

WORK WELL-BEING OF TEMPORARY EMPLOYEES

Case: Personnel Leasing Company X

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Abstract

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Abstract <p>This thesis concentrates on the work well-being of temporary employees and measures to develop it. The goal was to examine the current level of work well-being of the temporary employees and to discover the level of satisfaction to case company and client company operations.</p> <p>The thesis consists of theoretical and empirical parts. The theoretical part has two main chapters. The first chapter discusses the concept of personnel leasing, its benefits and challenges, and the legislation related to it. Second chapter concerns work well-being, its importance and the factors influencing it. The empirical part of the thesis consists of formulation of the empirical research, data collection and analysis and development suggestions. Finally, the conclusion part answers research questions and introduces further research suggestions.</p> <p>This thesis was commissioned by Company X. The study uses the quantitative method and deductive approach. The study is influenced by the qualitative method as well. Data is collected from primary sources as survey and secondary sources as relevant books and online sources. The survey is conducted as a descriptive and structured survey and is carried out among the temporary employees working in the hospitality and restaurant industry at Company X in the Helsinki metropolitan area.</p> <p>Main finding of the research is that a personnel leasing company can influence and further contribute to the work well-being and satisfaction of its temporary employees with successful communication and interaction between the case company, the temporary employee and the client company. The theoretical part of the thesis supports majority of the findings in the empirical part.</p>		
Keywords Personnel leasing, Temporary work, Temporary employee, Work well-being, Work Well-being Stairway model, Work satisfaction		

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1 INTRODUCTION

1.1 Research Background

Personnel leasing did not become common in Finland until after the economic depression in the 1990's and has kept steadily growing ever since. The number of temporary employees doubled between years 2001 and 2004 (Viitala & Mäkipelkola 2005, 10), and between 2015 and 2017 the number of temporary employees grew by 10,000, totaling the number of temporary employees to 41,000 in 2017. However, temporary work is still a marginal form of employment in the Finnish labour market, and the proportion of temporary employees from the whole labour force in Finland is only two percent. (Tilastokeskus 2017.)

Personnel leasing varies in many ways from a standard employment model. In temporary work the work is limited in duration and short-term, unpredictable and irregular. It usually involves multiple employers, engagements and workplaces instead of one employer and regulated workplace. Due to the limited duration of the employment, temporary employees often have reduced entitlements. Temporary work is often related to seasonal production arrangements, labour shortage situations and specialist labour skills. (Burgess & Connell 2004, 3-4.)

From an employee's viewpoint, temporary work offers variation, flexibility and freedom, and it a possibility to gain versatile work experience. For companies it is a way to reduce personnel-related risks and increase flexibility in labour costs. (Viitala & Mäkipelkola 2005, 19, 22-23.) However, personnel leasing often comes with prejudice and negative experiences.

Special features, such as the employment relationship and contractual relations between the personnel leasing company, the temporary employee and the client company are important to remember when considering the work well-being of temporary employees. The tripartite relationship brings its challenges not only the employment itself, but also to the work well-being of the temporary employee and shifts the responsibility of well-being even more to the employee. (Ojala & Ahonen 2005, 23.)

The thesis was commissioned by Company X (see Appendix 1). The author's own employment at Company X and interest towards the concept of work well-being, and the commissioning company's needs brought this idea together. This thesis is valuable for the commissioning company because it provides information about the current level of work well-being of its temporary employees.

1.2 Thesis Objectives, Research Questions and Limitations

The main goal of the thesis is to examine the current level of work well-being of the temporary employees at Company X in the Helsinki metropolitan area. The study also aims to determine the satisfaction of the temporary employees to the case company and the client company operations. Finally, the thesis aims to offer development suggestions on how the case company can contribute to the work well-being of its temporary employees on daily basis.

The research question of this study is the following:

- How do the temporary employees experience their work well-being?

Moreover, there are two sub-questions:

- How satisfied are the temporary employees to the case company and its client companies?
- How can the case company contribute to the well-being of its temporary employees in day-to-day activities?

The limitation of this research is that it only concerns the temporary employees who work in the hospitality and restaurant industry in the Helsinki metropolitan area and does not provide information concerning temporary employees in other industries. Therefore, the results may not reflect other temporary employees working in other industries and the suggestions made for the case company may not concern other industries in which the case company operates. Therefore, the results received from the empirical survey that was conducted for this thesis, cannot be generalized to all temporary employees at the case company, or to industries or cities in which the case company operates on. However, the research provides information for the case company and helps it to understand how its actions influence the work well-being of its temporary employees in the hospitality and restaurant industry.

