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ORGANIZATION IN CHANGE: CASE: EVANGELICAL
LUTHERAN PARISH UNION IN PORI

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ORGANISAATIO MUUTOKSESSA: CASE: PORIN EVANKELIS-
LUTERILAINEN SEURAKUNTAYHTYMÄ

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Tämä opinnäytetyö käsitteli organisaatio- ja palvelukeskusmuutosta Porin evankelis-luterilaisen seurakuntayhtymän hallinto-, talous- ja henkilöstöpalveluissa. Tutkimuksessa pyrittiin arvioimaan muutosten vaikutusta organisaatiokulttuuriin sekä päivittäiseen työhön.

Organisaatio- ja palvelukeskusmuutos tapahtuvat vuosien 2014 ja 2018 välillä. Organisaatiomuutoksen pyrkimyksenä oli saavuttaa joustavampi organisaatorakenne samalla huomioiden pienenevät resurssivarat. Palvelukeskusmuutoksessa kohdeorganisaatio liitettiin osaksi Kirkon palvelukeskusta, mikä tarkoitti etenkin ulkoisen laskennan töiden siirtymistä palvelukeskukseen. Omalta osaltaan tämä muokkasi päivittäistä työtä merkittävästi. Suuri osa töistä, jotka aikaisemmin tehtiin seurakuntayhtymän talouspalveluissa siirtyi palvelukeskuksen tehtäväksi.

Opinnäytetyö myös pyrki arvioimaan muutoksen sujuvuutta sekä sen tuomia hyötyjä. Tutkimuksella pyrittiin nostamaan osa-alueita, joissa kohdeorganisaatiolla on parannettavaa ja miten organisaatio voisi kehittää näitä osa-alueita. Tulosten kerääminen tutkimusta varten toteutettiin kysely- ja haastattelututkimuksena.

Tutkimus keskittyi seurakuntayhtymän hallinto-, talous- ja henkilöstöpalveluihin. Kysely- ja haastattelututkimusten kohteena olivat työyksikön työntekijät.

Tutkimuksessa pyrittiin myös selvittämään työntekijöiden muutoshalukkuutta ja oman työn kehittämisen edellytyksiä kohdeorganisaatiossa. Tulosten analysoinnissa hyödynnettiin aihealueiden teoriakirjallisuutta sekä verkkoartikkeleja.

Keskeisinä tuloksina tutkimuksessa olivat tavat kehittää päivittäistä työtä, esittää muutoksen onnistumiseen vaikuttaneet tekijät ja arvioida työilmapiirin kehittämismahdollisuuksia.

Kirjoittaja työskenteli organisaation palveluksessa opinnäytetyötä kirjoittaessa.

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This thesis concentrated in organizational and service centre change in the case organization: the administrative department of Evangelical Lutheran Parish Union in Pori. Thesis evaluated the affects of the changes to the daily work and organizational culture.

The organizational and service centre change took place between 2014 and 2018. The goal of the organizational change was to achieve a more flexible organizational structure, while taking account the shrinking resources. The service centre change meant that most of the financial accounting services were outsourced to The Church's Service Centre. This had a major effect to the daily work. A great deal of the work, once done in the financial services of the parish union was transferred to the service centre.

This thesis evaluated the changes and how beneficial they were for the case organization. The thesis also pointed out aspects the organization needs to improve and how to develop these issues. In order to conduct the research the data collecting was done by interviewing the employees of the organization. A questionnaire was also used in order to collect data.

The focus of this study was in the administrative department of the parish union. The focus group of the questionnaires and interviews were the employees of the department.

The study also evaluated the employees' ability to change and willingness to develop their work. Conclusions were made based on literature and web-articles.

The central results of this thesis were to present development ideas concerning daily operations, evaluate the factors that made the change a successful one and to point out possibilities to further improve the organizational culture and climate.

The researcher was an employee of the case organization while writing this thesis.

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1 INTRODUCTION

Change has gained a prominent role in modern organizational culture. When organizations strive to find more cost-effective ways to operate, it inevitably forces them to change at the same time. Operating environment that change with an accelerating pace act as another important driver for organizational change. Stagnation in this environment can be detrimental for organizations. This emphasizes the importance of the ability to adjust – in other words change.

Change does not come naturally. It poses many challenges for organizations from outside and more importantly from inside. Careful planning, constant evaluation and engaging the employees are essential for a successful to change.

This thesis is a case study of two simultaneous changes, which are ongoing in administrative department of the Evangelical Lutheran Parish Union in Pori. First change is the organizational change itself, and the second one is the change of daily operations caused by focusing financial accounting services into the joint financial service centre of the Evangelical Lutheran Church of Finland. These changes are directly linked into each other, but their drivers differ. However, the service centre change acted as one important driver for the organizational change, which is why the emphasis of this thesis will be on the organizational change.

As with every change, these changes are not an exception when it comes to challenges that are involved into the process. Key objectives of this study are evaluating the change, finding new ways of operating and reviewing effects to the organizational climate. The study also surveys the ability for further changes, and strives to find out what these possible points of development could be.

Careful planning, change management and evaluation are vital factors for succeeding in any change, it all starts from employees' willingness to truly engage and actively involve into the change process. When all these elements exist, the change will be a successful one.

2 THE PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

2.1 The purpose of the study

The purpose of my master thesis is to evaluate the current change in the case organization, Evangelical Lutheran Parish Union in Pori. The study also strives to find suggestions for further development, for the organization to be more efficient, and to be better prepared to shrinking financial resources.

Two major changes are taken in to account:

1. Ongoing organizational change aiming to achieve more organic model.
 - How the organization has adjusted to new organizational model?
 - Effects on daily-operations
 - Bottlenecks and problems in work
 - Are there adequate goals for measuring work and development?
 - Surveying organization's preparedness for absences of employees.
 - Are the precautionary measures adequate?
 - Are employees willing to expanding knowhow to achieve greater resource latitude, in case of sudden absences?
 - How can cooperation and communications be developed in the organization?
2. Focusing financial services to Church's Service Centre in the beginning of 2016.
 - To achieve 160 000 euro savings in salaries (four work years) in the administrative department. This is the estimated year-cost of the service centre.
 - To achieve savings of 1 million euros in years 2015-2024 in the parish union.

Important aims of the study is to achieve more flexible and efficient use of human resources, by evaluating the changes made, their effect to daily operations in employee level and to organizational climate. Succeeding in this will benefit both the organization itself but also indirectly those in the same operational network.

The scope of the study is set to the parish union's administrative department. This department deals with financial, human resource and common administrative duties of the parish union. The department currently employs 12 people.

This study will evaluate the ongoing changes and their effects to organizational climate, find recommendations for further development. The overall goal and objective of this study is to develop the administrative department to be more flexible and efficient in resource use, keeping in mind the shrinking financial resources. More detailed research questions are followings:

1. Evaluating the changes and current climate
 - How the service centre change as affected climate?
 - How the organizational change has affected climate?
 - How the organization has handled the overall change and what can be learned?
2. Adjusting to shrinking resources, financial and human
 - What are the present role and responsibilities of the organization?
 - How have they changed?
 - How the work has been changed?
 - Effects to organizational model
 - New ways for sharing tasks
3. How the work can be developed?
 - What can be done better?
 - What role do the shrinking financial resources play?

2.2 The conceptual framework

Theoretical framework illustrates how the change is affecting various areas in the organization and what are the drivers for the change. The horizontal line in the chart 1. shows how resources are shrinking in the future, and that the organization needs to adapt to leaner resources.

The framework emphasizes change management and constant evaluation in successful change. Adjusting and working organization should also be prepared and willing for future changes to keep up with the changing environment.

Evaluating affects on organizational climate and culture is also an important aspect in change management. How the culture and climate have developed during the change process, and how to develop them further?

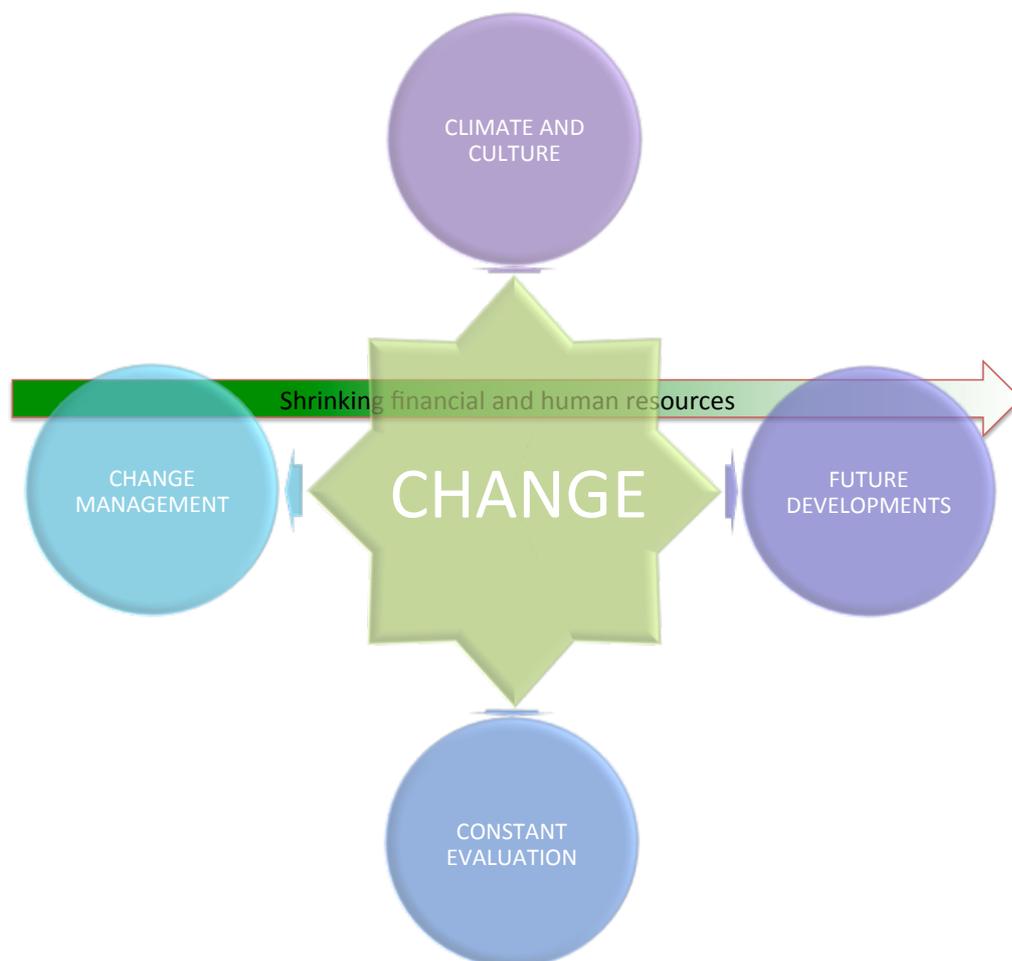


Chart 1. Conceptual framework.

2.3 Evangelical Lutheran Parish Union in Pori

Evangelical Lutheran Parish Union in Pori is the largest parish organization in Satakunta region. It belongs to Archdiocese of Turku, which role is to oversee the operations of the parish organizations in the diocese. In March 2017 Ev. Lut. Parish Union in Pori consisted on six independent local parishes. At this time, the church board has decided to start negotiations of the possibility of Pomarkku Parish merging to the parish union (Porin ev.lut. seurakuntayhtymän yhteinen kirkkoneuvosto 1.3.2017/33 §).

In addition to the local parishes the parish union has many centralized functions supporting and supplementing the service delivery of the local parishes. These include: membership registry, child and youth work, religious services in hospitals, specialized diaconal work and family counseling. Property and graveyard units handle property maintenance and funeral services. The parish union also has a joint communications unit. The parish union's joint administration, financial and HR services are centralized to administrative department, which will be further introduced in later chapters.

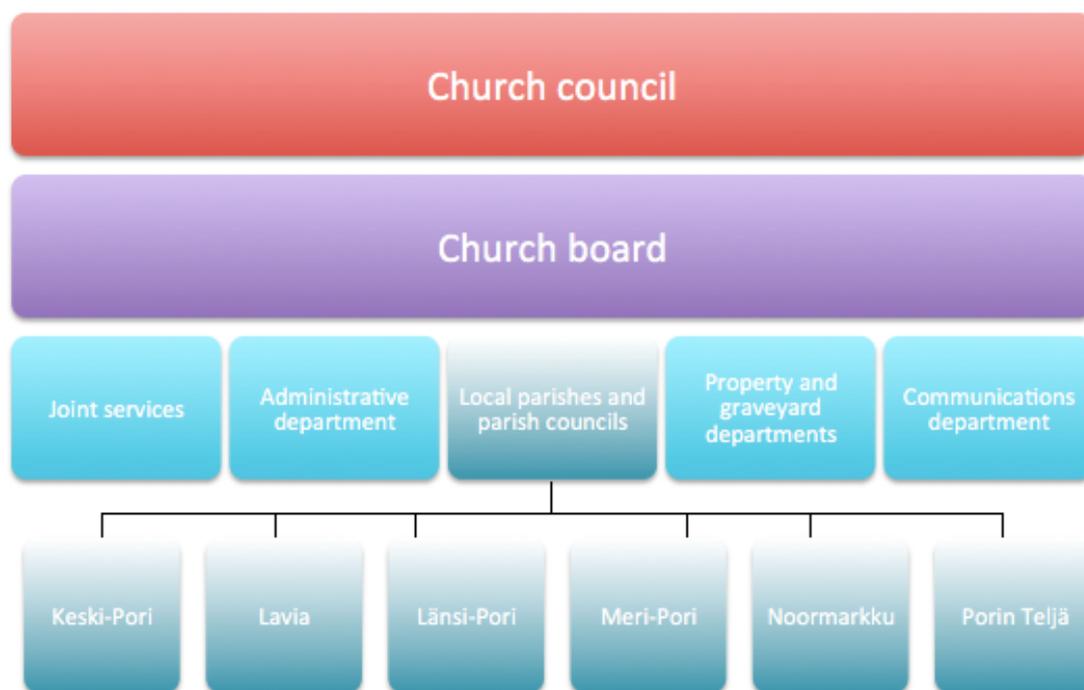


Chart 2. The organization of The Evangelical Lutheran Parish Union in Pori.

2.4 Development and structures of public organizations

2.4.1 Background

Finland has a tradition of strong and reputable public organizations including governmental, municipal and church organizations. Common to all these organizations are that they are publicly funded by tax revenues, politically directed and have elected officials in decision-making bodies. Public organizations exist for people who fund their operations, meaning that the public has to be inseparably included into the decision-making and that operations have to be transparent and traceable. Part of this system is that the public can file official complaints regarding the decisions they find erroneous. (Virtanen & Stenvall 2010, 10)

Traditional model of public organizations started to form in the beginning of the 20th century. This model is highly hierarchical running vertically from top to bottom (Virtanen & Stenvall 2010, 42). While this does not mean that the management in the traditional model is arbitrary, because of the political supervision, it is a stiff and inflexible model with numerous problems (Salminen 2004, 126). Beside of being stiff

the problem in traditional model is that it does not recognize the needs of modern leadership. Functional leadership should highlight individual's management abilities above specialized knowledge of the field under her or his leadership. (Virtanen & Stenvall 2010, 45)

In organization development's point of view this mechanistic traditional model creates a situation, where the leader is left with very little room for developing the organization from inside. Broadening job-descriptions, integrating processes and optimizing operations can be tricky if not impossible. (Virtanen & Stenvall 2010, 45)

Legislation and traditional views towards governance have made public organizations reluctant and feeble to change their operations. Past few decades have however brought new views to governance, and the public sector is slowly moving towards updated and more flexible organization and leadership models. (Virtanen & Stenvall 2010, 46)

Process thinking has become into a much more prominent role lately in public organizations, and the performance of operations is measured much more carefully. At the same time this has raised accountability responsibility on to a new level, which has helped to make the decision-making more transparent. (Virtanen & Wennberg 2005, 28-29)

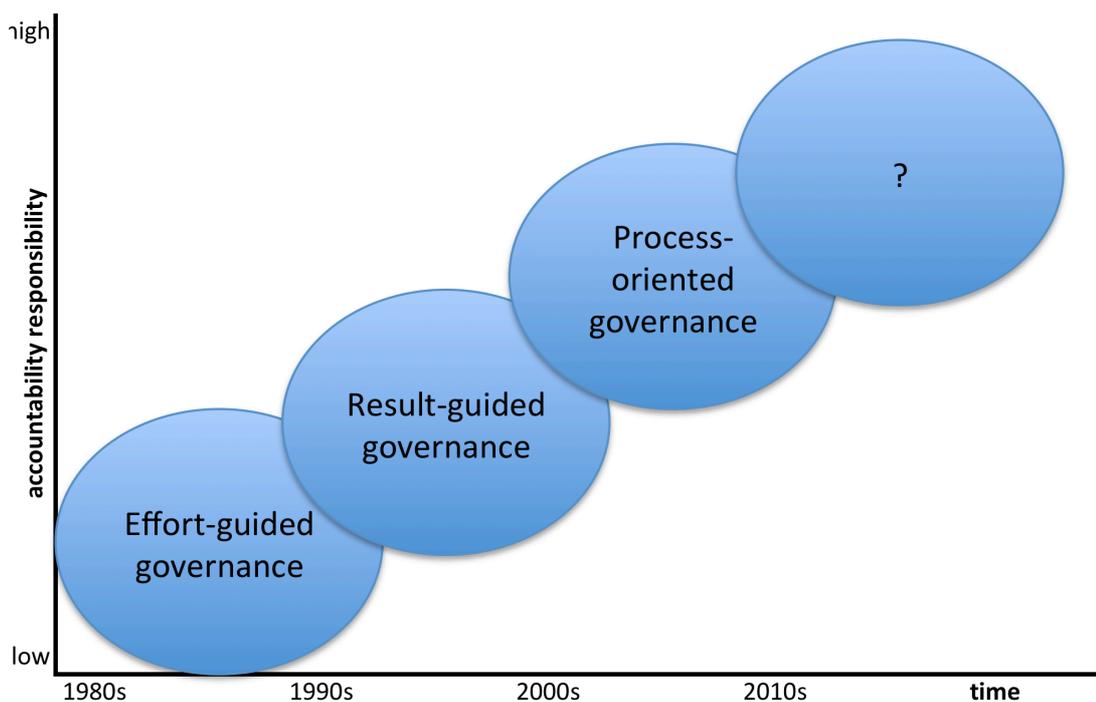


Chart 3. Development cycles of public governance. (Virtanen & Wennberg 2005, 29)

To achieve better openness and accountability responsibility, the public sector faced the need to change their organizations from inside to reach their goal. Cost-efficiency combined with functioning service structure was raised as a starting point for creating the new leadership model. The new way of operating gave leadership abilities the long-needed appreciation, making it more common to hire leaders with capabilities for organizational development. Constant evaluation of processes was also introduced. (Virtanen & Stenvall 2010, 47-51)

