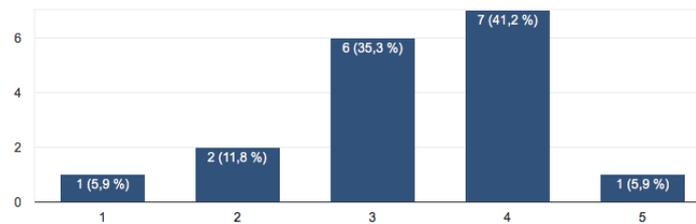
### Esimieheni on ottanut mielipiteeni ja havaintoni huomioon toiminnassaan uudistusten aikana

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### Kuinka tyytyväinen olet esimiehesi johtamistaitoihin uudistusten aikana?

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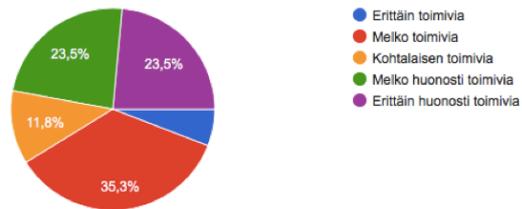


Jos olet havainnut puutteita esimiestyössä, kertoisitko tarkemmin millä tavoin esimies voisi toimia paremmin?

#### Teema 4: Henkilöstön kokemuksia uudistuksista

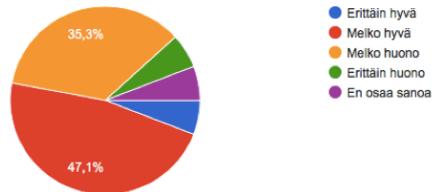
##### Mielestäni uudistuneet työmenetelmät ja -tilat ovat olleet

17 vastausta



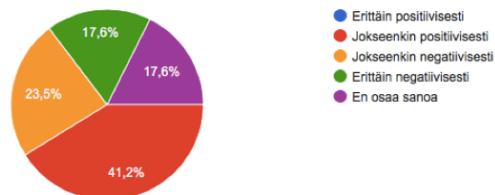
##### Mielestäni työyhteisön ilmapiiri on uudistusten aikana ollut

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##### Uudistukset ovat vaikuttaneet työhyvinvointiini

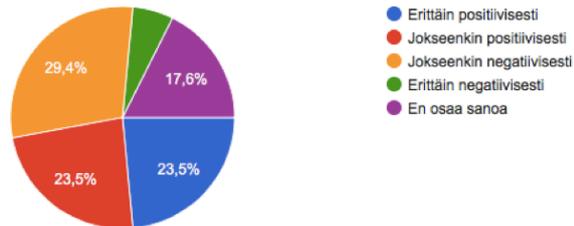
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Kerro vapaamuotoisesti, mitkä tietyt asiat ovat parantaneet/heikentäneet työhyvinvointiasi uudistusten myötä?

#### Uudistukset ovat vaikuttaneet työmotivaatiooni

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Kerro vapaamuotoisesti, mitkä tietyt asiat ovat parantaneet/heikentäneet työmotivaatiotasi uudistusten myötä?

Millaisia tunteita olet läpikäynyt uudistushankkeen aikana? Mitkä ovat tämänhetkiset tuntemuksesi työskentelystä uudistuneessa Linnatuulella?

Kerro vapaamuotoisesti, mitkä konkreettiset asiat ovat vaikeutuneet jokapäiväisessä työssäsi uudistusten myötä?

Mitkä konkreettiset asiat sen sijaan ovat helpottuneet uudistusten myötä?

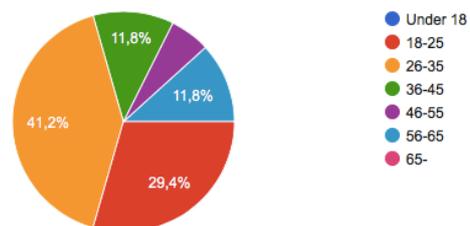
Kommentteja:

## Summary of survey results (in English)

## Classifying questions

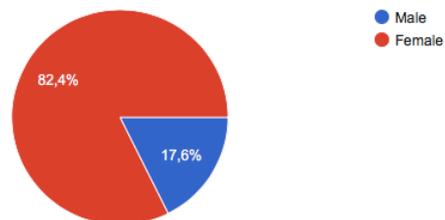
## Age

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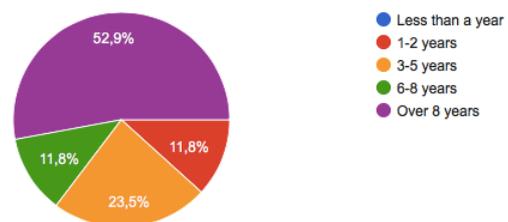
## Gender

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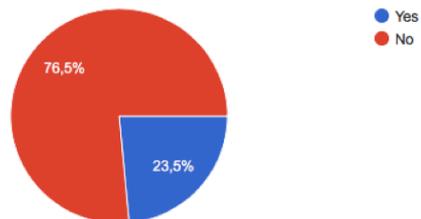
## How long have you been working in Linnatuuli?