1.3 Theoretical Framework

The theoretical framework of the thesis consists of literature on personnel leasing and work well-being. The first chapter of the theoretical part discusses and defines the concept of personnel leasing. The chapter includes topics such as personnel leasing in Finland, and benefits and challenges of personnel leasing from both, the temporary employee's and the client company's viewpoints. Finally, the chapter discusses legislation concerning personnel leasing. The second chapter of the theoretical part focuses on the concept of

work well-being in general, the significance of work well-being to organizations and employees, and examines work well-being from employee, work community and organization and leadership point of views. The chapter also introduces the Work Well-being Stairway Model. The well-being model goes through all the basic needs for well-being: psycho-physiological needs, safety needs, the need to belong and the need for appreciation and self-actualization.

1.4 Research Methods and Data Collection

There are three different research approaches that can be applied in a research: deductive, inductive and abductive. Deductive approach is often used in a research that begins with theory and is later tested by research strategy, inductive approach is used in a research where theory is built up by collecting data and abductive approach combines both, deductive and inductive approaches. (Saunders, Lewis & Thornhill 2012, 144-147.) This thesis applies deductive approach and leans on existing theory.

There are two main research methods: the qualitative and the quantitative. The main difference between the two is in their nature. Qualitative research is often focused on social process, and by nature it is mixture of the rational, explorative and intuitive. Qualitative research focuses on uncovering experiences and understanding behaviors, attitudes and opinions. The emphasis in qualitative research is in understanding from respondent's point of view. It is explorative in nature, process oriented and has a holistic perspective. In quantitative research, findings are arrived by statistical methods or other procedures of quantification. In quantitative methods the focus is on facts and reasons and has a logical and critical approach. It is result oriented and has an analytical perspective. (Ghauri & Grønhaug 2010, 105-107.) Quantitative research is suitable for studies which goal is to describe something in general or to describe how something has changed or to what extent something affects another variable (Vilkka 2015).

This study mainly relies on the quantitative method but is partly influenced by the qualitative method in order to gain more in-depth information about the current state of work well-being and how satisfied the case company's temporary employees are. The quantitative method was chosen because the aim is to examine the phenomenon through observable material and to make assumptions about the current state of the phenomenon. The empirical part of the study is based on a descriptive and structured online survey suitable for quantitative research. It is common to use descriptive surveys in business studies and survey is an effective way to gather opinions, attitudes and descriptions. Descriptive surveys are used to ascertain views and opinions of employees and to understand behavior of employees about motivation and work satisfaction. (Ghauri &

Grønhaug 2010, 118-120.) It was important for the research to receive large amount of data, using an online survey was the most economical and efficient way of gathering data. Data collection was conducted by sending a link to the online survey to all temporary employees with an active status, working in hospitality and restaurant industry at the case company. The survey was open for two weeks. Secondary data was collected from literature and internet-based sources. The data collection methods used in this thesis are presented in Figure 1.



Figure 1 Methods of the research

1.5 Thesis Structure

This thesis is divided into a theoretical and empirical part. The theoretical part has two main chapters which discuss personnel leasing and work well-being. The theoretical part is supported with empirical findings. The empirical part introduces the research project, which was conducted by sending a survey, by analyzing results, and by providing development suggestions. Finally, the thesis draws some conclusions and assesses the reliability of the research. The structure of the thesis is illustrated in Figure 2 below.

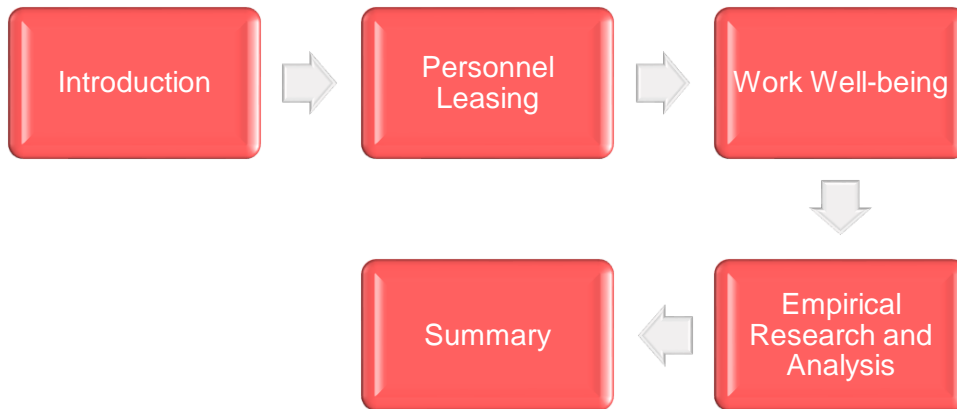


Figure 2 Thesis structure

Chapter 1 introduces the thesis topic and the research objective. In addition, it introduces the used data collection methods and provides an outlook of the structure of the thesis.

Chapter 2 discusses the concept of personnel leasing. It also introduces the industry in Finland and its benefits and challenges. Finally, Chapter 2 discusses the legislation concerning personnel leasing.

Chapter 3 focuses on the general concept of work well-being and its significance to organizations and its employees and examines work well-being from employee, work community and organization and leadership point of views. Chapter 3 also introduces the Work Well-being Stairway Model.