While leadership is emphasized in the new model, it also highlights the value of employee-level operations. Flatter organizational model gives employees more flexibility in their daily operation, but it also gives more responsibility to them. This new organic model emphasizes constant learning and innovation (Salminen 2004, 118). It requires much broader job descriptions than before and ability to comprehend extensive processes. This poses new challenges for employer recruitment. (Virtanen & Wennberg 2005, 40-41)

Further challenges for leadership are presented in the form of ever-changing operating environment. Change management has become inevitable part of everyday lead-

ership. Constant learning and evaluation are important tools in managing the change. (Sydänmaanlakka 2004, 153)

Majority of new leadership practices are developed and tested in private sector. As a result, public organizations were now managed much more like private owned companies than before. Striving to reduce the gap between practices in public sector and private sector has not been successful in all areas, due very different basis. (Virtanen, Stenvall & Rannisto 2015, 97)

The new ways of leadership is not duly time-tested yet on public sector, which raises questions whether it is a sustainable way to operate or not. Furthermore this new kind of thinking very often puts cost-efficiency and quality of service against each other, creating a situation where the services produced have necessary not as high quality as before. Committing employees to constant change and stressing inner entrepreneurship can become a challenge especially with long-time workers used to traditional practices. (Virtanen & Stenvall 2010, 53-54)

The very latest changes public organizations are facing are digitalization and changing values of younger generations (Virtanen, Stenvall & Rannisto 2015, 119). However, this should not be seen only as a challenge, but also as a tremendous resource. Digitalization shapes and shortens processes and often enables greater efficiency. Open data, made possible by digitalization, helps the governance to become evermore transparent, thus serving the public in ways that were not possible before. (Website of The Ministry of Finance of Finland 2017)

2.4.2 Parish organizations in Finland

Parish organizations share most of the same basic structures and organization philosophies, as governmental and municipal actors with the clear exception that one can choose whether to be or not to be a member of the Evangelical Lutheran Church of Finland. While citizens have to pay taxes to both municipality and the government, only members pay taxes to the church. However, part of the church's funding comes

from government substitutes, meaning that everyone finance the church at least indirectly. (Website of The Finnish Tax Administration 2017)

Parish organizations follow the same organizational and leadership development, as other public organizations. The church law or '*Kirkkolaki*' regulates governance of the church. It ensures the same openness and principle rights for the public, as similar laws guiding the rest of the public sector. Historically, the organization has been very hierarchical, but gradually the governance has taken steps in to a more organic and flexible direction. Development cycles tend to be even longer than with the rest of the public sector due long traditions, but changing environment has been forcing to accelerate the development. (Website of The Evangelical Lutheran Church of Finland 2017)

The church organization has several administrative levels. The uppermost decision-making body is the General synod with 109 elected members, which meets twice a year. Parts of the church's central administration are the Bishop's conference, which meets four times a year and the Commission for Church Employers dealing with employee related questions. (Website of The Evangelical Lutheran Church of Finland 2017)

Diocese level is divided in to nine administrative areas. Decision-making bodies of this level guide the daily operations of the parish organizations in each diocese. The leaders of the dioceses are the bishops. (Website of The Evangelical Lutheran Church of Finland 2017)

For most of the people, the most familiar level of administration is the local level, which includes individual parishes and parish unions. It is also the level that acts closest to the members. Parish unions consist of local parishes with centralized congregational and administrative functions. (Website of The Evangelical Lutheran Church of Finland 2017)

The vicar is the leader of the local parishes and the chairman of the church board, or in parish union's case – the chairman of the parish council. Parish councils and church board consists of elected members, who represent the members of the parish-

es. The most important decision-making body in local level is the church council, which also consists of elected members. The church board prepares the agenda for the council. Members to all boards and councils are elected in every four years. Members of the parishes with 16 years of age are eligible to vote.



Chart 4. The organization of The Evangelical Lutheran Church of Finland. (Website of The Evangelical Lutheran Church of Finland 2017)

2.4.3 Organizational structures

An organization can be defined as a group of people working for a mutual goal. An organizational structure is to arrange the activities, responsibilities and management of those people to reach that goal. These structures vary depending on the demands

of the industry where the organization is operating. The size of the organization also affects on the structure, as larger organizations in general are in favor of more formal models than smaller ones. Time is an element that often changes demands, making organizations willing to re-think their structures. Organizational models can be roughly divided in to two: mechanistic structure and organic structure. (Buchanan & Huczynski 2010, 548; Bhattacharyya 2009, 2-3)

Public organizations in Finland have long history of mechanistic or bureaucratic organization model where chain of command is vertical (Virtanen & Stenvall 2010, 42). Mechanistic model is simplistic and clear model where the command chain is visible, authorities are recognizable and job descriptions are narrowed to a specific field (Bhattacharyya 2009, 19).

While mechanistic model has it advantages in its simplicity, it also has a lot of disadvantages. It is vulnerable for changing environment due its formality and lack of flexibility. Inflexibility makes the reach of goals in natural way much harder. Mechanistic structure's weakest point is the lack of ability to take advantage of special knowledge of employees, as it highlights the leaders know-how over others, making it hard if not impossible to use the full capacity of the organization. (Bhattacharyya 2009, 19) Channels of communication and the flow of information in mechanistic model are highly structured (Trott 2017, 136).

The second group of organizational models is those with organic structure. This kind of arrangement is newer than mechanistic model. Organic structure is more natural, giving the organization more flexibility to adjust and adopt the best practices. The key elements of organic organizational models are: informal control and participating decision-making, authority is based on knowledge rather than position, communication are free and informal, and the starting point for all operations is to reach the mutual goal, rather than thinking how to reach it. (Trott 2017, 136; Bhattacharyya 2009, 20)

While organic structure is often seen, as the more desirable model of the two, both structures still have demand. Often the structures can have elements of both of these

two. Surrounding demands finally determine, which is the best model for each organization. (Trott 2017, 135)

3 THE ONGOING CHANGES

3.1 Background and drivers

Economic uncertainties of past ten years have been testing Finland's economy. The effects have not been limited only to slow growth of GDP, as depression has also caused the unemployment rate to rise. High unemployment combined with weakening dependency rate caused by aging population has been delivering troubles for the public economy. The losses of tax revenues and weakening dependency rate have been striking the small municipalities especially hard, producing an untenable situation in many cases. Reasons for change come in many forms, but these economy-based drivers have been a significant factor why Finnish public sector has a necessity to find new, more efficient ways to operate. (Kuntatalousohjelma 2017–2020 kevät 2016, 29)

Evangelical Lutheran Church of Finland has not been saved from the affects of this development, as its economy, much like the public sector's funding, is highly dependable on tax revenues. In church's point of view, an additional major factor weakening the tax base is the downward trend in the Ev. Lut. Church membership. Despite the negative membership trend, church's work is valued in society and majority of Finnish citizens are still members of the Ev. Lut. Church of Finland. In the end of 2016, the membership figure was 71,9 percent. (Website of The Evangelical Lutheran Church of Finland 2017)

In local levels parish organizations struggle with the same problems that are present in national level. Some parishes have stronger membership base than others. Traditionally membership rates have been better in smaller parishes in rural areas, when in bigger cities the figures tend to be lower (Häkkinen 2011). Even if parish organization has a high membership rate, very often the parishes are small and tax revenues

remains on modest level. This will often lead to tightening financial situation, where costs exceeds income, thus forcing the parish organization to adjust the new situation. Small parish organizations naturally have already limited human resources, making it hard to gain savings in payroll expenses, which often accounts for more than 60 percent of total costs. (Kirkon tilastollinen vuosikirja 2015)

The Church's Service Centre was formed to save valuable human resources in parish organizations by centralizing financial accounting services in two service centre units located in Oulu and Porvoo. The idea was that by the year 2017 all parish organization (285 in 2016) would gradually become clients of the service centre. In 2012 was estimated that after a transfer period the new service centre would save seven million euros annually within the Evangelical Lutheran Church in Finland. Much of the savings would come through smaller payroll expenses, when individual parish organizations would no longer have to everything by themselves. (Ratkaisu 3/2012)

In 2013 the church board decided to form a work group to plan new organization model and to evaluate what kind of effects the Church's Service Centre change would have to the parish union. The work group had a seven months operating time after which it would present its final conclusion. Representatives of both administrative and financial units were included in decision-making process. (Porin ev.lut. seurakuntayhtymän yhteinen kirkkoneuvosto 27.2.2013/47 §)

The parish union faced a need to respond to the changing environment by clarifying its processes and optimizing the organizational structure. The work group presented an idea of integrating financial, administrative and human resource services into one unit. Deeper integration would improve communications, be more cost effective, save human resources and make the organization less vulnerable for sudden absences. (Kehittämissuunnitelma 2013, 2-3)

One important starting point for the work group that added the demand for rearranging the organization was that several central offices were simultaneously left without permanent officials. This was due natural changes in human resources. It was vital to reorganize these offices so that daily operations would continue to run smoothly despite of the changes. (Kehittämissuunnitelma 2013, 2-3)

The timeline for the change was following (Kehittämissuunnitelma 2013, 11):

- 2013 – 2014: Starting the change process and securing the ability to operate fully functional at the same time.
- 2015 – 2016: Implementing the change process.
- 2017 – 2018: The parish union is working efficiently in the new organizational structure

3.2 Organizational change

3.2.1 Situation prior to the organizational change

Prior to the organizational change, the financial, administrative and human resource services all were individual units with each having their own immediate supervisors. Immediate supervisors' superior was the chairman of the church board. (Kehittämissuunnitelma 2013, 4-6)

Each immediate supervisor prepared the agenda, and acted as presenters of their own line organization's proposals in church board and council meetings (Kehittämissuunnitelma 2013, 4-6). The work group felt that having three separate line organizations, dealing with matters with significant overlaps, would be convenient to replace with a structure where these units are integrated. The vision for this new organization model was to achieve better functionality, improve internal communications and introduce organic organization with specialist work. (Kehittämissuunnitelma 2013, 12;15)

Administrative services' responsibilities are to prepare agendas for church board and council meetings and taking care of executing the decision made in these decision-making bodies. The unit also produces information for the stakeholders and handles other daily administrative tasks.

Prior to organizational change administrative services had five offices. Two of these were not filled. One of the officials was on part-time pension. Due head of admin-

istration's leave of absence the human resources secretary acted as a temporary official for the post.



Chart 5. Administrative Services line organization. (Kehittämissuunnitelma 2013, 4)

Human Resources Services did not have a chief since 8.5.2008. The only employee in this unit was human resources secretary, whose job also included administrative tasks. Human Resources Committee was formed to substitute this lack of resources in human resources unit. The committee is still active after the organizational change and currently it has five members, each having their own field of responsibilities in human resources.

Human Resources Services

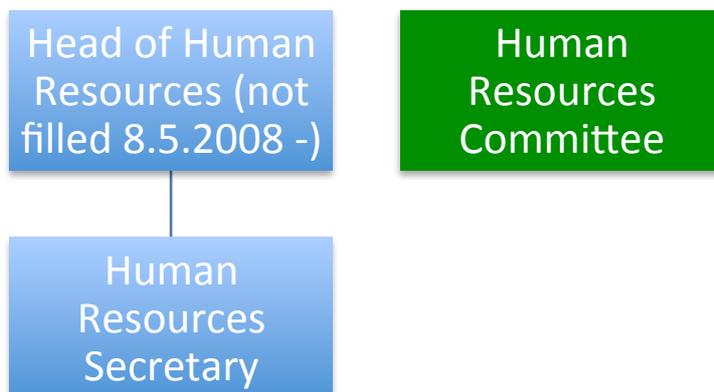


Chart 6. Human Resources Services line organization. (Kehittämissuunnitelma 2013, 6-7)

Financial services are responsible for financial and management accounting services in the parish union. Most important task of the unit is to produce information and reports of the parish union's finance. This includes annual budgeting and financial statements. Payroll and some areas of human resources work is also handled in financial services.

Prior the organizational change financial services had seven employees and the supervisor of the unit, head of finance. Two of the offices were filled temporary. This were the senior accountant's and accountant secretary's offices.

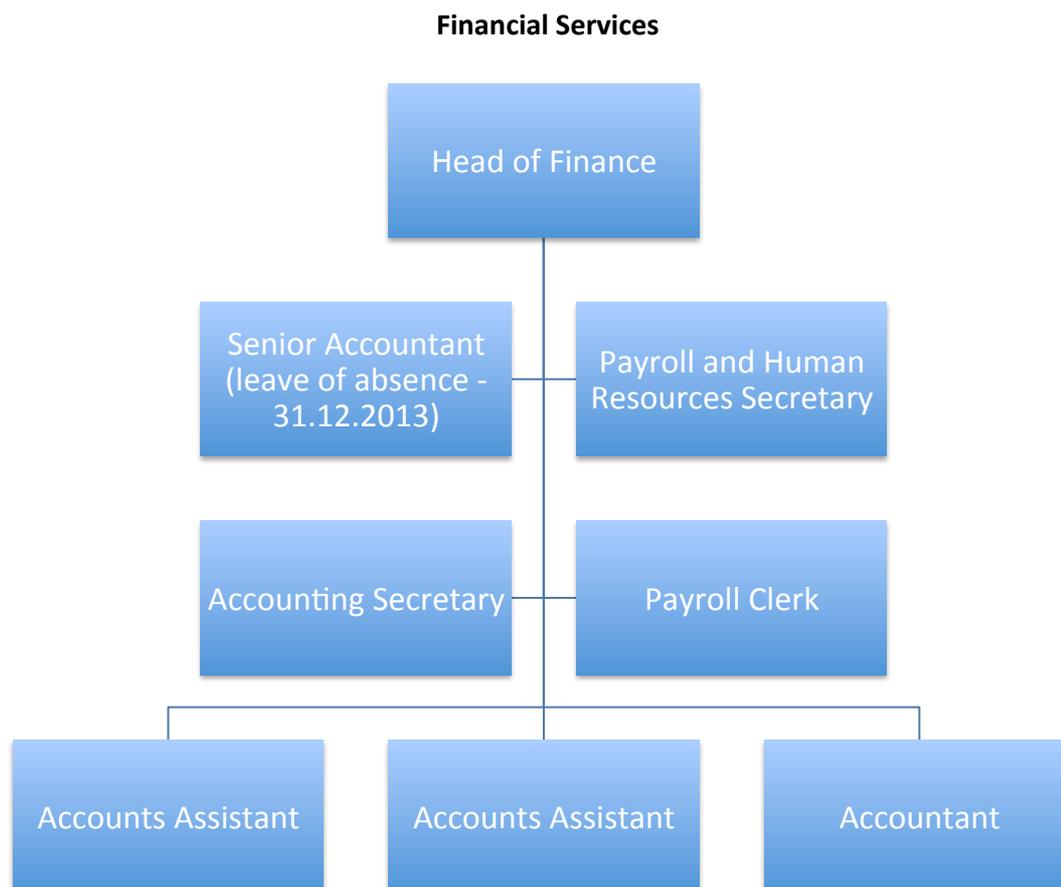


Chart 7. Financial Services line organization. (Kehittämissuunnitelma 2013, 5)

3.3 The church's service centre change

In 7.5.2010 the General Synod made a decision of founding a Church's Joint Service Centre. The idea was that much of the financial accounting and payroll duties once done in the parishes and parish unions would be concentrated in 4-6 service centres. By doing this, the General Synod estimated that the annual savings would be approximately 7 million euros. (Kirkkohallituksen yleiskirje 19.5.2010 22/2010)

The General Synod set a timeline from 2012 to 2017 for the parishes and parish unions to make a decision to join the service centre. By setting a long timeline the parish organizations were given flexibility to organize their operations before joining the service centre. Each parish organization were responsible of their own transformation to become client of the service centre, but service centre would offer training and

consulting services in order to support this. Smaller parish organizations were also granted extended support. (Kirkkohallituksen yleiskirje 19.5.2010 22/2010)

The duties that service centre would undertake from the parish organizations included: financial accounting, payroll, sales and purchase ledger, accounting related to tangible assets and payment transactions. Management accounting was mostly left to parish organizations, as budgeting and many other areas of management accounting are under parish organizations' own management. (Kirkkohallituksen yleiskirje 19.5.2010 22/2010)

Later on, the Church's Central Administration agreed on founding service centre units in only two locations, one in Oulu for Finnish-speaking parish organizations and one in Porvoo for Swedish-speaking parish organizations. The service centre started operating in 1.9.2012. (Kehittämissuunnitelma 2013, 8)

The Evangelical Lutheran Parish Union in Pori made a decision to join the service centre from the beginning of 2016. Unlike many other parish organizations the preparations for the change were started way ahead, in the spring of 2014. For joining one year before the final deadline, the central administration offered a project person to help with the transition to become a client of the service centre. (Porin ev.lut. seurakuntayhtymän yhteinen kirkkoneuvosto 18.6.2014/87 §)

In spring 2014, a project team was introduced in order to be in charge of the transition, acting as a guiding coalition and train the employees to use the new software of the service centre (Buchanan & Huczynski 2010, 576). The training for new processes and software was continued well after the joining to the service centre took place. Each member of the team of five had their own field of expertise, and it only included personnel from the parish union.

The project team created a detailed schedule to complete the task. The transition project was divided into parts with every team member being responsible of different processes of one's field of expertise. Weekly meetings were introduced in order to follow the progress of the project.

Later on, every parish and department named a contact person to be trained in greater detail in terms of processes and software of the service centre. This was done to share the workload of the project persons during the transition period.

The transition to the service centre took place in the schedule, as the system was fully operational in 1.1.2016. The transition was conducted without significant negative affects for the daily operations. All this was done without extra resources from outside the organization.

3.4 Financial targets and realities

The conclusion of the work group formed in 2013, was that the service centre itself would not create any savings for the parish union, and therefore the savings would need to be acquired by changing the organizational structure. The annual cost for the service centre was estimated to be 160 000 euros. (Kehittämissuunnitelma 2013, 13)

To achieve the savings, the parish union decided not to terminate anyone's service relationship, but use natural opportunities like retirements and possibilities to sign personnel to other duties in order to save costs in the administrative department. As part of the organizational structure reform, integrating processes and rationalizing job descriptions supported this.