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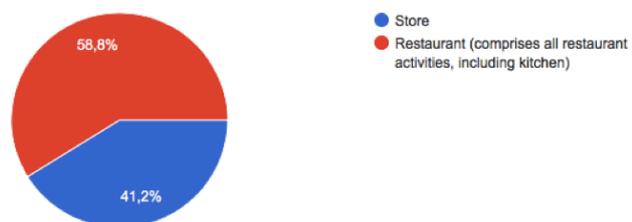
### Do you work as a superior?

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### In what section do you work in?

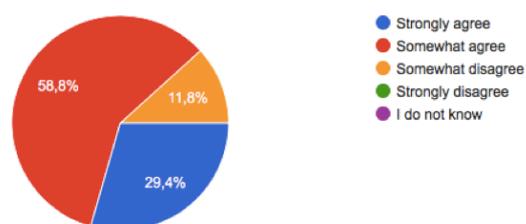
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## Theme 1: Renewal of the organization

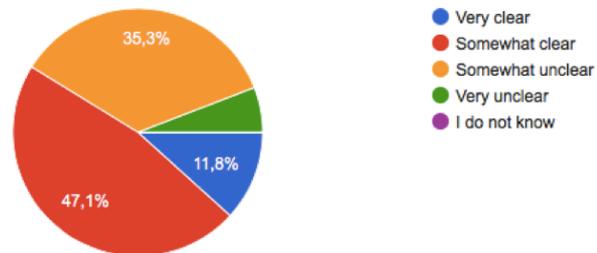
### I found the service concept renewal of Linnatuuli necessary

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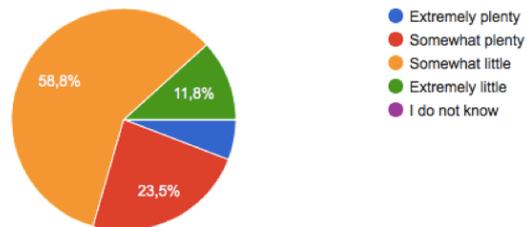
### I found the objectives and the purpose of the service concept renewal

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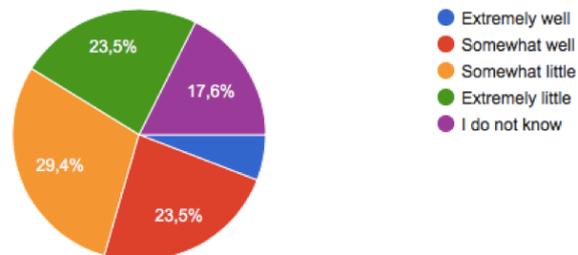
### I received relevant information about the plan and schedule of the service concept renewal

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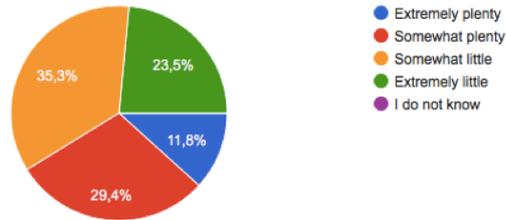
### The renewal-related matters and issues were informed in meetings or personally

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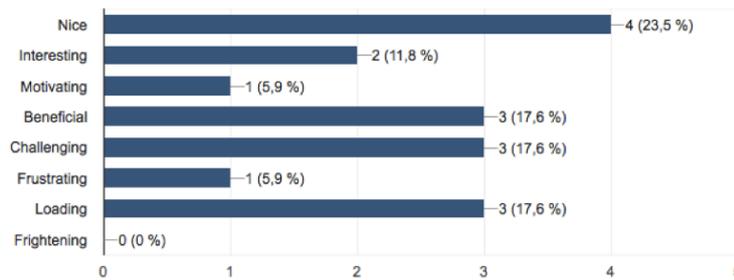
I received information about the renewal-related matters and issues from the management (shopkeeper of Linnatuuli)

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Choose one adjective from the alternatives that best describes the service concept renewal in your opinion

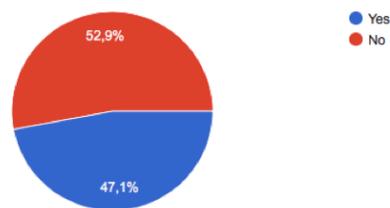
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Theme 2: The renewal's effects on personnel's work tasks and -roles