A major driver for looking new ways to operate is to gain savings. The fact that Evangelical Lutheran Church in Finland has a negative membership trend has a clear correlation with shrinking tax revenues. The Parish Union in Pori is not an exception in this phenomenon. The development of the tax revenues in the parish union can be seen in following figure. (Website of The Evangelical Lutheran Church of Finland 2017)

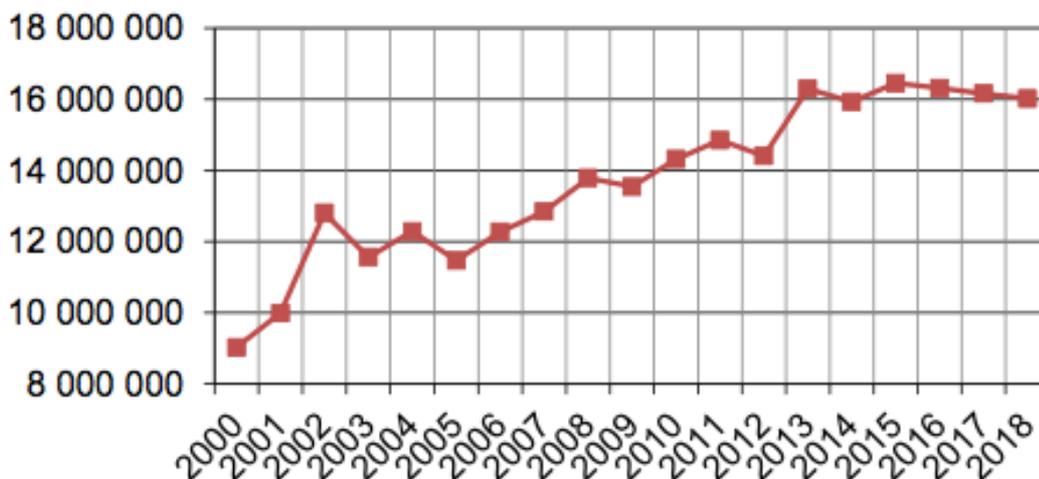


Figure 1. Tax revenues of the Evangelical Lutheran Parish Union in Pori 2000 – 2018. (Talousarvio 2018: Toiminta ja taloussuunnitelma 2018 – 2020, 8)

In October 2017 the parish union's tax revenues were 7,5 percent or approximately 1 million euros smaller than in year before. Depending on the revenues of the rest of the year, this will probably mean that the tax incomes in 2017 will be significantly lower than estimated above. (Website of The Finnish Tax Administration 2017)

To adjust to the trend of shrinking economical resources Evangelical Lutheran Parish Union in Pori has made a long-term savings plan. The Church Council has made a decision to save one million euros in 2015-2024. This means roughly 100 000 euro cuts per year, and in 2015-2020 these cuts are directed to personnel costs. (Talousarvio 2018: Toiminta ja taloussuunnitelma 2018 – 2020, 11)

4 ORGANIZATIONAL CHANGE AND DEVELOPMENT

Change has gained a prominent role in modern day's organizational culture. The world is changing with increasing pace, meaning that the environment where organizations operate is changing with it. To keep up with the change, and to survive, organizations must have ability and willingness to change. (Buchanan & Huczynski 2010, 562)

Changing environment means that change cannot be followed by stagnation, as it is an ongoing phenomenon that the organization needs to adjust to. Organizational development is directly linked to change, and fundamentally it is implementing the elements of change to direct the organizations' ways of operations in to desired direction. (Viljoen 2015, 27)

To break down a change process to different stages or elements researchers have develop different models. These models vary slightly, but they all have the same key elements. John Kotter's model for organizational transformation includes eight steps that can be further divided in to three categories:

Creating fertile climate for change:

1. Creating urgency
2. Creating a guiding coalition
3. Creating a vision for change

Engaging the organization:

4. Communicating the vision
5. Empowering people
6. Creating quick wins

Implementing and sustaining the change:

7. Building on the change
8. Sustain the momentum

(Buchanan & Huczynski 2010, 576)

Miller and Katz presented a similar model to Kotter's in 2002, but with six steps (Viljoen 2015, 38). Models like these have their advantages – like offering list of elements needed for successful change, and giving clear guidelines how to operate, they do not come without weaknesses. The first problem is that that the models are usually retrospective and do not develop. They reflect 'what once worked, works always' attitude. The second, and more prominent problem is that the models suggest that change is linear and always follows the same pattern. In some cases this can be the case, but mostly changes are more unpredictable and less black and white. (Buchanan & Huczynski 2010, 576-577)

However, while these models should not be blindly followed they present important elements that are vital for the change. These are elements that organizations should take in consideration (Buchanan & Huczynski 2010, 577). De Woot offers a similar, but more simplistic approach, added with the outcome with some of the key elements missing.

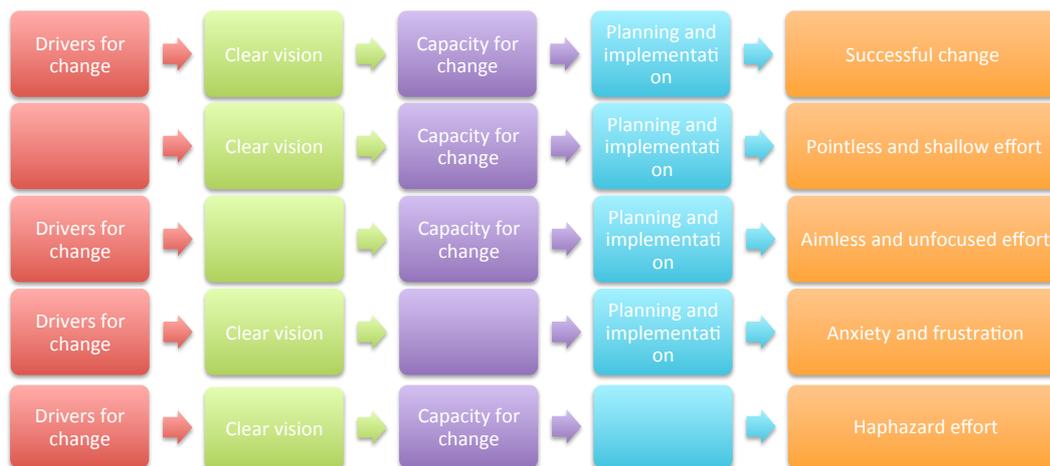


Chart 8. De Woot's model (de Woot 1996).

4.1 Drivers for change

According to de Woot and various other models, successful change starts with a clear demand for change. A driving force that points the benefits of new organizational model over the old one. It is important that employees are engaged in early phase to the change, and that they are aware that with change comes challenges. (Sydänmaanlakka 2014, 192)

Drivers for change can come from both outside and inside the organization. Mutual for both of these factors is that our ways of operating are constantly changing bringing new demands to organizations. Drivers coming from outside are often linked to changing customer demands, new regulations, evolving technology and tightening competition. Scarce resources are especially important driver for public organizations for finding more efficient ways to operate. (Viljoen 2015, 16-17)

Challenges coming from inside the organization include the retirement of workforce and younger generations placing them, bringing new ideas and cultures. Multicultural teams have become in prominent role with globalization raising new demands to organizational culture. Digitalization and more comprehensive operating systems change employees' work by reducing their tasks. (Cocorocchia 2016, Viljoen 2015, 17)

Recognizing these specific drivers for change starts the transformation process. All drivers might not be recognizable at the beginning, as new factors may present themselves when the change process progresses. This brings yet another challenge for organizations: how to react to the unpredictable? (Viljoen 2015, 17)

4.2 Vision

Vision is a picture of future: 'what will be'. It is an important step of change process, as it gives the idea to the employees that the change will benefit them when it is successful. For creating and presenting the vision, organization needs a guiding coalition or agents for the change who are in charge of the process. Extensive cooperation is vital when forming the guiding coalition, for ensuring adequate expertise. (Kotter 2007)

Every vision needs a carefully planned strategy on how to accomplish the vision. Strategy must be realistic, easy to follow and presentable for employees. Much of employee engagement is dependable on succeeding in this. (Kotter 2007) Open communications and transparent process helps to win the confidence on employees. Even a good vision and strategy can face challenges if there are individuals resisting the change in powerful positions. (Proctor & Doukakis 2003)

Risk-taking in change should be encourage with implementing 'fail fast' policy, meaning that some practices may be found faulty, but this is seen as a part of the process, and that the organization can learn from mistakes. (Melin 2012)

Some structures may also become an obstacle for implementing the vision. Removing these in early phase is important, so they will not restrain the process in latter stages. (Kotter 2007)

4.3 Capacity

Any change should have required capacity to see it through. Change often takes a lot of work and it does not come automatically. Often people will have to take care of their usual daily tasks and work for the change process on side, meaning that workload is bound to get heavier. For lightening the employees' workload, organization must decide whether it need outside help or can it complete the process on its own. (Kotter 2007)

Change requires a lot from management, and above all leadership in change requires management's engagement and ability to empower the workforce. Giving guidelines and arranging task so that no one's workload would not become unbearable is essential. A good leader also needs to be able to motivate and inspire people, emphasizing people-oriented qualities of the leader. This is the essence of creating new organizational culture by molding the existing one. (Katzenbach 1998, 136-137)

Change affects individuals differently. While some may feel that its part of their working culture, and do not mind the excess workload too much, others might feel the extra tasks unbearable. This will often lead to raising stress-levels. Up until certain level this is can be beneficial for the process, as moderate pressure raises the performance levels, making employee perform even above expectations. If, on the other hand, the pressure level is too high, and the employee cannot adopt to it, the result can be exhaustion or even burn out, causing undesirable situation for both the worker and the organization. (Buchanan & Huczynski 2010, 569)

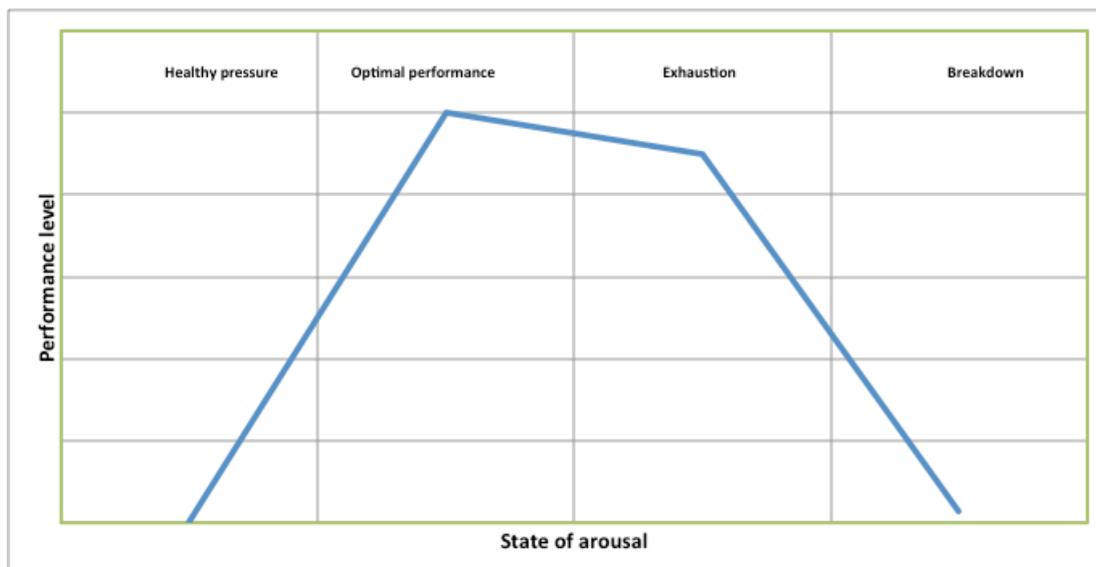


Chart 9. Pressure and performance. (Buchanan & Huczynski 2010, 567)

Resistance for change is directly linked to capacity for change, and how different employees experience new ways of operating. Yet again, some employees may find change natural, when others feel the need to resist any phenomenon that will push them out of their comfort zone. Fear of change is often associated with fear of losing something, uncertainty and believing that the change will not benefit either them or the organization. While most changes face resistance at least on some level, it is important to recognize this and be able to deal with it. (Murthy 2007, 68-69)

Resistance can be dealt with providing adequate education and information to relieve the uncertainties the unsatisfied individuals might have. Furthermore, involving the individual to change process more closely, making the process transparent and giving the image that he or she can influence the outcome might help. It is important to see these cases as individuals to find the best possible ways to encourage and inspire them to participate to the change process. (Murthy 2007, 69)

Much of the personal capacity for change comes down in training and individual's willingness to learn. The Kirkpatrick Model offer tools for evaluating individual performances and the need for excess training. Performance tests are efficient way for measuring these factors on individual level. The model also includes molding attitudes towards more receptive direction in order to find better ground for the change. (Kirkpatrick & Kirkpatrick 2005, 5-6)

4.4 Planning and implementation

It is important for employees to see that the change is giving benefits them even in short-term. Creating short-term wins and reward systems for employees works in further engaging them to the process. High levels of motivation also inhibit the possible resistance sensation in the organization. (Kotter 2007)

Using the gained momentum to build on existing change is vital to sustain constantly developing organizational culture. Accepting further change is much easier once the organization has the right spirit for it. Feeding ideas of new development points regularly accustoms employees to new organizational culture that is development-oriented. (Buchanan & Huczynski 2010, 577-578; Kotter 2007)

5 EVALUATING ORGANIZATIONAL CHANGE, CLIMATE AND CULTURE AND THE EFFECTS ON WELLBEING

5.1 Evaluating organizational change

Evaluating change is an important part of a successful change, and it is not something that should be leaved solely to the end off the process. Regular evaluation makes taking correcting measures possible during the process. Thorough evaluation also gives creditability and controllability to the process. (United Nations Development Programme 2009, 127-128)

Setting clear targets and realistic vision in the beginning of the change process helps to evaluate the process later. Targets can be qualitative or quantitative, which mean that the evaluation process must be designed around these targets. Part of this process is to decide the evaluation questions, right data collection and analyzing methods, so

the result will benefit the organization in change. Finally, after analyzing the data, it can be determined whether the targets were met or not. (Latham 2014, 30-31)

Equally important is to evaluate the change process itself, to find out how it went and what were its effects to organization. This can be analyzed by breaking the change process into parts, starting from organization's abilities of recognizing the drivers for change, to creating a vision and strategy to implement the change, and finally evaluate its effects on organizational culture. De Woot's model for successful change can be used in evaluating change in this manner. (Buchanan & Huczynski 2010, 577).

Evaluating how well the targets are met, and reviewing the overall change process can be supported by evaluating the level of engagement of the employees and their ability to adjust in to the new organizational culture. This gives the organization a view of how ready employees are for further change and organizational development. From an approach, where change is an ongoing process, this is especially interesting and valuable information. (Lahtinen 2002, 14)

Employees need to be included in evaluation process to determine how the change has affected them as individuals. Growing workload and the stress caused by changing working environment affects differently to everyone. Ensuring that no one is exposed to unbearable stress caused by the change should be first priority of any change leader. (Murthy 2007, 88)

Kirkpatrick's four level model offers a valuable tool for evaluating change and learning. As its name suggests, it divides the process into four different levels: reaction, learning, behavior and results. Every level is carefully evaluated in order to achieve the best possible outcome in the change process. (Kirkpatrick & Kirkpatrick 2005, 3)

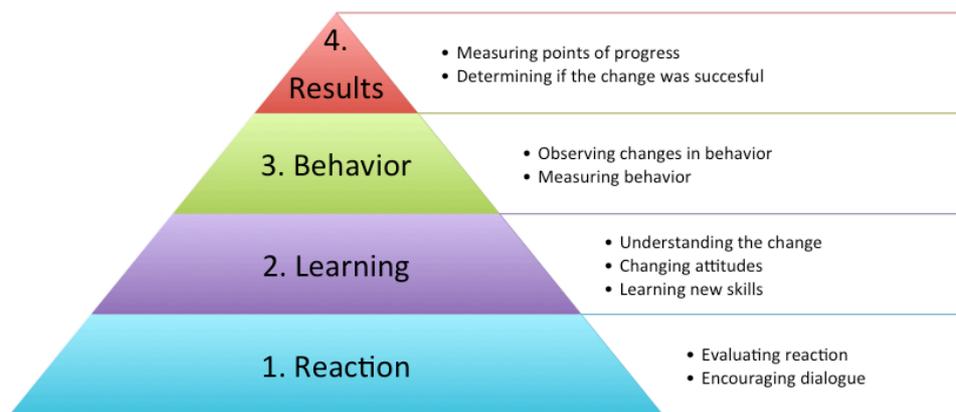


Chart 10. The Kirkpatrick Model (Kirkpatrick & Kirkpatrick 2005, 3)

The first level of the model is reaction. On this level the reactions of those involved are evaluated by using different approaches. First of all it is important to determine what one wants to find out. It can be for example finding out if there is a resistance of change occurring in the organization. Encouraging open dialogue is vital for surveying the reactions. Reactions can also be mapped with a questionnaire, that in best case scenario can offer a comparison to similar organizational changes, and can be used in benchmarking. (Kirkpatrick & Kirkpatrick 2005, 5)

After reaction comes learning, i.e. understanding the change that is going on, and to become part of its processes. This phase often require changing attitudes to be more fertile for change, especially in cases were resistance of change is a significant factor. Learning new skills and improving old ones can be in order to achieve successful change. Again evaluation is the key. Measuring existing skills and knowledge during the learning process can be surveyed with a performance test, and it is essential to involve everyone concerned. (Kirkpatrick & Kirkpatrick 2005, 5-6)

The third level is to observe the changes in behavior. The change of behavior takes time, and it can be tricky to measure reliably. Evaluation in this phase includes interviewing both the employer and employee party, and best result is achieved if the behavior can be measured before and after the change. In fact, this can be done several times during the process. (Kirkpatrick & Kirkpatrick 2005, 6-7)

The final phase of The Kirkpatrick Model is the results. The phase includes finding the right points of progress to measure. These can be for example: improved quality

in work through more effective processes, reduction of costs or whatever were the drivers for the change. Again if possible, it is good to have reliable comparison to what was before the change process begun. Finally it can be determined if the change process was successful and has it had benefits for the organization or not. (Kirkpatrick & Kirkpatrick 2005, 7)

5.2 Evaluating organizational culture and climate

Organizational culture can be described as set of values, assumptions and habits the organization has. It is an unwritten guideline to guide in daily operations. Whether the given organizational culture is good or bad, depends highly on organization's field of operation, style of management and need for change (Alvesson 2002, 43). In modern day world where international co-operation and multicultural teams have gained more prominent role, organizational cultures differ greatly. Organization's habits and assumptions are factors that are not easily changed. These are basically how the organization works and how the employees think it works. Organization's geographic location also affects to culture, with foreign cultures and legislation that guide operations. The common trend is to create more open organizational cultures that are participating, communicative and have more collective decision-making culture. (Gillian 2011, 9; Murthy 2007, 118)



Chart 11. Different factors that determines the organizational culture.

Great Place to Work Institute’s annual listings offer valuable benchmark information for organizations on how to improve their organizational culture. It offers a comparison to similar organizations, and gives an insight of the values and cultures that has lead to their success. (Website of Great Place to Work 2017)

A good example of working organizational culture can be found in Futurice, a Finnish company that concentrates in producing digital services for its customers. The company was named as the best place to work in Finland and in Europe for two years in a row. Their organizational culture is based on lean management and on key values of trust, transparency, continuous improvement and caring, they call “the happiness cycle”. Sustainable values and the ability to give the employees the means to efficiently work to achieve the common goal creates a working organizational climate. (Website of Futurice 2017)

Many of the larger organizations have two kinds of organizational cultures. Dominant culture guides the operations of majority of organizations workforce. Sub-

cultures may exist under dominant culture in separate units. The sub-cultures can be either more open or conventional depending on the unit. (Murthy 2007, 118)

In organizational developments point of view, culture plays especially central role, and it can be seen as one of the four elements needed for development, others being, structure, strategy and processes. Just as organizational models, cultures can also be divided in two main categories, which are organic and mechanistic cultures. For more detailed partition cultures for four categories determined by their main characteristics:

Culture	Focus	Climate
Autocratic	Protocol	Dependency affiliation
Bureaucratic	Rules and regulations	Control-dependency
Entrepreneurial / Democratic / Organic	Results and customers	Achievement-extension
Technocratic	Perfection	Expert power-extension

Table 1. Organizational culture profiles. (Koldalkar 2009, 7)

Autocratic and bureaucratic cultures represent more closed and mechanistic organizational cultures where the focus lies in following protocols, rules, and regulations. Things are done in carefully structured way, following a certain protocol and chain of command. The main concern is in how to reach the goal, rather than actually reaching it in effective manner. Risk-taking is avoided in these cultures, and tight control is ever-present. (Koldalkar 2009, 7-8)

Entrepreneurial and technocratic cultures are more result- and people-oriented operating cultures, where employees' expertise and flexibility are valued. Focus is in reaching the goal in a manner that is not restricted by structures or protocols. Employees function in a way that has high autonomy, and authority in the organization is based on expertise rather than hierarchical position. Decision-making is transparent and employees may participate in it. (Koldalkar 2009, 8)

Organizational culture is important factor in determining how flexible organization is for change. Closed organizational cultures with strict decision-making protocols are more inflexible to change than organic organizations that easily adapt new ways to

operate. This is why organizational change often needs to involve changing the organizational culture and structures to reach its goal. (Murthy 2007, 129)

Changing organizational culture can be a difficult process depending on prevailing situation. How slow or fast the change is often determined organizations willingness to change and the urgency of change drivers. For better results slow pace is usually better for the employees, giving them more time to adapt to the changes involved. (Murthy 2007, 130)

Creating innovative and learning organizational culture that is more adaptive to new ideas, and receptive to changes is a comprehensive process. Encouraging innovation, learning and risk-taking, demolishing suffocating bureaucratic structures are important steps in cultural change. (Buchanan & Huczynski 2010, 583) Rewarding for risk-taking and finding ways to motivate the employees to adapt new way of thinking is a challenge for change leader. (Buchanan & Huczynski 2010, 584)

Organizational climate and culture are often closely linked, but as concepts they are not the same (Teegarden, Hinden & Sturm 2010, 30). Culture is more structural, while climate reflects organization's attitudes, feelings, beliefs and prejudices. All literature does not separate the two concepts due the similarities and overlaps. (Aswathappa 2009, 65)

Organizational behavior determines much of the climate, as climate is basically the ensemble of individual people behaving in the organization. As in civil life, also organizational behavior constructs from various components. It reflects the life, background and values of the employee. (Aswathappa 2009, 8)



Chart 12. Organizational behavior. (Aswathappa 2009, 8)

First of all, everyone acting in organization is an individual, meaning that individual differences are always present, as everyone has different backgrounds molding one's personality. When person is hired to organization, not only her or his skills and virtues transfer to organization, but also other qualities. Behavior is also affected by the organization itself i.e. how one is treated and how he or she treat others. Human dignity is also an element that can be felt differently. Social systems existing in organizations determine much of the behavior. Mutual interests between employee and organization affects one's behavior, as both the employee and organization receive benefits from each other. Finally, when all the elements are put together the result is a holistic concept. (Aswathappa 2009, 8-10)

Achieving a healthy climate require a lot from leadership, and more importantly from the relationship between the management and employees. Organizational change often means changes into work descriptions and common goals. From this point of view it is essential and both the employer and the employee know the common goals. Clear roles and flexible job descriptions are important in achieving this. (Sistonen 2008, 101-102)

When designing a new job description, the parties need to take account employees skills, performance and requirements of the new job. To make all three of these ends meet, further training may be required or requirement level of the job be altered. The rewarding system needs to be evaluated when the job description changes. (Sistonen 2008, 178-179) If these three factors do not meet the result can be frustration among high performers that reduce motivation and weaken the organizational climate. Above all, this requires leader's ability to recognize talent, and see employees as individuals rather than mass. (Sistonen 2008, 197)

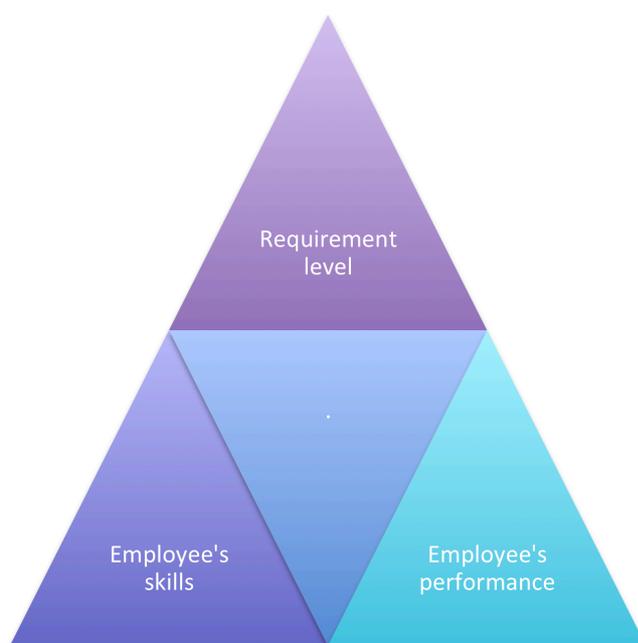


Chart 13. The basic elements of rewarding. (Smith 2000)

From organizational development's point of view, a good climate is essential. Organizations facing low motivation, change resistance and poor employee interrelationships, can generate insurmountable obstacles for change leaders. (Appannaiah 2009, 251)

Generating a good organizational climate is much like the process with organizational culture, but in climate's case it is more of an individualistic and psychological approach. Eliminating discrimination and any abusive behavior in organization is an obvious first step. Reinforcing group dynamics and finding ways to motivate are also

important phases for successful change to happen. Education and open communications cannot be stressed enough. (Appannaiah 2009, 137-138)

5.3 Wellbeing at work

Wellbeing at work - first of all, is essential for the employees of the organization, as it gives them the best possible physical and mental ability to work. However, it is also in the employer's interest to have happy, healthy and motivated employees. Low motivation of one can have an affect to work moral of other employees as well, potentially reducing efficiency drastically. Poor physical or mental condition of a worker caused by for example intolerable stress or abusing behavior can have devastating consequences for the worker, and solving this problem can be very expensive for the employer, in forms of sick leaves and reduced productivity. (Website of The Ministry of Social Affairs and Health of Finland 2017)

To give perspective of how important wellbeing at work is; The Ministry of Social Affairs and Health of Finland estimates that the annual costs of poor wellbeing at work in Finland are approximately 24 billion euros. This is the value of the work that is left undone. (Manka & Manka 2016, 7)

Poor wellbeing at work can be caused by many different factors; some of them self-feeding where one can lead to another. Employer is required to guarantee the employees a hazard free working environment. Excessive stress is the leading causes of poor wellbeing at work. Work related stress itself can be caused by numerous of different things like excessive workload, poor climate, unequal treatment of the employees and fear of change. (Suonsivu 2011, 28)

The stress caused by the work itself can be traced to feeling of inadequacy that is common in rapidly changing work environment, forcing the employee to learn new skills all the time to keep up. Another factor is uneven sharing of the workload, which can be caused by bad leadership. Long lasting stress can lead to exhaustion and burn out that may require a long recovery to deal with. This makes it vital for both the employee and the employer to recognize the symptoms of stress, as early

phase as, possible to avoid further damage. To prevent excessive stress caused by the work, the organization can actively offer possibilities to develop and maintain the employees' skills and offer adequate training for the management. (Manka & Manka 2016, 88; Suonsivu 2011, 29,32)

Unfair treatment and abusive behavior are always serious problems in a workplace. These can also be very difficult issues to deal with. Surveying the climate at workplace regularly help to find these issues. Open dialogue is important to dealing with these matters. Also the work community's mutual activities may help to relieve tensions. (Suonsivu 2011, 27)

Change can also have a negative impact on wellbeing at work that can show as fear of new, uncertainty and resistance of change. The work itself and the working environment are changing rapidly because of globalization, tightening competition and digitalization. Changes can also be internal, like organizational changes that may change one's work drastically. Change management and sufficient involvement of the workforce in the change process can make the change more tolerable. New working environment not only require a lot from employees, but also from leaders. New environment needs new kind of leadership. (Manka & Manka 2016, 14,16-17)

6 RESOURCE PLANNING AND USAGE

Shrinking of resources is ever-present in conversations in modern day corporate life. In private sector competition gets harder in accelerating pace, forcing companies to act this growing pressure with efficient people resourcing. In public sector funding is a popular topic, and especially how scarce it is getting. Both sectors face the changes that developing technology brings to every day work. The tasks once done manually are now done automatically by using new technology, meaning that employees' job descriptions must be redesigned to better face modern day demands. (Pilbeam & Corbridge 2010, 5-6)

Some organizations might survive with fairly little change or with not changing at all, but most lines of work are affected at some point with modern requirements for work. Organizing work is important part of organizational change and it requires careful planning. It is a process that includes employees and human resource management. (Pilbeam & Corbridge 2010, 6-7)

From organizations point of view human resource development objectives are to prepare employees for new job requirements, talent planning, embrace constant learning and recruiting suitable people to organizations service. As work lives in constant change, human resource management should be prepared for these changes for ensuring the organization meets its demands. (Rao 2008, 188-189)

Employees' first interests are often monetary nature, i.e. to get monthly paycheck from the work he or she has done. To achieve this in long run however means that he or she must be able to provide value-adding services required by the employing organization. To succeed in this, the employee must keep her or his workmanship updated and to keep developing skills to match organization's goals. (Rao 2008, 17)

6.1 Flexible use of resources

Logical approach for reaching organization's goals from human resourcing's point of view, is to create job descriptions so that they serve this purpose in best possible manner. Narrow and outdated job descriptions can become obstacle in reaching the goal. This is why it is important to leave flexibility to job description, so they are not too restricting. (Honkanen 2006, 159)

Flexibility is essential for functional organization in many ways:

Functional and skill flexibility assures that employee can move in horizontal and vertical direction in organizational hierarchy, making employer less prone to sudden absences.

Temporary flexibility allows the workforce to be more movable in situations where workload temporary grows.

Financial flexibility can be hard to achieve in some cases because of work legislation, but it can exist on some level by favoring individual and local pay arrangements rather than collective ones.

Learning flexibility is highly dependable on employee's willingness to seek new ways of operating and openness to learn new tasks.

Distance flexibility allows geographical movement of the workforce. Developing technology with videoconference abilities has made workforce less dependable on geographic location. (Pilbeam & Corbridge 2010, 113-114)

To achieve adjustable organization, employer must recognize the key positions where flexibility is needed. These positions vary depending on organization and its need and demands. Finding out the key positions can happen by consequence, for example because of sudden absence of key person, resulting significant hindrance for organizations processes. Mapping organizations processes and questing are more rational approaches, as they are preventing measures. (Rothwell 2005, 180-183)

Not only employers seek flexibility. Often the case is that also employees want more space to move for completing their tasks. Different life situations might be one factor for favoring greater flexibility, but also the fact that work is more stimulating when completing a task does not require following certain pattern. Conventional rewarding systems are not necessary found, as appealing as, reward for more flexible approach to work that benefits the organization. (Pilbeam & Corbridge 2010, 117)

Changing organization, facing retirements or employees leaving to other organization's service must decide whether successor for the open post is needed, or should it be leaved vacant. Succession planning is used to determine is successor needed, and if so, can the post be internally filled or should an employee be recruited. Bench strength is concept that tells organizations ability to fill vacancies from within, and it gives an image of organizations flexibility in altering human resource needs. (Rothwell 2005, 227-228)

Managing succession cannot be intrinsic value for functional organization, as the focus should be on achieving goals. Natural turnover of people makes reorganizing work often easier in organizational change, as it does not require employee cooperation negotiations. (Rothwell 2005, 257-258)

Talent planning is part of managing succession, where organization ensures a sufficient 'talent pool' to its disposal. Offering internships is a great way to bring students and new talents to 'grow' in to organization. Internships offer a wider window for recognizing talents than job interviews. However, often organizations face a situation where experience is required, forcing them to make recruitment decisions based on interviewing and testing. (Joubert 2007, 30)

Organization should not only look outside while doing talent planning, as often hidden talents exist within. Discovering challenges within organization is valuable finding, as it does not need recruiting. Development discussions are usable tool for finding hidden talents, and to map employee's willingness to expand her or his expertise. (Pilbeam & Corbridge 2010, 102)

Talents are valuable resource for organization that needs to be nurtured and kept motivated, otherwise it may result loss of human capital. Finding right rewarding systems to keep capable workforce satisfied is a challenge that require active management from employer. Succeeding in this, the employer ensures staff that is highly motivated and engaged to organization, making it less vulnerable for challenges brought by changing environment and competition for human capital. (Pilbeam & Corbridge 2010, 106)

6.2 Qualities and flexibility

From the parish union's point of view most important forms of flexibilities are linked to horizontal movability, developing one's skills and learning new ones. This is because; it is neither possible nor practical to add temporary resources outside the organization to deal with seasonally load-bearing work that often requires deeper knowledge about the organization and the operating environment. Enforcing mova-

bility of resources inside the organization also makes the organization less vulnerable to sudden absences. (Kehittämissuunnitelma 2013, 2-3)

Developing current workforces qualities is a complex task that can be described with Hay Group's Iceberg model. The Iceberg model is a multilayer model that includes person's knowledge, skills, social role, values, traits and motives. The one's listed first are those that more prominently stand out and are therefore easier to develop. The latter ones hide under the surface and are often trickier to change, while very often these qualities are the most significant ones concerning work. (Hay Group 2003)

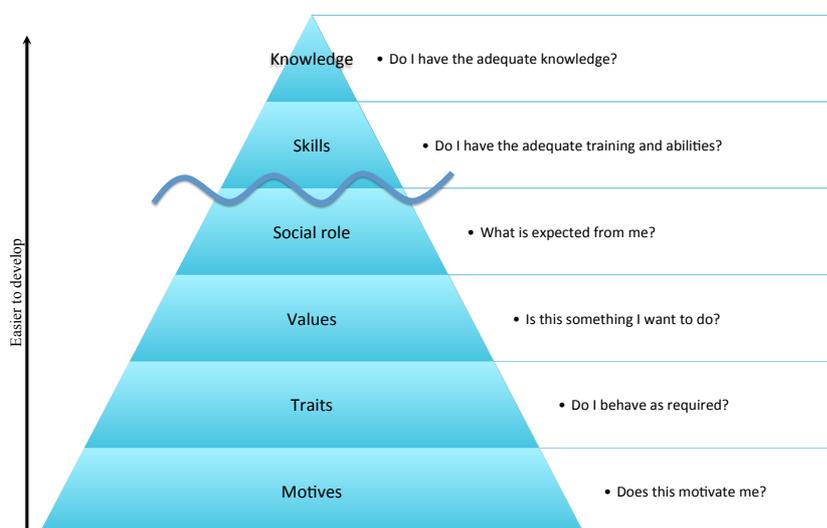


Chart 14. Hay Group's Iceberg model. (Hay Group 2003)

The basic idea of the model is that choosing someone to be in charge of a task merely based on her or his expertise or skills, can often yield bad results. This is why it is important to monitor those qualities that are often hidden. (Hay Group 2003)

Social role: What kind of image the employee displays in public?

Values: What is important for the employee? Is the new task something he or she feels is something that is right for him or her?

Traits: How the person sees other people and treats them?

Motives: What is the driver of one's behavior? What motivates the individual?

All six elements listed in the model are what forms competency. Testing competency can be hard, and it regrettably often only concentrates on the qualities that are superficial and easier to detect. Of course this is often the case when recruiting new employees, as the time for surveying the applicant is limited. This emphasizes the possibility to use resources from inside the organization, as it gives a wider and longer spectrum of employees' competencies. (Hay Group 2003)

Internal knowledge is something that can only be acquired with time, and it is something that is most valuable for organization. This is why the organization should strive to make opportunities to employees for moving horizontally and vertically in the organizational structure. This requires surveying those underlying qualities to keep the employees satisfied and making them willing to stay productive in the organization. (Rothwell 2005, 232; Hay Group 2003)

7 RESEARCH METHODOLOGY

7.1 Qualitative and quantitative research

Research approaches are commonly divided into two: qualitative and quantitative researches. Quantitative research focuses on data that can be numerically measured and analyzed. Qualitative research is used in more complex studies that put emphasis on qualitative measures. This is used for example in researching human behavior. Qualitative research data cannot be generalized and compared in a way numerical data can. Qualitative research data often requires more in-depth interpretation than quantitative data. (Kothari 2004, 4)

This thesis is a case study that focuses on organizational change and behavior in the case organization, Evangelical Lutheran Parish Union in Pori. The research approaches for this topic are both qualitative and quantitative, because of the nature of the research objectives.

The interviews of the employees of the organization are conducted as open interviews. The idea of the interviews is to gather information on how the roles of employees have changed during the ongoing changes. It also strives to find out how the work can be developed and what needs to be done to make daily work more efficient and smoother.

The quantitative part of this study focuses to evaluating the change and surveying organizational culture and climate. This is done by multiple-choice questionnaire. The answers given are numeric. The data gathered to calculate average, median and standard deviation to make further conclusions.

The study also includes evaluation of how well the economic targets have been met. This part is predominantly numeric and will be conducted in quantitative manner.

7.2 Data collecting methods

Data collecting is a central part of a study, and the planning how to collect the data that will be later used in the study, should start after determining the research objectives. Two kinds of data are collected. The first one, primary data, is the most important one for researcher. It is collected by observing the objects of research or by interviewing or by using questionnaires. The second form of data is secondary data that supports the primary data. Secondary data is already gathered and processed information. (Kothari 2004, 95-97)

This thesis uses questionnaire to evaluate the ongoing changes in case organization. Questionnaire is also the primary method for collecting data about organizational climate and culture. Interviewing employees is used to evaluate, how work has changed due ongoing organizational and structural changes. This is backed up, by using secondary data in forms of internal reports.

Questionnaires can be used to collect data that does not require interviewing. Questions in these kinds of surveys are usually simpler than questions requiring interviewing. Questionnaire can construct from multiple-choice questions, open-ended ques-

tions or it can mix both. (Taylor, Bogdan & DeVault 2016, 191) This thesis uses primarily multiple-choice questions to collect data.

Interviewing is used in more complex questions where a multiple-choice question or even open-ended questions do not give answers comprehensive enough. Interviewing also offers a challenge for the interviewer to ask clarifying questions resulting more profound answers. Depending on research objectives and other needs, interview can be group or one-to-one interview. (Beuving & de Vries 2015, 93-95) This thesis uses one-to-one interviewing technique in to find out how work has changed and how it should change in the future.

Interviews can be divided in four different categories: structured, half-structured, open and in-depth interviews. Structured interview uses questions prepared in advance, which are then asked in certain order. Half-structured interview has also questions prepared in advance, but the order of the questions can be changed. Open interview has only certain themes prepared in advance to keep the dialogue in topic. Open interview allows the interviewees to talk freely about the topic without limitation of themes. (Ojasalo, Moilanen & Ritalahti 2014, 95-96) The interviews in this thesis are conducted as open interviews to encourage more open dialogue.