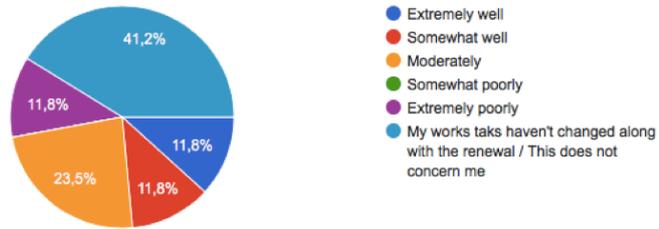
My work tasks and my role in the workplace have changed along with the renewal

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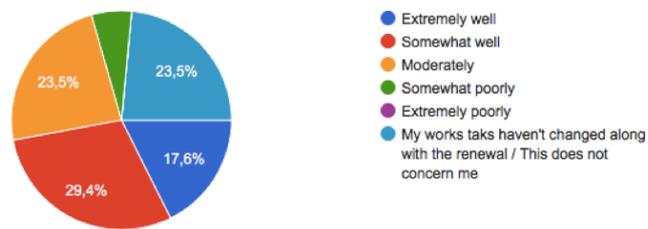
**I have been familiarized with my new work tasks**

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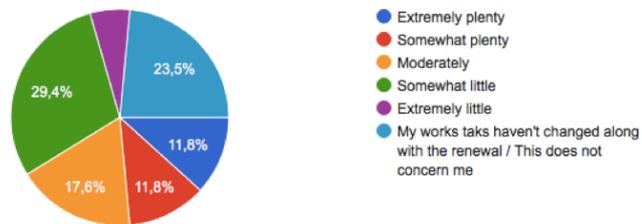
**I have adjusted to the new work tasks and other renewals**

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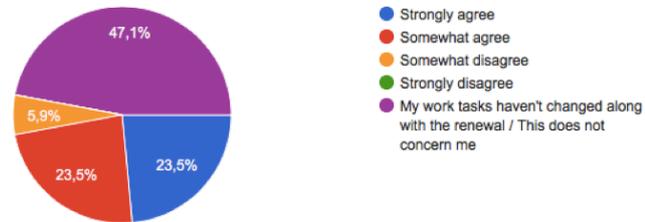
**I have received instructions and support in renewal-related problems**

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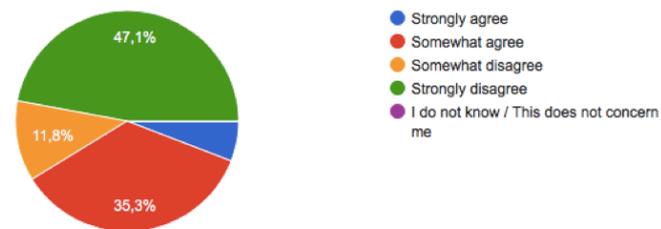
### My new work tasks and responsibility areas are determined clearly enough

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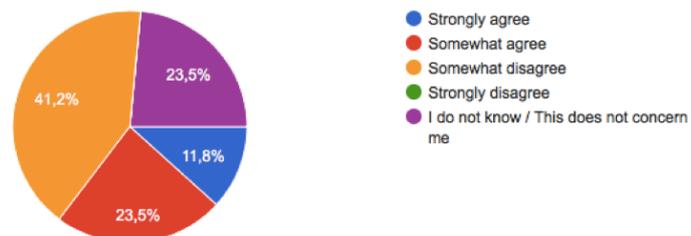
### Working spaces in Linnatuuli are sufficient after the renewal

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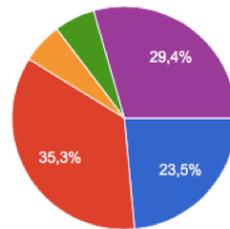
### New work tasks have been distributed equally in the renewed Linnatuuli

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### Choose an option that best describes your current role in Linnatuuli

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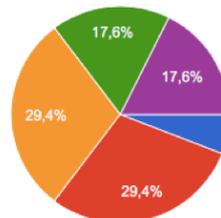
- My role in the workplace is extremely clear along with the renewal
- My role in the workplace is somewhat clear along with the renewal
- My role in the workplace is somewhat unclear along with the renewal
- My role in the workplace is extremely unclear along with the renewal
- My role in the workplace has not changed along with the renewal / T...

If you perceive your role in the workplace as unclear along with the renewal, could you tell why?