Various documents can also be a source of information in qualitative research. Public documents, as well as, organizations' internal reports often provide valuable information for survey. Also, it allows researcher to use data that already exists, without having to collect it separately for the study. (Taylor, Bogdan & DeVault 2016, 144) Internal reports, job descriptions and financial statements are used as source for information in this study.

7.3 Data analysis

After the data for the study is collected using the chosen methods, it has to be statistically analyzed. To make analyzing process easier, the data must be processed in to a form where it is usable. Data analysis can begin during collecting data, making it

possible for researcher to collect more information on the subject if needed. (Taylor, Bogdan & DeVault 2016, 78)

Collecting all questionnaire results in to one chart is a useful method to bring the gathered information to a comparable form. Interview material must also be processed. This means careful note taking or if subject demands, transliterating the conversations into written form. (Taylor, Bogdan & DeVault 2016, 188)

When data is analyzed it is then interpret and reasoned. Some of the collected data might not be relevant for thesis, and should be left out. Focus is in finding key points of collected data and then presenting them in the thesis. (Taylor, Bogdan & DeVault 2016, 160)

In this thesis, analyzing data is done by taking field notes on interviews and making interpretations based on them. Using interview as a method was chosen because the matters are complex and may often require follow-up questions to receive satisfying answer. Furthermore, because of the nature of the issues the answers are often long, meaning that mere questionnaire answers would most likely be incomprehensive. The interviewing process took place in October and November 2017.

Questionnaire answers are collected in to a table. The average, median and standard deviation of the scores are then calculated for answering the research questions of this thesis. Standard deviation is used to answers are unanimous or not. The higher the standard deviation is, the more the answers differ. When the standard deviation is higher than 1, it is considered to be high when evaluating the answers.

The following formulas were used to calculate the average, median and standard deviation:

- **Average:**

$$\text{Average} = \frac{\text{sum of all data values}}{\text{number of all data values}}$$

- **Median:** The finite list of numbers is arranged from smallest to greatest. When there is an odd number of numbers, the one in the middle is picked. With even number of numbers, the median is the average of the two numbers in the middle.
- **Standard deviation:**

$$\text{Standard deviation} = \sqrt{\frac{\sum |x - \bar{x}|^2}{n}}$$

The questionnaire method was chosen, because this part of study presents the opportunity to collect data that is easy to compare to make conclusions. The questionnaire was conducted in August 2017. Conducting both, the interview and the questionnaire are described into detail in later chapters.

Financial and other internal reports are used to find out whether the economic targets of the changes are met or not. This information can easily be found in existing documents and not therefore require interviews or surveys.

7.4 Validity and reliability

Thesis is only useful if it contains reliable data and is not polemic or biased. If author is part of the researched focus group, her or his answers should be interpreted extra carefully and brought to readers attention. Biased data should be left out of the study, if any is found in analyzing process. (Taylor, Bogdan & DeVault 2016, 179-180)

As the research will include questionnaires and interviews targeted to rather small focus group, it is a risk that the respondents are not feeling comfortable to answer truthfully to the given questions. To prevent this, the respondents' names will be left out from the final report. Researchers own opinions and questionnaire answers are pointed out separately, if differing from consensus.

8 THE NEW ORGANIZATION MODEL AND THE AFFECTS OF THE SERVICE CENTRE CHANGE

Before the organizational change started in early 2014 the administrative services consisted of three different line organizations: financial services, administrative services and human resource services. All of these line organizations had their own immediate supervisors. These organizations were traditional hierarchical line organizations, with vertical structure. (Kehittämissuunnitelma 2013, 4-6)

Situation where the interaction between the three organizations was somewhat limited was the natural state at the time. The focus in the organizational change was to unfold this structure and create a new one, where instead of three line organizations there would be one organization that would become more horizontal and organic in its structure. (Kehittämissuunnitelma 2013, 4-6)

Merging the three organizations into one administrative services unit, where there would be only one supervisor for the whole unit, did this. The new organization was also created to advocate specialist work, and to develop the interaction and communication between previous line organizations. (Kehittämissuunnitelma 2013, 4-6)

The new organization's supervisor, the Head of Administration, Financial and Human Resources Services, became responsible to prepare the agenda and proposals for board and council meetings. Collecting the work of the specialists from different fields into one, serves this purpose. The specialists were given more responsibility than before to achieve this. (Kehittämissuunnitelma 2013, 12; 15)

Naturally this meant that the organizational structure needed to be reconstructed and new offices needed to be established and old ones abolished. In 2014 the Church council transformed the Head of Administrations to the Head of Administration, Financial and Human Resources Services. The Head of Human Resources became the

Administration and Human Resources Expert while the Head of Finance became Economic Expert. All of these new offices were internally filled and no one's service relationship was terminated in process. This follows the plan that the changes would be implemented in a way where no one's service relationship would be terminated, but rather find them duties in new organization. (Porin ev.lut. seurakuntayhtymän yhteinen kirkkoneuvosto 16.4.2014/46 §)

Further changes in offices were made later when it became evident that the service centre change would drastically change the work especially in the field of financial services. Joining the service centre also meant that the estimated annual costs since joining in 2016 would be approximately 160 000 euros. To avoid the total costs of the department for surging, the need for resource adjustment was evident. In support of resource adjustment, new systems and handling processes were introduced in order to reduce the number of invoices handled by the service centre. (Kehittämissuunnitelma 2013, 13)

To achieve the savings, the department strived to use natural opportunities to reorganize the work over a long period of time. Retirements and employees leaving the organization were seen as a solution. Reorganizing short-term was not seen, as a working idea, as it was imminent that the change process itself required workforce. In the beginning of 2013, one office secretary retired and her office was not filled. (Kehittämissuunnitelma 2013, 4;13) In March 2017 the former accountant resigned and her office was not filled anymore. (Porin ev.lut. seurakuntayhtymän yhteinen kirkkoneuvosto 1.3.2017/29 §)

There have been numerous of smaller changes during the organizational development process. The changes in offices are illustrated into detail in following table. The offices are filled, if not mentioned otherwise.

Before 2014	2014 - 2017	From 2018
Accountant	Accountant (not filled since 2017)	not filled
Accounting Secretary	Accounting Secretary	Administration, Human Resources and Finance Secretary
Accounts Assistant	Accounts Assistant (filled 60% since 2016)	Accounts Assistant (filled 60%)
Accounts Assistant	Accounts Assistant (filled 60% since 2015)	Accounts Assistant (filled 60%)
	Administrative Secretary (filled since 2015)	not filled
Head of Administration	Head of Administration, Finance and Human Resources	Head of Administration, Finance and Human Resources
Head of Finance	Economic Expert	Economic Expert
Head of Human Resources (not filled)	Administration and Human Resources Expert (not filled 2017 - 2018)	Administration and Human Resources Expert
Human Resources Secretary	not filled	not filled
Office Secretary	Office Secretary	Office Secretary
Office Secretary (filled 60%)	Office Secretary (filled 60%)	not filled
	Office Secretary (temporarily filled since 2017)	Office Secretary (temporarily filled)
Office Secretary	not filled	not filled
Payroll and Human Resources Secretary	Payroll and Human Resources Secretary	Payroll and Human Resources Expert
Payroll Clerk	Payroll Clerk	Office Secretary
Senior Accountant	Senior Accountant	Economic Expert

Table 2. How the offices have been developed in the administrative department.

The new organizational structure emphasizes expert work and interface-grossing cooperation between the administrative, human resources and financial services. The department has fewer offices than prior the change, but by promoting better integration in work, it strives to operate efficiently with smaller resources.

The employees of the organization were included into development of new organizational structure by asking their opinions on how the structure should be developed. The employees were also able to express their suggestions on sharing the tasks. Job descriptions were reviewed as part of this process.

The latest organizational structure was presented in fall 2017 and it is illustrated in the following chart.

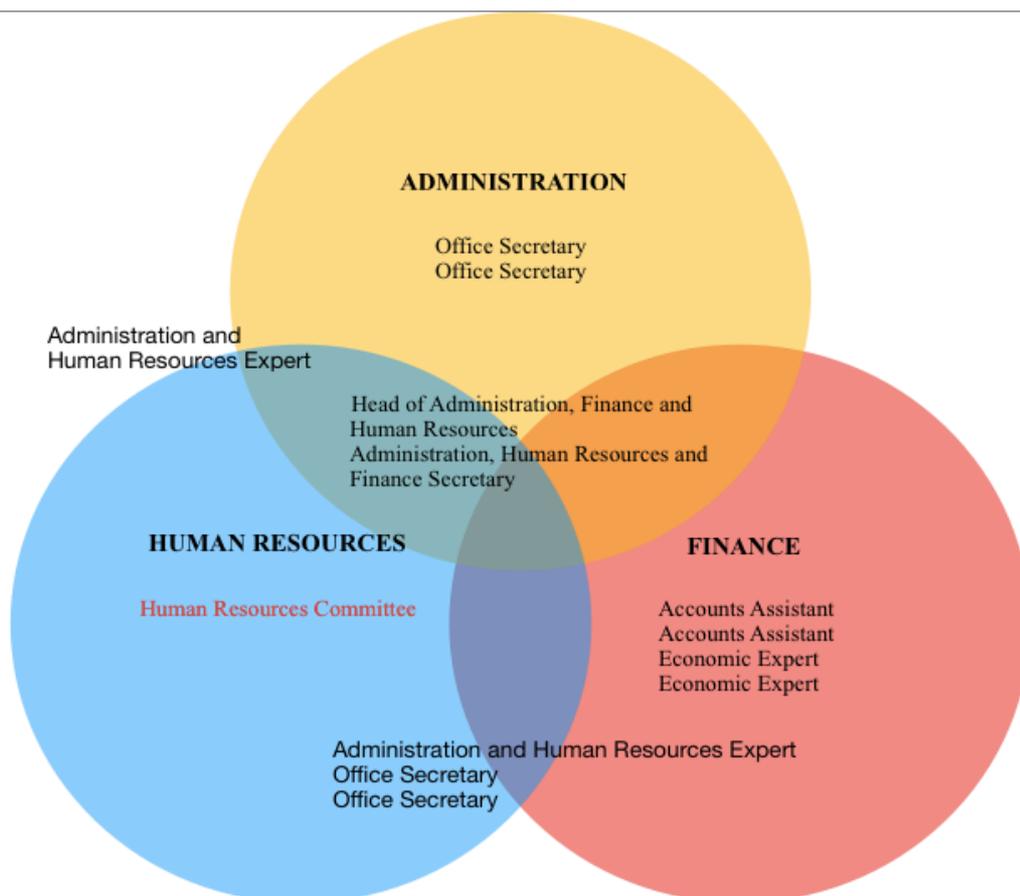


Chart 15. The organizational structure from 1.1.2018-.

The most important change is quite obvious, when comparing the new organizational structure to the three separate line-organizations presented in chapter 3. In the new organizational structure all three fields are presented as a one unit, rather than separating the three sections of administration. While there was three separate heads of department before, now there is only one.

In the new organization, the agendas for the meetings of the decision-making bodies are prepared as a group, when it before was more of an individual effort. Collective preparation process offers a wider range of opinions and knowledge, which is essential when trying to improve the quality of work. It also makes the organization less dependable on few key persons, making the organization less vulnerable for sudden absences from work.

While both ongoing changes have been individual processes of their own, the service centre change has been a major driver for the organizational change. First of all it adds costs to the administrative department, meaning that adjustment in work needed to be done in order the net costs of the department not to surge. Second factor making the organizational change a rational move was the fact that the service centre significantly reduced the amount of routine work done, especially in financial services.

Outsourcing most of financial accounting services freed resources that could be used in the field of administrative and human resources. These two fields were more under resourced than the financial service, making it possible to add horizontal mobility to the organization.

In order to achieve greater flexibility in the organization, the employees now operate in larger field than before. One aim is to improve communications between different fields of administration, and to gain greater knowledge about each other's duties. Flexibility also offers better preparedness for absences from work.

Adjusting to work with smaller resources is vital in long term, because of the shrinking tax revenues and other funding. It is quite likely that the organization has not achieved its final form, as the working environment is constantly changing and the organization needs to adapt to it.

9 EVALUATION OF CHANGE AND CLIMATE

9.1 The questionnaire

The structure of the questionnaire is based on the theory of this thesis. It is divided into more detailed subcategories based on segments of the theory. Rather than use a ready-made questionnaire, this questionnaire is tailored around the research objectives to be better serving. This is done with the realization that the questionnaire gives very little change for benchmarking and comparing it with other organizations questionnaire results.

The questionnaire has two main parts. The first part is constructed to measure the organizational culture and climate in the case organization during the ongoing change. This part is further divided into three subcategories, which are: employee satisfaction, leadership and decision-making and organizational development. This part also includes questions from Hay Group's Iceberg model's themes to survey competency on a very general level. These themes carry on through interview section where horizontal movability and the work itself are surveyed more closely.

The second part of the questionnaire deals with the change itself; how it was handled and what it has resulted. The Kirkpatrick's Model was used to divide this section into parts. The stages are: reaction, learning, behavior and results.

In total the questionnaire has forty multiple-choice propositions. The multiple-choice scale goes from 1 to 5, where 1 is disagreeing strongly, X is 'I don't know or neutral' and 5 agreeing. The propositions are positive, meaning that 5 is the highest score and 1 is the lowest. Neutral answer or 'X' (3 in the questionnaire) is not taken into account when calculating the average and standard deviation.

The returned answers are collected into a table so they can be compared and analyzed. To help the analyzing process this thesis uses three key figures: average, median and standard deviation. Average is used to find the average score to each proposal. However, in some proposals the standard deviation is so high that median yields a more reliable score. When the standard deviation is higher than 1, it is considered to be high when evaluating the answers.

The survey sample was the employees of the administrative department, with a total of eleven employees. Being a Finnish organization the survey was conducted in Finnish. The actual Finnish language questionnaire can be found in the appendixes of this thesis.

The survey took place during August 2017, when the forms were handed to the employees. Each one had sufficient time to answer the proposals and freely comment

them in the survey form. Some of the respondents required time of few weeks, while other returned the filled survey form in fifteen minutes.

The response rate was 100 percent as all of the eleven employees of the department returned the form completed. The survey was conducted anonymously for achieving more reliable answers.

9.2 Results and analysis

9.2.1 Organizational culture and climate

The first section of the organizational culture and climate part of the questionnaire handles employee satisfaction and motivation. When asked how well the employees get along with each other in the administrative department, the score was the highest in the whole test with the average of 4,8. There was very little deviation as the opinion was very unanimous.

The opinions about equal treatment did not result nearly as high score, with the average of 2,8. However, no high- (5) or low-end (1) scores were given, so the standard deviation was average.

The overall happiness of respondents with their current job was rather high with the average score of 4,0. Two of the respondents gave a score of 5, indicating that they were very satisfied with their current job. No low-end scores were given.

When asked about, if the employees feel that their opinions matter in the organization the average score was 3,2. The deviation here was higher this time, but again no low-end scores and one 5.

The reward system in the organizations was not found very motivating, as the average score was only 1,8. Four of the respondents gave a score of 1 and only one respondent was satisfied with the reward system giving a score of 4.

When asked how the employee satisfaction had developed during the organizational change the deviation was quite high. Again one respondent gave a score of 5 and no low-end scores were given.

Question number	Average	Median	Standard deviation
1 I get along well with the other employees of the organization.	4,8	5	0,39
2 Treatment of employees in the organization is equal.	2,8	2	0,97
3 I'm happy with my current job.	4,0	4	0,77
4 My opinions matter.	3,2	4	1,13
5 The reward system is motivating.	1,8	2	0,87
6 My employee satisfaction has improved during organizational change.	3,1	3	1,14

Table 3. Questionnaire: Employee satisfaction

Overall this section scored well with the key proposals. The employees were generally satisfied with their job and working environment. Only the reward system raised strong negative feelings. This is something that the organization might want to review and update if needed, when reorganizing job descriptions.

The question about equal treatment could however result higher, as it is something that could lower the motivation in the future and cause problems in the organization. The organization should try to find underlying reason for the low score and strive to improve it.

The second subcategory concentrates in leadership and decision-making. The key idea of this section is to find more about the employee – supervisor relationship.

Questions about feedback and how constructive it is, received average scores from 3,2-3,3. However, the deviation here was great and the median score of both of the questions was 4. One of the respondents gave a score of 1 to both proposals, indicating that he or she does not receive enough feedback and that the feedback is not constructive. Majority of the respondents were satisfied with the feedback, as the average score shows, and both questions received scores of 5.

The organization has development discussions annually, and when asked about it this often enough the average score was 4,9, indicating that once a year is indeed suitable. However, this may be partly explained by the fact that many felt that the

development discussions do not matter. When asked about this, the average score was only 2,6. No high-end scores were given.

Communication in the organization resulted mixed answers. The average was 3,1 with high deviation. Two respondents gave a score of 5, and no scores of 1 were given.

When asked whether the decision-making takes employee-opinion into consideration sufficiently the average score was 2,5. There were not strong opinions to either side.

With the average score of 4,3, proposal number 13. *More detailed instructions are not needed in my current job*, indicates that employees are happy with the current level of instructing.

Satisfaction towards supervisor yielded neither strong positive or negative feelings. The average score here was 3,1 with a moderate deviation.

Question number	Average	Median	Standard deviation
7 I get enough feedback from my supervisor.	3,2	4	1,25
8 The feedback I get is constructive.	3,3	4	1,35
9 We have development discussions often enough.	4,9	5	0,30
10 I feel that the development discussions matter.	2,6	2	1,07
11 Communication in the organization is fluent.	3,1	2	1,36
12 Decision-making takes employees' opinions into consideration.	2,5	2	0,87
13 More detailed instructions are not needed in my current job.	4,3	4,5	0,90
14 I'm satisfied with my supervisor.	3,1	4	0,99

Table 4. Questionnaire: Leadership and decision-making.

The first point of interest in this section was the fact that many of the respondents felt that development discussions do not matter. This should be an important opportunity for employees to influence their work and plan their future in the organization. The fact that the score was so low should be taken seriously. The question about employees' influence over decision-making received similar score, which might be a part of the same problem; i.e. the employees feel that their opinion does not have enough weight in important questions.

The fact that the employees felt that they do not need more supervising in their daily work tells that the employees are custom to operate independently. Because this is a highly individual matter, it is worth following this especially when employees acquire new duties or new workforce is recruited.

The third subcategory of the section deals with organizational development. In this section the survey tries to find out how the organization reacts to changes, how it handles them and how development-oriented the organizations is.

When asked how well the organization responds the changes of the surrounding environment the average score was 3,4. Standard deviation was big with a median score of 4. Both the high- and the low-end got one score. Reacting to internal change need received an average score of 3,1 with a big deviation.

Whether the responding to change is sufficient or not also had mixed results. Most gave a neutral answer, but both ends were also represented. Quickness of the reaction gave similar answer with even higher deviation. The average score here was 2,4 and the median 1,5. Organizations ability to complete development projects had an average of 3,0 with same median score.

The proposal: *I have the opportunity to develop myself in my job sufficiently*, yielded a little higher average score of 3,3. The median score here was 4, and no strong opinions to either direction was presented. However, when asked how well the respondent's development ideas were received in the organization the average was 2,7. Two respondents gave a score of 1.

Organizational culture was viewed both flexible and inflexible with the average score of 3,3. Both end of the scale was represented both the median score remained at 4. The supervisor's support in organizational development received a similar score as the previous statement did, without low-end scores. The average score was 3,4 with a smaller deviation.

Question number	Average	Median	Standard deviation
15 The organization responds well to changes of the surrounding environment.	3,4	4	1,20
16 The organization responds well to internal change needs.	3,1	3	1,14
17 Response to changes is generally sufficient.	3,0	2	1,51
18 Response to changes is generally quick.	2,4	1,5	1,58
19 The organizational development projects are completed.	3,0	3	1,00
20 I have the opportunity to develop myself in my job sufficiently.	3,3	4	0,94
21 My development ideas are well received.	2,7	2	1,25
22 Organizational culture is flexible.	3,3	4	1,21
23 My supervisor supports the development of the organization sufficiently.	3,4	4	1,07

Table 5. Questionnaire: Organizational development.

This section divided the opinions clearer than the previous ones, with standard deviation more than one in six out of nine questions. According to the results, the organization is able to react to needs for change both internal and external reasonably well. However, the quickness and sufficiency of the reaction scored poorer. Results were mixed, perhaps because of the reason that every change has individual characteristics. While some change processes might be handled well others may not. Keeping up with the change is important for any organization, and being able to answer this demand should be prioritized.

Generally the respondents felt that they can develop themselves sufficiently in the organization, which is of course a good thing. When it comes to employees developing the organization, the results were poorer. This comes back to the earlier sections where the many respondents felt that the employees' opinions are not taken into account adequately. The organization should find ways to engage the employees more thoroughly with the organization and give more voice to them.

The overall organization culture was found flexible enough in general, while there still were those who disagree. This is a matter that people see differently. While one kind of culture suits another, it might not be good for everyone. The supervisor of the administrative department was seen, as someone who involves in the development process and supports it.

9.2.2 Organizational change

This section of the questionnaire was divided in to four stages using the Kirkpatrick's Model. The stages are: reaction, learning, behavior and results. The first part of the subcategory measures how well the organization recognizes the need for change, and if there are any needs.

When asked about how well the organization recognized the need for change most respondents felt that it does so rather well, with the average score of 4,1. Now low-end scores were given and three of the respondents gave a score of X.

Even more positive reaction was received when inquiring the need for change in the organization. The average here was 4,4 and the median score was 5.

Question number	Average	Median	Standard deviation
24 The need for change is recognized in the organization.	4,1	4	0,83
25 There is a real need for change.	4,4	5	0,88

Table 6. Questionnaire: Reaction.

These results indicate that the organization is able to recognize the needs for change rather well. More importantly the respondents felt that there are in fact genuine needs for changing the organization.

The next subcategory of the questionnaire concentrates in learning. Mainly in this questionnaire it is viewed on how familiar the employees are with the vision of the change and how they see it.

A work group that was introduced in 2013, to produce a development plan to prepare the organization for future changes - a vision of the change. The work group consists of elected officials, as well as, officials of the parish union. The vision for change was introduced at spring of 2014 for those concerned. Employees were given the opportunity to ask questions concerning the change, and everyone present was handed a copy of the development plan. The development plan is a public document that is available to anyone.

When asked about how familiar you are with the vision of the change, seven out of eleven employees said they were familiar with it. Four of the employees responded that they were not familiar with it. However, at this point, it has to be noted that new employees has been introduced to the organization after the vision was presented, leaving the familiarizing with the plan depending on their own-infinitive.

The most of those who were familiar with the plan found the vision at least on some level realistic with the average score of 3,7 and the median of 4. The standard deviation was rather low.

However, even those familiar felt that the vision and the goals could have been introduced better. With a negative score of 2,8 it gave a mixed result with standard deviation more that 1. Identifying with the vision received a score of 3,5 with lower deviation.

Question number	Average	Median	Standard deviation
26 I'm familiar with the vision of the change	3,7	4	0,70
27 (if yes) Vision and goals are realistic.	2,8	4	1,20
28 (if yes) The vision and goals have been sufficiently introduced.	3,5	4	0,87
29 (if yes) I'm able to identify with the vision.			

Table 7. Questionnaire: Learning.

The fact that four out of eleven were not familiar with the vision of the change, signs that the introducing process could have been more comprehensive. This is because, it is important that all those concerned are engaged to the common vision and goals for achieving a successful change process. Even those who were familiar with the vision supported the view that more thorough informing would have been in order. To back this up, regular evaluation meeting with the employees, with the opportunity to reflect the progress of the change to the vision would have offered some base for evaluating the process.

The vision, however, was found somewhat realistic and relatable according to those familiar with it. This gives a signal that the vision was at very least successful on some level.

The third subcategory of the organizational change section of the questionnaire deals with behavior. To be more precise, how the employees see the progress of the change, how they act and how well change management has been handled.

When inquiring the employees' opinion, on whether the organizational changes progress has met the schedule, the average score was 3,3. However, the deviation was above average giving a median score of 4, indicating that most felt that schedule was working. No low-end scores were given.

Opinions about service centre change's schedule were rather more unanimous. The average score of 4,7 with a median score of 5 shows that this part of the change was very much a successful one, when it comes to keeping the schedule.

Most of the employees felt that the organization had adequate resources to complete the changes that were taken place in the organization. The average score was 3,2 with the median, as high as, 4. No high-end scores were given and only one respondent gave a score of 1.

With a neutral average score of 3,0, the respondents did not give a strong indication to either direction, when asked if they were sufficiently included in to planning and implementation of the changes.

Change management received a similar score of 2,8 with moderate deviation. No low-end scores and one score of 5 were given. A slightly higher score was received when asking about the planning of the change, but this time with no low- or high-end scores. The average was 3,3.

Change resistance was viewed very differently in the organization. With high standard deviation the average score was 2,6, with two respondents giving a score of 1. The median score was 2. Though, when it was asked how well the organization handled the resistance the average score was 3,6, with a median of 4. This indicates that the organization succeeded in handling the resistance for change well.

Finally it was suggested that *the organization has accepted organizational development as part of its culture*, and most of the respondents felt that it indeed has done so. The average score was 3,5 and the median was 4.

Question number	Average	Median	Standard deviation
30 (if yes) Progress has been made on schedule:			
a) Organizational change	3,3	4	1,16
b) Service centre change	4,7	5	0,47
31 The organization has adequate resources to make the changes happen.	3,2	4	1,13
32 The employees have been sufficiently involved in planning and implementing the change.	3,0	3	1,00
33 Change management has been successful.	2,8	3	1,17
34 Planning the changes has been sufficient.	3,3	4	0,97
35 There has not been significant resistance to change in the organization.	2,6	2	1,20
36 The organization's possible resistance to change has been successfully handled.	3,6	4	1,11
37 The organization has accepted organizational development as part of its culture.	3,5	4	1,02

Table 8. Questionnaire: Behavior.

The view about proceeding in schedule, when it came to organizational change, where in fact did not do so according to the original schedule, can be supported with additional changes that required a prolonged time to be successfully completed, seems to have gained the understanding of the employees. This shows mature thinking and reasoning for the fact that plans can be changed if required.

When it comes to the service centre change, it must be noted that there were direct guidelines, given from outside the organization when the adaption of new systems of the service centre must be completed. Nevertheless, the organization succeeded in this. The organization also started to prepare to the coming change in very early phase, leaving the employees more prepared for what was coming. Regular meetings with the core group working with the change and the whole organization was held, to keep the employees updated of the process, helping to gain better results and tightening the involvement of the employees.

Big deviation in whether there were adequate resources for the change can be reasoned with individualistic views and perhaps an uneven sharing of the workload. However, during weekly meetings it was regularly asked if additional resources were required. Additional help outside the organization was also offered, if needed.

Some resistance of change was noted during the change process, which is natural on a moderate level. The organization was able to deal with this resistance successfully, which is the most important part.

Finally to see such high scores on views of organization's development orientation gives confidence in facing new changes.

The last phase of the Kirkpatrick's Model is the results. To adapt this, this subcategory concentrates to the results, i.e. how the changes have been completed and what are the effects.

When inquired was the organizational change completed successfully or not, the result was neutral 3,0 both with median score of 4. Only one respondent gave a score of 1 and no 5s were given.

The completion of the service centre change received higher scores with the average of 3,8. Two of the respondents gave a score of 5.

Evaluation of the changes did not receive, as high score with the average of only 2,8. However, no high- or low-end scores were given and the deviation was moderate.

Finally, when asked if the changes have guided the organization in to a better direction the average score was rather high 4,3, which gives the impression that the overall changes have been found good for the organization.

Question number	Average	Median	Standard deviation
38 Changes have been successfully completed:			
a) Organizational change	3,0	4	1,15
b) Service centre change	3,8	4	0,98
39 The evaluation of the changes has been sufficient.	2,8	2	0,97
40 The changes have guided the organization to a better direction.	4,3	4	0,45

Table 9. Questionnaire: Results.

The neutral score with the organizational changes completion can be reasoned with the fact that the change has prolonged and is still somewhat in progress. It may well be that the respondent cannot adequately evaluate the outcome yet.

Poor score with the evaluation of the changes shows that more evaluation should have been included into the process. This is why it is vital that this will be properly done at least when the organizational change is completed in the end of year 2017.

To receive such high scores that the changes have been seen as beneficial for the organization encourages the organization to keep developing its processes. That is a clear sign that organization has adopted a development-oriented culture and is prepared for future changes.

9.3 Summary

If the average of all responses in the questionnaire is calculated the result is 3,3, which gives the whole questionnaire a slightly positive total score. While this is not the most accurate way to interpret the responses it reflects the overall responses rather well, as the respondents felt rather positively with most important questions. Still, there are some issue in the organization that does require improving to ensure healthy climate and fluent daily operations.

The highest score in entire questionnaire was achieved with the question of how well the employees get along with each other. This is a very important factor when building more organic, horizontal, organization structure that requires mutual trust and fluent commutations with each other.

Sense of equality in the organization however, raises questions. While the average score here was only slightly negative it reflects the feelings of the employees, as no one gave a full score of five. With the number of negative scores of five, it is clear that the organization has work to do. Those who gave a negative score here also had a greater tendency to give more negative scores throughout the questionnaire than those who felt that the treatment was unequal. It is a challenge for the leader to regain this trust.

Important factor regarding the spirits in the organization was that the employees were predominantly happy with their jobs, regardless of the compensation they receive. From this aspects there are no eminent problems that stand out alarmingly.

The subcategory concentrating in decision-making and leadership gave overall a positive score. First point of interest was that the employees felt that development discussions did not really matter. The high score on the question of the frequency of development discussion can be linked to this issue. Why have them if the discussions are superfluous? Again this is something that the supervisor should look into, whether it is an issue of keeping made promises or challenge of setting achievable targets for the employees.

When the organization strives to create an organic environment, it is worth noticing that the average opinion was that employee opinion was not taken in consideration enough when making decisions. In horizontal organization this is the very essence of the decision-making culture and it should be improved significantly for the organization to become what it tries to be. According to the questionnaire results the employees are ready for this, as they felt that more detailed instructions and supervising is not required. The employees are experts in their own field and are willing and capable to influence more if only given the opportunity to do so.

The same phenomenon can be seen when asked how are the development ideas received. As the score here was rather low, it indicated that the employees are not included into organization development process, as well as, they maybe should. This can also lead to situation where the employees feel frustrated, and are not willing to take part in the development process with the enthusiasm they could.

Recognizing the needs for change was seen, as somewhat successful in the organization, but to response that need could be better. Of course, this is partly a structural problem and not dependable of the supervisor, as the decision-making in the organization has to follow the law, meaning that most important decisions require the attention of the church board and council. This is often time consuming. The same structural characteristic raises the question can organic structure be achieved in the organization on macro level, when the law determines what should be handled in the

church council and board, and what decisions can be made in lower level. Still, this leaves room for the organization to develop itself in smaller scale into an organic organization.

The employees felt that organization had recognized the need for the current changes well and that there is in fact a need for change. This creates a healthy base for the changes. According the De Woot's model this also gives a real reason for the change, rather than the change being a pointless effort. When looking at the Kirkpatrick's model, it can be said that the reaction was well handled.

Selling the vision for the employees lacked some effort, as not nearly everyone in the organization was familiar with. However, those who were familiar with it, found it realistic and identifiable, giving the effort the aim and targets according De Woot's model. From Kirkpatrick's view, the employees familiar with the vision gain the understanding to become a part of the process.

The poor rate of knowledge of the vision can be partly explained with new employees coming and old one's leaving the organization during the process. This left it up to employees' own initiative to familiarize themselves with the vision. However, the change leader could have been taken more active part in this to engage the rest of the employees to the process more thoroughly.

From behavior's point of view the process was successful. The change processes progressed in schedule, and the resistance for change in the organization was handled well. Planning and change management were seen somewhat sufficient. The employees also felt that the development was accepted as part of its culture.

The respondents also felt that adequate resources were given to successfully complete the changes. This is the key to avoid frustration and anxiety during the process according to De Woot. Also it can be seen that the planning and implementation was handled reasonably well according the respondents

Finally when looking at the result of the changes, the service centre change was seen as successfully completed. The same question for the organizational change received

a lower score, but it can be reasoned with the change being still in progress while handing out the questionnaires.

Evaluation of the change was something that the responded thought could have been done better. As it is an important element in the change processes this point is worth noticing. Still, when asked if the change guided the organization into a better direction the responds can be seen as confident 'yes'

To summarize the questionnaire based on statements above; has the organization become an organic organization and were the changes successful? The answer is yes and no. Yes, in the sense of that the employees work and are willing to work autonomously without too much supervision from above. They are capable and willing for interface crossing co-operation. This reflects characteristics of organic organization culture.

No; in the sense that there is a lack for involving them to decision-making more. But as explained above it is not purely in the hands of the change leader nor the organization itself. This can be seen as a somewhat bureaucratic organizational culture. Taking these factors into account it can be said with confidence that the organization has developed into better, but it still has work to do reach the level what the vision for the outcome is. Even though, the vision was not entirely reached the changes were successes rather than vague visions on the paper.

10 DEVELOPING DAILY OPERATIONS

10.1 The interviews

The interview part has a clear future orientation with an objective on how the work can be developed. The interviews reflect the themes of the theory part of this thesis, especially the chapters issuing resource usage and organizational development. The questionnaires were conducted before the interviews, because the interview has a clear aspect for future development, where as the questionnaires had more evaluative

aspect on what the development has been so far and what is the situation now. The questionnaires also had wider scale to organizational development, where as the interviews strive to find more personal approach.

The interviews were conducted as open interviews, where certain themes and questions were prepared in advance. The decision to use open platform for the interviews was done in order to encourage the interviewees to a more open dialogue. The fact that some of the employees in the target group have tenure of only months in the organization with less experience about the changes going on supported the decision of freer interview. The list of questions and themes can be seen in the appendixes both in English and in Finnish. The interviews were conducted in Finnish.

All of the eleven employees of the administrative department were included in the interview process, with a response rate of 100 percent. The interviews were conducted during October and November 2017. The duration of the interviews lasted from 30 to 90 minutes.

The data collected from the interviews was written down and organized by the theme. In the analysis, each respondents interview results are handled separately. The interviewees are listed in the following table by their office, area of main duties and tenure in the organization.

Office	Main duties	Tenure (years)				
		0-1	1-5	5-10	10-15	15+
Accounting Secretary	Administration, Finance, HR			x		
Accounts Assistant A	Finance			x		
Accounts Assistant B	Finance					x
Administrative Secretary	Administration, HR		x			
Economic Expert	Finance				x	
Office Secretary A	Administration					x
Office Secretary B	Administration					x
Office Secretary C	Finance, HR	x				
Payroll and Human Resources Secretary	Finance, HR					x
Payroll Clerk	Finance, HR					x
Senior Accountant	Finance				x	

Table 10. The interviewees.

10.2 Results

10.2.1 Accounting Secretary

The work of the Accounting Secretary has changed significantly during the change process. Prior the change the work was concentrated around management accounting duties like budgeting, cost accounting and monthly reporting. The parish union gave up on monthly reporting after becoming a client of the service centre leaving a lot room for substitute work. The job description was soon widened to cover administrative and HR duties. Participating in development projects was also added to duties.

As extensive and interface-grossing work is interesting and refreshing, this kind of development should be embraced in future. There is still margin for new duties in the job description, and the employee is willing to take more responsibility in the organization. While most of the work is still focused on financial duties, the employee has great interest to move the focus more to administrative and HR duties.

Preparedness for sudden absences has not been reviewed thoroughly, and it is something that might cause problems if happening in spring or fall when the budget is made.

Reviewing the job description is essential, as there are still a lot of 'leftover' duties that are not directly linked to the line of work the employee does. Simplifying processes in both financial and administrative services would help the daily work to be more efficient. Budgeting process is something that requires a great input of the employees of the department, and it is something that has been developed already, but it could be improved further. The biggest shortcoming in daily work is slow decision-making and the lack of bringing the started projects and decisions made into conclusion.

The cooperation in the organization has improved greatly due the ongoing changes and interface-grossing work has become a part of the organizational culture. This is a development that should be maintained.

There should be more measurable and concrete goals to be set for the work, and more importantly the employees should have the opportunity to develop themselves in work life. The employer is in key position to create these opportunities. Employee performance would need to be evaluated better in the organization, in order to keep the employees motivated.

10.2.2 Accounts Assistant A

The interviewee felt that her job had changed drastically due the ongoing changes. The main duty prior the change was to handle the purchase ledger. After the parish union became a client of the service centre the purchase ledger was outsourced, meaning that most of the previous task were now done elsewhere. The resignation of the accountant meant a lot of substitute work to both account assistants job description, as the accountant office was not filled. This also meant that the nature of the job changed as the new duties where on the area of financial accounting.

Digitalization and new software solutions was seen as a great aid in order to ease the workload. This is was also something that should be embraced in future by actively search new ways to operate.

While the area of work was seen as extensive and broad enough at the moment, the interviewee expressed her interest into job rotation. By doing this, the employees would gain a greater knowledge of each other's work. It would help in cases of sudden absences.

Preparedness for sudden absences was seen as sufficient in short-term, but in long-term it would be something that would have to be issued further. This is because of the coming retirements and other changes in the workforce.

While there has been significant improvement in eliminating manual work, there are still much to be improved. Again, digitalization has provided solutions for this and it should be embraced. Prioritizing one's work is essential.

Overall the job description was seen as clear and something that the employee could be satisfied with. The nature of the work is that it contains a lot of daily tasks and routines, which helps to plan the work long-term.

While there were no major shortcomings to restrict the work, a few development suggestions were mentioned. First one was to have an immediate supervisor like there was before the organizational change. This help to solve immediate problems more quickly with someone making the decision on how to proceed. The second suggestion was to clarify the distribution of tasks, as at the moment the division of labor is somewhat vague.