#### Theme 3: Superior work during the renewal

### I have received support from my superior with the new working methods and work tasks

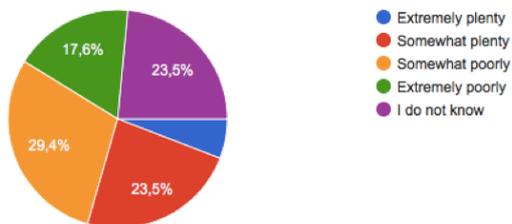
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- Extremely plenty
- Somewhat plenty
- Somewhat poorly
- Extremely poorly
- I do not know

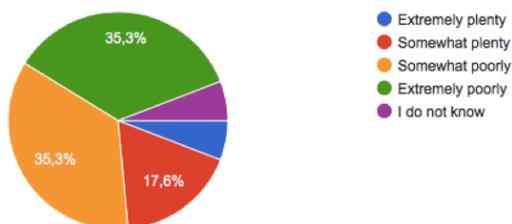
I have received relevant/constructive feedback from my superior about my own work during the renewal

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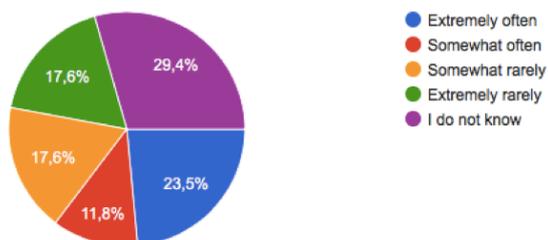
I have received gratitude and acknowledgement from my superior about my own work during the renewal

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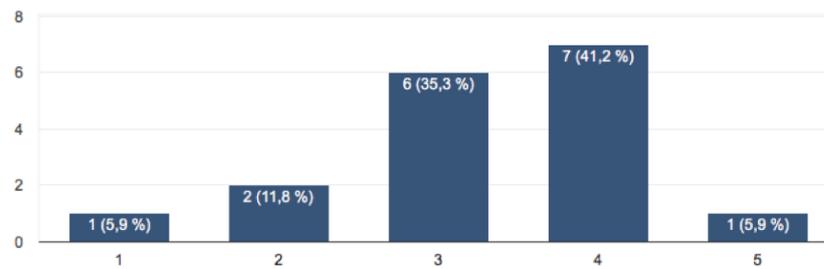
My superior has taken my opinions and observations into account in his activities during the renewal

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### How satisfied are you with your own superior's leadership skills during the renewal?

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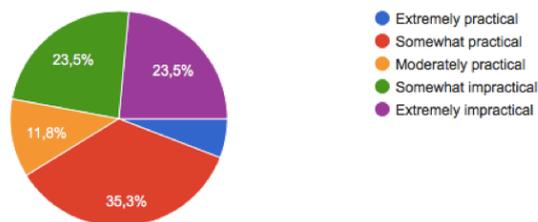


If you have noticed deficiencies in your superior's work, could you tell how the superior could act better?

#### Theme 4: Personnel's experiences about the renewal

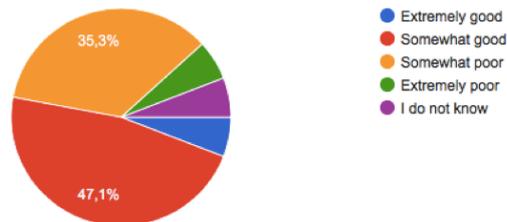
### I find the new working methods and -spaces

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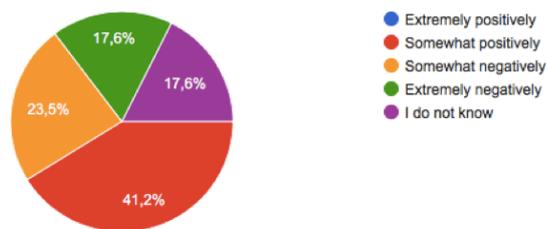
### In my opinion, the work atmosphere during the renewal has been

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### The renewal has affected my personal work satisfaction

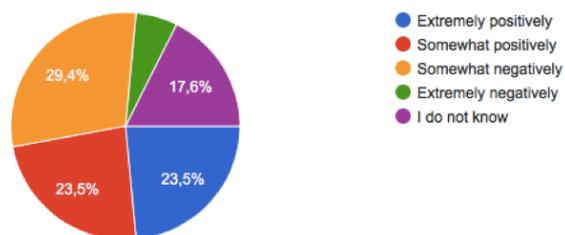
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Tell freely, what specific factors have increased/decreased your work satisfaction due to the change?

### The renewal has affected my personal work motivation

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Tell freely, what specific factors have increased/decreased your work motivation due to the change?

What emotions have you experienced during the renewal? What are your current feelings about working in the renewed Linnatuuli?

Tell freely, which concrete things have become more difficult in your everyday work due to the change?

In turn, which concrete things have become easier in your everyday work due to the change?

Comments