The overall change was considered to be good for the organization, especially in form of better communications and closer cooperation. The current targets put on work were seen sufficient, and the interviewee did not see use for more concrete and measurable targets.

10.2.3 Accounts Assistant B

Like Account Assistant A's – also the B's job description had changed due the changes. Previously the duties consisted of tasks related to accounts receivable and sales ledger. Like the purchase ledger these to were outsourced during the change process. Substitute work was signed from the former accountant's duties. One area of work that has been greatly adding workload is the growing number of ambiguities and problems in purchase invoice handling.

The interviewee felt that in order to develop the work further the job description would need to be reorganized and clarified. At the moment the roles in organization are not clear enough, which creates perplexity to daily operations. However, the preparedness for sudden absences was seen sufficient and well working.

Sorting out problems in invoice handling was seen as something that adds workload that is not directly linked to the main duties in the organization. The interviewee saw

this as one of the most time-consuming duties at the moment. This could be handled with better training of those who make purchases and those who are responsible of making sales bills.

The job description was not seen as clear or functioning. This affects the clarity of the division of work, when everyone's roles and duties are not clear. The dubiety regarding work can be tiresome from time to time.

When looking back to time before the organizational change the interviewee felt that the change has had a positive effect overall. Cooperation and communications between employees has improved.

Because of the line of job, setting more measurable targets and goals for work was seen hard and unnecessary. The current ones are sufficient.

10.2.4 Administrative Secretary

The work of the Administrative Secretary has changed during the organizational change, especially after the retirement of the Administration and Human Resources Expert. The position was not filled and the duties were distributed to the employees of the organization. Various new electronic processes have made the work easier, but there are still a lot to be done in this field. Improving the electronic document management system would help to eliminate at least a part of time consuming manual work.

Sufficient measures are taken to face the sudden absences, and it is clear who will fill in during vacations and other absences from work. The job description is clear enough and something that the interviewee is satisfied with.

In the field of administration there is not many duties than can be left out, but the existing ones can be done differently and more efficiently. Embracing new aids made possible by digitalization is in key position in order to achieve greater efficiency.

While communications in the organization have been developed a lot during past years, this would be something that could be improved still. The improved cooperation has granted a better view to each others work in organization making the work more transparent. Still to improve this further, having more immediate answers from the supervisor to questions at hand would help to run the daily operations smoother.

On the organizational level, the job descriptions should be reviewed, as a whole in order to make sure the distribution of work is even and functional. The organizational change has created a good base for this with interface-grossing cooperation and communications.

More measurable targets for the work are neither necessary nor possible to set. Quality of work can always be improved, but to measure this is rather hard.

10.2.5 Economic Expert

The Head of Finance's office was transformed into Economic Expert's office during the organizational change. This meant that the office did not hold responsibility of presenting agendas in board and council meetings. The new office also does not have any managerial duties like the previous office had. While a lot has changed most of the main duties have been preserved in the new office.

In order to develop work, the interviewee felt that processes around preparing agendas should be clarified to avoid overlaps in work. This would require clearer roles and better communications. Decision-making is another aspect that should be developed, as it is currently slack and slow. This has often caused that same issues are processed over and over again in the decision-making bodies, while most of those decisions are in the jurisdiction of the responsible official, meaning that the decision could be made right away.

The interviewee felt that the deputy arrangements are sufficient and clear. The job description however is too common and vague. In order to develop the job description, more details should be included to it.

During the changes the organization has developed into a right direction. The communications have improved, and once separate organizations have integrated. To develop the work further, more concrete goals for the work are in order.

10.2.6 Office Secretary A

In Office Secretary A's case the work has remained almost unchanged through the organizational and service centre changes. During this time the division of work has been clarified significantly and communications in the department have improved. The interviewee feels that the workload at the moment is at an appropriate level, and that the main focus in the work should stay in administrative duties in future.

While the interviewee is open for new duties, it was felt important that the duties form a functional wholeness, rather than including 'leftover duties' not directly linked to her line of work. Furthermore, preparedness for sudden absences is not taken care of appropriately at the moment. While this is not necessarily a major problem during quiet times of the year, it can cause troubles during spring and fall when budget and financial statement are prepared for the church board and council meetings. It was seen important to train someone for these duties, in order to have someone to fill in case of sudden absences.

From the interviewee's point of view, it is not easy to leave out any of current duties, but the tasks can be rationalized and reorganized. Electronic document management is key position in order to rationalize the work, and eliminate, as much of the manual work, as is convenient.

The fact that the job description has not been updated in decades, highlights the importance of reorganizing the work. The level of demand the work requires has not been properly reviewed in years.

Stiff and slow decision-making was seen as the biggest shortcoming affecting daily operations. The supervisor making quicker decisions in matters that do not require a

hearing of a decision-making body would make the daily work more efficient. Reporting about the decisions made, could be improved. To develop the organizational culture, the interviewee puts emphasis on contacting the employee directly, rather than her or his supervisor, in problem situations.

The interviewee felt that the organizational change had improved cooperation and communications significantly, and that the change has been good and expedient. The supervisor who is open to new development suggestions has been a great improvement. Finally the interviewee highlights the importance of equal treatment of employees in the organization.

The interviewee said that more concrete targets and goals could be set in development discussions, and that the employee should be given the opportunity to develop herself. Without these possibilities the development discussions are if not meaningless – less relevant.

10.2.7 Office Secretary B

Office Secretary B's work has remained similar during and after the organizational and service centre change. The amount of manual work has been smaller after introducing new software. The new HR management system has been an exceptional help to reduce manual work in recruiting processes.

The interviewee was open to expand her knowledge and develop interface-crossing cooperation. Job rotation was seen as a refreshing and genuinely interesting idea that should be considered in the organization. The interviewee felt that the employees should be challenged to look their work more widely.

The job description was not seen as very clear and it would be something that needed an update. Other matter that requires attentions is substitute arrangements during absences from work. At the moment the office is vulnerable for absences. When it comes to reorganizing work, a lot has already been done, but clarifying the job de-

scription in order to create more rational wholeness in terms of work tasks would be still in order.

The interviewee emphasizes constant development of work for better preparedness to changing working environment. Outsourcing of some tasks could be something that is worth considering. Internal reporting and general flow of information was seen as another point of development.

The overall cooperation and communications had improved during the changes and this openness is something that should be embraced in future. The organization's weekly meetings have been a great improvement to achieve this.

Finally the interviewee hoped for more feedback from work in order to be able to better develop herself. Engagement to bring started projects and made decisions to conclusion would be essential for the organization to be fully functional.

10.2.8 Office Secretary C

The Office Secretary C was recruited during the ongoing organizational change process, so she did not have the same comparison for what was before than the other interviewees. However, she indicated that her job description would need to be clarified in order to regain better understanding about the work. She also expressed her willingness to both widen her field of work and to take more responsible duties. In order to do so, the employer should be active to create opportunities for the employees to develop in their work. More transparent and comprehensive review of organizations duties should be arranged.

Preparedness for absences was seen as something that required work, as the situation long-term is somewhat vulnerable. To achieve better preparedness the employees should have better possibilities to gain more knowledge from each other's work. The interviewee was also open to take responsibility of wider variety of duties. Cooperation in the organization should be developed further, but other than that the interviewee did not see major bottlenecks or shortcomings in daily work.

Setting more concrete targets and goals would make the work more meaningful and easier to improve. The employer should seek active role in creating opportunities for the employees to develop themselves and their work in the organization.

10.2.9 Payroll and Human Resources Secretary

The interviewee stated that routine work regarding payroll has significantly decreased due the service centre and organizational change. Training and guidance work has also become less frequent. While the amount of this line of work has decreased, new substitutive duties have raised the level of demand of the office. This raise of demand has not been fully reviewed or compensated yet.

The interviewee stated that the new duties - more linked to service law and regulations, are the line of work she finds interesting. This kind of development should be encouraged also in future, and this is where the focus of the work should be kept.

The direction has been right, with searching solutions for preparing to sudden absences. While the work to tackle this problem has been active it is still in progress, and it should be brought to conclusion, as soon as, possible.

To improve the work further, rationalizing current duties is top priorities. On top of that the organization should be active in searching new, more efficient, ways to handle these duties, as there are lot of 'relics' of old protocols that should be reviewed.

The current job description was seen as somewhat confusing, but the employer has a genuine interest to develop it, and this work should be brought in to conclusion. Same phenomenon can be seen as employees' role in the organization. It is an area that needs to be clarified. The cooperation in the organization was seen as well working and it is important that this status quo is maintained also in future.

Creating more measurable targets and goals for work was not seen necessary by the interviewee. This is because this line of work cannot be quantitatively measured, and while quality can be measured it can be quite hard.

10.2.10 Payroll Clerk

Joining the church service centre meant that most of the payroll services were outsourced, while some operations were still left to the parish union. Naturally this changed the Payroll Clerk's daily work extensively. In a concrete level this materialized in form of growing amount of tasks related to sorting issues in payroll material that is distributed to service centre. Giving more training to the employees of the parish union could help to tackle the problem with ambiguities in payroll material and thus lighten the workload.

Widening the job description was seen as possible, but at the same time this raises questions how the deputy arrangements can be organized. The workload is currently appropriate and manageable. In order to develop the work further, it would be important that the job description would consist of clear wholeness rather than fragmented duties. This emphasizes the importance of clear job descriptions, which should be actively updated to keep up with the changing environment.

The flow of information and openness was seen as a point of improvement. The decision-making is also often slow, harming the efficiency of operations in payroll. Lack of adequate reporting about the made decisions causes extra work in payroll that could be easily avoided.

The interviewee felt that the cooperation had not improved significantly, as an outcome of the organizational change. Biggest downfall in this is slow and complicated processing of matters and stiff decision-making.

The Payroll Clerk also felt that more measurable targets are needed for developing one's work. The feeling about the current situation was that real targets are not set, and achieving the targets is not followed sufficiently.

10.2.11 Senior Accountant

The work of the Senior Accountant has not changed significantly during the ongoing changes. The service centre changed the 'tool' rather than the work it is used. Practically every main task done before remained the same.

In order to develop the work, lowering the hierarchy so that employees could be better contacted personally rather than first contacting their supervisor would make the operations more efficient. The same problem applies to chain of decision-making, which was seen as stiff and inefficient.

The interviewee expressed her willingness to enlarge her field of work, if given the opportunity. Job rotation was seen as one option to gain more understanding about other's work in the organization. Preparedness for sudden absences was seen sufficient, as the work does not contain excessive number of daily duties.

The interviewee felt that the job description is not clear and that there is lot to do in the field of organizing work. Numerous of processes can be simplified to make daily operations run smoother.

The biggest shortcoming limiting the work is the slow and vague decision-making. The interviewee also expressed the worry if even the policy-makers understand all decisions that have been made. This phenomenon could be prevented with more open communications and training. In general, the decision-making culture should be more determined.

The overall cooperation was seen as something that has significantly improved during the organizational change. Interface-crossing cooperation that was nonexistent before has now become a natural state.

The interviewee felt that more concrete goals can be set for the work, but it would be important that achieving those goals would be evaluated actively. The employees should also be given better opportunities to develop their own work.

10.3 Summary

The vast majority of the interviewees felt that the overall change in the organization has been beneficial. It has developed the cooperation and communications significantly and made the daily operations more fluent. A lot has also been done in developing processes and tools in the administrative department.

While all the interviewees gave recognition for the work that has been done all ready, everyone still found points of development in the organization. Many of the respondents also felt that development-orientation should be something to embrace in order to keep up with the changing working environment. The most important points of development mention in interviews were:

- Better preparedness for absences from work
- Better reporting and communications
- Clarifying roles in the organization
- Digitalization and electronic processes
- Encouraging employees to develop their work
- Job rotation
- More efficient and determined decision-making
- Reviewing job descriptions

Majority of the respondents felt that their job descriptions were not clear or adequately updated. Some of the job descriptions were decades old! Clarifying the duties of each employee was seen essential in order to work efficiently. The interviewees also hoped a transparent process for reviewing the job descriptions, as the roles of employees in the organization are not apparent. By doing this, the employees would gain greater knowledge for each other's duties.

A natural continuum for reviewing work would be reviewing the level of demand each job requires. This would mean readjusting the salary level to be in line with each job.

Many of the interviewees also felt that preparedness for absences is not on a sustainable level. To take care of this, would allow each employee to plan their work and spare time better, and not having to worry about sudden absences caused by illnesses or other reasons.

Some of the employees suggested the possibility of job rotation to achieve more variation in their daily work. Other than refreshing idea, the job rotation was also seen as a one solution for deputy arrangements during absences from work.

A few respondents urged the employer to be more active in creating opportunities for the employees to develop themselves in their work life. There was also genuine interest to more wide-ranging duties, which is something the employer should courage. Restricting personal development intentionally or unintentionally can easily lead to frustration and lack of motivation.

The decision-making was considered as slack and slow by many of the respondents, and it was seen, as something that affects their work negatively. The respondents felt that minor things could be decided without time-consuming processing in different decision-making bodies. Delegating decision-making further could be a one possible solution. Informing about the decision made was also seen essential.

Digitalization and electronic processes were seen as significant aids in order to improve the fluency of daily operations. While a lot has been done, the organization should actively seek new solutions from this field. The affect has been especially prominent in invoice handling and recruiting processes. Electric document management was seen as something the organization should bring into use in order to save time resources in work.

Different kinds of problem sorting were seen, as one of the most time consuming work in financial services. This could be eliminated at least on some level by training the employees of the parishes better. Giving direct guidance to employees with greater tendency to make errors was seen as more functional way to operate, than contacting her or his supervisor first.

Only few of the respondents felt that more concrete targets should be set for the work. This was mostly because of the nature of work that is more about quality than quantity. However, each employee should be looked as an individual case when setting targets for work in order to achieve mutual understanding.

Overall, the employees were satisfied with how the organization has developed during the ongoing changes. The wish of majority of the interviewees was that active development would continue in the future.

11 EVALUATION OF THE PROCESS

11.1 Meeting the financial targets

One target of the changes was that the overall costs of the administrative department would not surge after joining the service centre. The adjustment was planned to implement by lowering the personnel costs, because outsourcing of the financial accounting services bring a lot of overlaps to work. Natural opportunities like retirements were used to achieve this goal. The net costs of the administrative department from 2013 to 2018 are presented in the following figure.

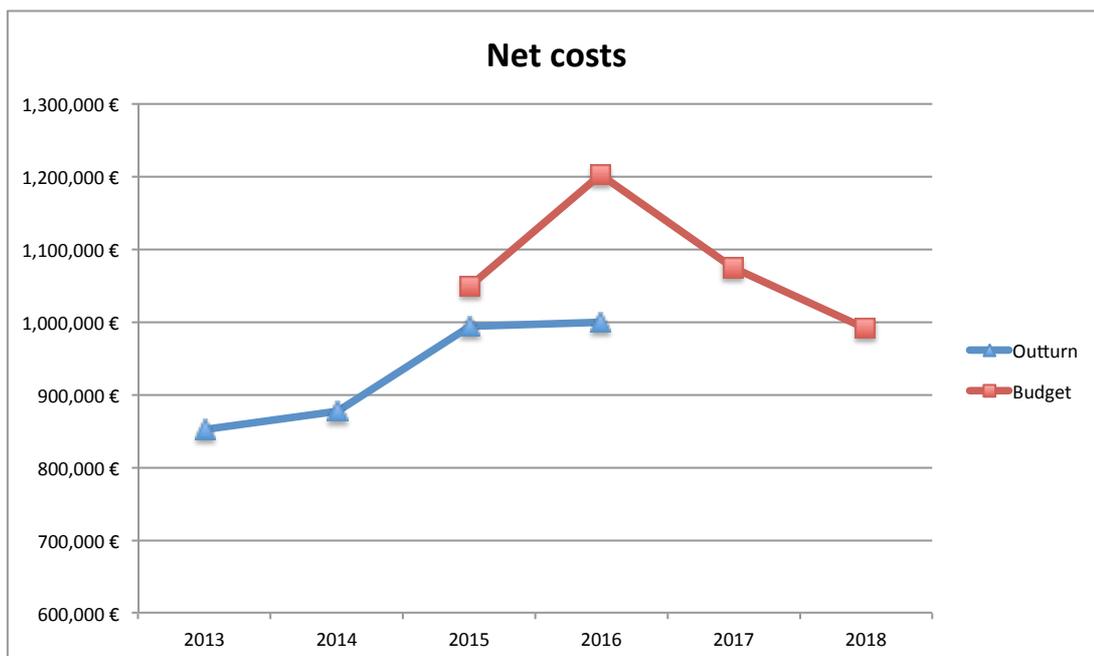


Figure 2. Net costs of the administrative department 2013 – 2018 (costs of elections are not included).

While it seems that the net cost outturn has been steadily climbing since 2013, it is worth noticing that 2016, the actual year of joining the service centre, did not raise the net costs as estimated in budget. The net costs of 2016 are in fact only marginally bigger than year before. In 2015, Lavia Parish joined the parish union bringing and additional employee to the administrative department, which partly explains the raise of costs. Operating incomes also shrink from 2014, which have a negative effect to net costs. Preparations for joining the service centre did have some effect to rise of net costs in 2015, but it was not a major contributor. (Kipa Akkuna – ERP-system)

In the second half of November in 2017, the outturn of net costs is significantly more positive than estimated in budget. With little more than one month left, it is highly unlikely that the out turn of the net costs will reach the budgeted figures of 2017. This would mean that the second year in the service centre would not add costs notably either. The year 2018 is estimated to have even lower net costs than the year 2017. (Kipan Akkun – ERP-system)

While the final affects of the organizational change to the budget cannot be reliably estimated yet, it seems that it has had a positive effect to neutralize the annual costs

of the service centre. The budget has not been exceeded, and the outturn of the net costs has not risen significantly after joining the service centre. From this aspect it can be said that the financial target has been reached.

In a larger scale the plan was to save one million euros in 2015-2024 in the whole parish union. This means doing roughly 100 000 euro cuts per year. The next figure shows how the net costs in the parish union has developed since 2015 and how it is estimated to develop in near future. (Talousarvio 2018: Toiminta ja taloussuunnitelma 2018 – 2020, 11)

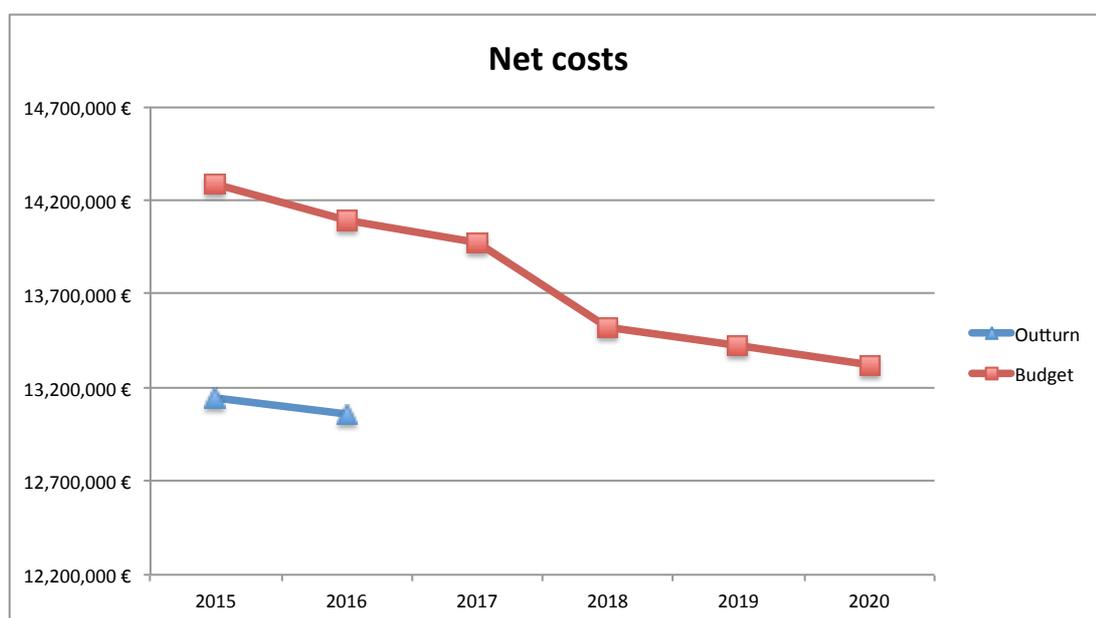


Figure 3. Net costs of The Evangelical Lutheran Parish Union in Pori.

It is easy to see that the corrective measures have been taken in the budget and the gap between 2015 and 2020 is almost one million euros itself. The outturn of net costs has shrunk more than 80 000 euros from 2015 to 2016. In the end of September 2017 the outturn of net costs was 175 000 euros more positive than year before at the same time. This gives confidence that the annual goal will be reached in 2017. (Kipa Akkuna – ERP-system)

When comparing to budget it can be seen that the outturn in 2015 and 2016 has had a tremendous surplus. The figures in the end of September 2017 estimate that there will be surplus in 2017 as well. While it is early to say if the parish union will reach

the final target in 2024, it can be said that the direction is right. (Kipa Akkuna – ERP-system)

11.2 Was the overall change beneficial for the organization?

When looking back of the two separate change processes included in this thesis, it is worth evaluating, have the changes had a real demand and have they been successful. Based on the research it can also be evaluated if the changes have been beneficial for the organization.

First of all when looking the change process started by the Church's Service Centre it has to be noted that this change was not a voluntary one. The decision was that every parish organization would have to join the service centre in 2017 at latest.

Majority of the employees felt that the service centre change was handled well enough and that it has brought benefits for the organization. On the other hand, there were those who felt that the changes it brought to daily work were not necessary beneficial ones. However, as it was not a voluntary change it is something that the organization has to live with in good and in bad. Opportunities to influence and developed systems of the service centre are limited, but the organization should actively seek to take advantage of those opportunities. Inner processes have been developed and will be developed in the future.

When asked about the need for change concerning the organization the answer was predominantly that there is a genuine need for change. The employees felt that organization needs to keep up with changing environment and be able to answer the challenges it brings.

Majority of the employees also felt that organizational change has developed the organization for better. It was felt that communications especially have been improved significantly. Interface-grossing cooperation that was virtually non-existent before is now a natural state. Weekly meetings have been seen especially important factor to

develop this phenomenon. The employees also felt that they now have a much greater knowledge of each other's work than before.

When looking all this advantages that have been made, it can be said with confidence that the organizational change has indeed developed the case organization for better. However, if looking whether the administrative department is an organic organization or not after the change, there are still doubts. While the organization has taken steps towards teamwork model, there is still not a clear team structure. Also, when looking the decision-making culture, it is evident that the decisions are still made high in hierarchy. For the organization to be a genuine organic organization the decision-making culture would need to change. This was also a point raised by many of the interviewees.

The organization is undoubtedly developed remarkably in past years, but it should carry on the work. Changing the decision-making culture for more flexible and less hierarchical would be a natural next step. Promoting teamwork model is also something that the organization might benefit greatly, as it already has created a solid base for this line of development. By developing these aspects the case organization would become a genuine organic organization.

12 FINAL CONCLUSION

Change is always a new opportunity for an organization, but it is also a loading phenomenon that puts stress to employees of the organization. Careful planning and implementation with adequate resources help to make the change a successful one. Evaluating the change is equally important in order to monitor processes and make correcting measures if needed.

Development-orientation is a vital part of modern organizational culture, as it keeps the organization better prepared for changing working environment. Employer's task

is to enable the abilities for the employees to develop themselves and the organization.

Flexibility in both organizational culture and structure are important to achieve efficient use of resources. It enables better preparedness for sudden absences from work and mobility of workforce within the organization. Greater flexibility should also be extended to decision-making culture in order to gain fluency in daily operations.

Evangelical Lutheran Parish Union in Pori has handled the overall change well, and it has developed remarkably in past years. Financial results in form of savings in operation costs are something that cannot be yet seen in full scale, but the positive effects of the changes to organizational culture and daily work are much more prominent.

Development is an ongoing process and while the case organization has seen clear improvement in many areas, it still has areas it needs to improve. However, it can be said with great confidence that it is developing to a right direction.

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The interview questions

- 1. Has your job changed because of the changes?**
- 2. Should your job be developed?**
 - a. How would you develop your job?
 - b. What are your points of interest?
 - c. Do you have a need to expand your expertise?
- 3. From your point of view: Is the organization prepared for absences of employees?**
 - a. How would you develop this?
- 4. Can some tasks be left out?**
 - a. Can something be done differently?
 - b. Should we do more?
- 5. Is your job description clear enough?**
 - a. Are you satisfied with it?
 - b. How would you develop it?
- 6. Problems and bottlenecks present in your job?**
 - a. What are these?
 - b. How to handle them?
- 7. How the co-operation in the organization is developed during organizational change?**
 - a. How would you further improve this?
- 8. Should there be clearer goals considering your job?**
 - a. Are the goals sufficient and measurable?

The interview questions (Finnish)

- 1. Onko työsi muuttunut organisaatio- ja/tai kirkonpalvelukeskusmuutoksen myötä?**
- 2. Pitääkö työtäsi mielestäsi kehittää?**
 - a. Mihin suuntaan kehittäisit työtäsi?
 - b. Omat kiinnostuksen alueet?
 - c. Koetko tarvetta osaamisesi laajentamiselle?
- 3. Ovatko varamiesjärjestelyt riittäviä?**
 - a. Miten kehittäisit?
- 4. Voidaanko joitain tehtäviä jättää pois?**
 - a. Voidaanko jotain tehdä toisin?
 - b. Pitäisikö tehdä enemmän?
- 5. Onko tehtävänkuvauksesi selkeä?**
 - a. Oletko tyytyväinen tehtävänkuvaukseen?
 - b. Miten kehittäisit?
- 6. Työssä esiintyvät ongelma-alueet ja pullonkaulat?**
 - a. Millaisia ongelma-alueita esiintyy?
 - b. Miten ratkaisisit nämä ongelmat?
- 7. Miten yhteistyö organisaation sisällä on kehittynyt organisaatiomuutoksen myötä?**
 - a. Miten kehittäisit tätä jatkossa?
- 8. Tulisiko tehdyille työlle asettaa selkeämpiä tavoitteita?**
 - a. Ovatko tavoitteet riittäviä ja mitattavissa?

APPENDIX 3

Circle the number on after every statement listed below that best describes your opinion.
Use the rating scale on the top row of the table.

	Scale				
	I disagree	I don't know			I agree
*The organization mentioned in the questionnaire is the administrative department, unless stated otherwise.					
Employee satisfaction					
1. I get along well with the other employees of the organization.	1	2	3	4	5
2. Treatment of employees in the organization is equal.	1	2	3	4	5
3. I'm happy with my current job.	1	2	3	4	5
4. My opinions matter.	1	2	3	4	5
5. The reward system is motivating.	1	2	3	4	5
6. My employee satisfaction has improved during organizational change.	1	2	3	4	5
Leadership and decision-making					
7. I get enough feedback from my supervisor.	1	2	3	4	5
8. The feedback I get is constructive.	1	2	3	4	5
9. We have development discussions often enough.	1	2	3	4	5
10. I feel that the development discussions matter.	1	2	3	4	5
11. Communication in the organization is fluent.	1	2	3	4	5
12. Decision-making takes employees' opinions into consideration.	1	2	3	4	5
13. More detailed instructions are not needed in my current job.	1	2	3	4	5
14. I'm satisfied with my supervisor.	1	2	3	4	5
Organizational development					
15. The organization responds well to changes of the surrounding environment.	1	2	3	4	5
16. The organization responds well to internal change needs.	1	2	3	4	5
17. Response to changes is generally sufficient.	1	2	3	4	5
18. Response to changes is generally quick.	1	2	3	4	5
19. The organizational development projects are completed.	1	2	3	4	5
20. I have the opportunity to develop myself in my job sufficiently.	1	2	3	4	5
21. My development ideas are well received.	1	2	3	4	5
22. Organizational culture is flexible.	1	2	3	4	5
23. My supervisor supports the development of the organization sufficiently.	1	2	3	4	5
Reaction					

24. The need for change is recognized in the organization.	1	2	3	4	5
25. There is a real need for change.	1	2	3	4	5
Learning					
26. I'm familiar with the vision of the change (Työntekijöille jaettu Kehittämissuunnitelma , Hallinnon rakennetta ja kirkon palvelukeskuksen toiminnan vaikutusta pohtiva työryhmä 2013).	yes	no			
27. (if yes) Vision and goals are realistic.	1	2	3	4	5
28. (if yes) The vision and goals have been sufficiently introduced.	1	2	3	4	5
29. (if yes) I'm able to identify with the vision.	1	2	3	4	5
Behavior					
30. (if yes) Progress has been made on schedule:					
a) Organizational change	1	2	3	4	5
b) Service centre change	1	2	3	4	5
31. The organization has adequate resources to make the changes happen.	1	2	3	4	5
32. The employees have been sufficiently involved in planning and implementing the change.	1	2	3	4	5
33. Change management has been successful.	1	2	3	4	5
34. Planning the changes has been sufficient.	1	2	3	4	5
35. There has not been significant resistance to change in the organization.	1	2	3	4	5
36. The organization's possible resistance to change has been successfully handled.	1	2	3	4	5
37. The organization has accepted organizational development as part of its culture.	1	2	3	4	5
Results					
38. Changes have been successfully completed:					
a) Organizational change	1	2	3	4	5
b) Service centre change	1	2	3	4	5
39. The evaluation of the changes has been sufficient.	1	2	3	4	5
40. The changes have guided the organization to a better direction.	1	2	3	4	5

Comments _____

Thank you!

APPENDIX 4

Ympyröi jokaisen alapuolella luetellun väittämän oikealta puolelta numero, joka kuvaa parhaiten mielipidettäsi.
Käytä taulukon ylimmällä rivillä olevaa arvosteluasteikkoa.

	Asteikko				
	Eri mieltä		En osaa sanoa		Samaa mieltä
*Kyselyssä organisaatiolla tarkoitetaan HTH-organisaatiota, ellei toisin mainita.					
Työilmapiiri					
1. Tulen toimeen organisaation* työntekijöiden kanssa.	1	2	3	4	5
2. Työntekijöiden kohtelu organisaatiossa on tasapuolista.	1	2	3	4	5
Työtyytyväisyys					
3. Viihdyn nykyisessä työssäni hyvin.	1	2	3	4	5
4. Mielipiteilläni on merkitystä.	1	2	3	4	5
5. Palkitsemisjärjestelmä on motivoiva.	1	2	3	4	5
6. Työtyytyväisyyteni on parantunut organisaatiomuutoksen aikana.	1	2	3	4	5
Johtaminen ja päätöksenteko					
7. Saan työstäni riittävästi palautetta.	1	2	3	4	5
8. Saamani palaute on laadultaan rakentavaa.	1	2	3	4	5
9. Kehityskeskusteluja on riittävän usein.	1	2	3	4	5
10. Koen kehityskeskustelut hyödyllisinä.	1	2	3	4	5
11. Tiedonkulku organisaatiossa on sujuvaa.	1	2	3	4	5
12. Päätöksenteossa otetaan työntekijöiden mielipide huomioon.	1	2	3	4	5
13. Tarkempi ohjeistaminen työssäni ei ole tarpeen.	1	2	3	4	5
14. Olen tyytyväinen esimiestoimintaan.	1	2	3	4	5
Työyhteisön kehittäminen					
15. Organisaatio reagoi ympäristön ja toimintakentän muutoksiin hyvin.	1	2	3	4	5
16. Organisaatio reagoi sisäisiin muutostarpeisiin hyvin.	1	2	3	4	5
17. Reagointi muutoksiin on pääsääntöisesti riittävää.	1	2	3	4	5
18. Reagointi muutoksiin on pääsääntöisesti nopeaa.	1	2	3	4	5
19. Organisaation kehittämishankkeet vievät loppuun asti.	1	2	3	4	5
20. Minulla on mahdollista kehittää itseäni työssäni riittävästi.	1	2	3	4	5
21. Kehitysideani otetaan hyvin vastaan.	1	2	3	4	5
22. Organisaatiokulttuuri on joustavaa.	1	2	3	4	5
23. Esimieheni tukee toiminnallaan riittävästi organisaation kehittämistä.	1	2	3	4	5

Reaktio					
24. Muutosten tarve on tunnistettu organisaatiossa.	1	2	3	4	5
25. Muutoksille on todellinen tarve.	1	2	3	4	5
Oppiminen					
26. Muutosten visio on minulle tuttu (Työntekijöille jaettu Kehittämissuunnitelma , Hallinnon rakennetta ja kirkon palvelukeskuksen toiminnan vaikutusta pohtiva työryhmä 2013).	kyllä	ei			
27. (jos kyllä) Muutosten visio ja tavoitteet ovat realistisia.	1	2	3	4	5
28. (jos kyllä) Muutosten visiosta ja tavoitteista on tiedotettu riittävästi.	1	2	3	4	5
29. (jos kyllä) Muutosten visio on samaistuttava.	1	2	3	4	5
Tapa toimia					
30. (jos kyllä) Muutosten läpivieminen on edennyt aikataulussa:					
a) Organisaatiomuutos	1	2	3	4	5
b) Kirkon palvelukeskusmuutos	1	2	3	4	5
31. Muutosten läpiviemiseksi on järjestetty riittävästi resursseja.	1	2	3	4	5
32. Henkilöstöä on osallistutettu muutoksen suunnitteluun ja toteuttamiseen riittävästi.	1	2	3	4	5
33. Muutosten johtaminen on onnistunut.	1	2	3	4	5
34. Muutosten suunnittelu on riittävää.	1	2	3	4	5
35. Organisaatiossa ei ole esiintynyt suurta muutosvastarintaa.	1	2	3	4	5
36. Organisaation mahdollista muutosvastarintaa on osattu käsitellä hyvin.	1	2	3	4	5
37. Organisaatio on hyväksynyt organisaatiokehittämisen osaksi kulttuuria.	1	2	3	4	5
Tulokset					
38. Muutokset on viety läpi onnistuneesti:					
a) Organisaatiomuutos	1	2	3	4	5
b) Kirkon palvelukeskusmuutos	1	2	3	4	5
39. Muutosten arviointi on ollut riittävää.	1	2	3	4	5
40. Muutokset ovat kehittäneet organisaatiota parempaan suuntaan.	1	2	3	4	5

Kommentteja

Kiitos vastauksistasi!

APPENDIX 5

Respondents

Question number	1	2	3	4	5	6	7	8	9	10	11	Average	Median	Standard deviation
1	5	4	5	5	5	5	5	4	5	5	5	4,8	5	0,39
2	2	x	2	4	4	x	2	2	2	4	x	2,8	2	0,97
3	4	x	4	2	5	5	4	4	4	4	4	4,0	4	0,77
4	x	2	x	2	4	5	2	2	4	4	4	3,2	4	1,13
5	1	2	1	1	1	4	2	2	2	2	x	1,8	2	0,87
6	4	2	x	2	4	4	2	2	4	2	5	3,1	3	1,14
7	4	x	4	2	4	4	1	2	4	2	5	3,2	4	1,25
8	4	x	4	2	4	5	1	2	2	4	5	3,3	4	1,35
9	5	4	x	5	5	5	5	5	5	5	5	4,9	5	0,30
10	x	2	x	2	4	4	1	2	2	2	4	2,6	2	1,07
11	x	x	2	x	2	5	2	5	2	4	x	3,1	2	1,36
12	2	2	4	2	2	4	2	x	2	x	x	2,5	2	0,87
13	5	x	2	5	5	4	4	5	5	4	4	4,3	4,5	0,90
14	x	x	x	2	4	4	2	x	2	4	4	3,1	4	0,99
15	4	x	4	4	4	5	2	4	2	1	4	3,4	4	1,20
16	2	x	4	2	4	5	2	4	2	2	4	3,1	3	1,14
17	x	x	x	2	5	5	1	4	2	2	x	3,0	2	1,51
18	x	x	2	1	5	4	1	4	1	1	x	2,4	1,5	1,58
19	4	x	2	4	4	4	2	2	2	x	x	3,0	3	1,00
20	x	x	4	2	4	4	2	4	4	2	4	3,3	4	0,94
21	4	x	4	1	4	4	2	2	2	1	x	2,7	2	1,25
22	4	2	4	1	4	5	2	4	2	4	4	3,3	4	1,21
23	4	x	x	2	4	5	2	4	2	4	4	3,4	4	1,07
24	4	x	2	4	5	4	5	4	4	5	4	4,1	4	0,83
25	5	4	4	5	5	4	5	4	5	2	5	4,4	5	0,88
26	yes	no	no	no	yes	yes	no	yes	yes	yes	yes			
27	4	x	x	x	4	4	x	4	4	2	4	3,7	4	0,70
28	x	x	x	x	4	2	x	4	2	5	x	2,8	4	1,20
29	x	x	x	x	4	x	x	4	4	2	x	3,5	4	0,87
30														
a)	2	x	x	x	4	4	x	4	2	2	5	3,3	4	1,16
b)	5	x	x	x	5	x	x	4	5	4	5	4,7	5	0,47
31	4	1	x	4	4	x	2	2	4	4	4	3,2	4	1,13
32	4	2	x	2	2	4	2	2	4	4	4	3,0	3	1,00
33	5	x	2	2	4	x	2	2	4	x	4	2,8	3	1,17
34	4	x	2	x	2	x	2	4	4	4	4	3,3	4	0,97
35	4	x	2	1	4	4	1	2	2	2	4	2,6	2	1,20
36	5	2	x	4	4	4	2	4	2	5	4	3,6	4	1,11
37	4	2	4	x	4	4	2	4	2	5	4	3,5	4	1,02
38														
a)	x	2	x	1	4	4	2	4	2	4	4	3,0	4	1,15
b)	5	x	4	4	4	5	2	4	4	2	4	3,8	4	0,98
39	2	x	4	2	x	4	2	4	2	2	x	2,8	2	0,97
40	5	x	4	x	4	5	x	4	4	x	4	4,3	4	0,45