Chapter 4 introduces the empirical part of the study. The implementation of the research and the content of the survey are discussed, and the results of the survey are analyzed. Development suggestions are added to the analysis. The chapter 5, summarizes the study, evaluates the validity and reliability of the research and suggests further research ideas.

2 PERSONNEL LEASING

The purpose of this chapter is to discuss the concept of personnel leasing. This chapter introduces personnel leasing in Finland, the benefits and challenges of personnel leasing from the temporary employee and the client company point of views and the legislation concerning personnel leasing.

2.1 Concept of Personnel Leasing

Personnel leasing refers to an arrangement where the employer transfers its employee, with his consent, to work under another employer's management and supervision for consideration. There are three parties involved in personnel leasing: the personnel leasing company, the temporary employee and the client company. (Hietala, Kaivanto & Schön 2014, 13.) The client company is often also referred as a user company. Typically, temporary work is used to help ease production or seasonal peaks or to start new job descriptions. It is also common to outsource the whole human resource management function to a personnel leasing company if it is experienced challenging within a company. (Havula, Meincke & Vanhala-Harmanen 2017, 266.) The goal of personnel leasing companies is to combine short fixed-term employments into a longer employment relationship in order to offer as long-term employment as possible (Henkilöstöpalveluyritysten Liitto 2018a).

In personnel leasing, the personnel leasing company is the employer of the temporary employee, but the work is done in a client company. For the temporary employee this means that the employment contract is made with the personnel leasing company even though the work is done in the client company. (Havula et al. 2017, 265.) The company leasing employees from a personnel leasing company operates the same way as in any trading relationships. It makes an order regarding work force which the personnel leasing company delivers. The ordering company pays the invoice to the personnel leasing company who is in an employment relationship with the employee. The employment contract may last from a few hours to several years, but usually the contract is set for a few months. (Viitala 2014.)

The relationship between the employee, the personnel leasing company and the client company is presented below, in Figure 3. The relationship between the three parties in personnel leasing can also be called to form a tripartite relationship (Viitala 2014).

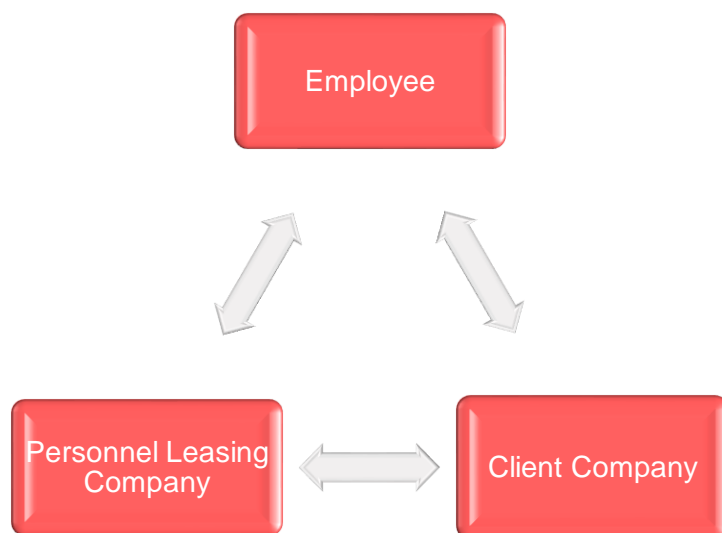


Figure 3 Tripartite relationship in personnel leasing (Viitala 2014)

General labour law is applied to the temporary employment relationship as it is applied to other employment relationships. However, the temporary employment relationship differs from other employment relationships by having three parties instead of two: the temporary employee and two employers, who among the rights and responsibilities are divided. (Hietala et al. 2014, 25.) Both the personnel leasing company and the client company are responsible for occupational safety and health and are obligated to ensure that the work is done in such manner which will not cause harm to the employee. Further specifications on division of responsibilities are important to be agreed on in the contract between the personnel leasing company and the client company. (Työturvallisuuskeskus 2015, 3.)

The personnel leasing company, as the legal employer, has the overall responsibility for the general orientation to work and implementation of occupational safety. This includes making sure of professional qualifications and suitability of the employee, issuing accident insurance and statutory occupational health care. (Työturvallisuuskeskus 2015, 4; Havula et al. 2017, 269.) Other personnel leasing company responsibilities are:

- Salary payment and sick leave pay
- Informing how to proceed in accident situations
- Annual leave bookkeeping, issuing annual leave, vacation pay and vacation compensation
- Informing of qualifications and nature of work to the temporary employee
- Monitoring working time and over time
- Making sure equal treatment and complying with Non-Discrimination Act
- Providing work certification to employee upon request. (Viitala et al. 2006, 104; Työturvallisuuskeskus 2015, 5; Havula et al. 2017, 271.)

The personnel leasing company is also responsible for making sure that the client company can fulfill its responsibilities concerning occupational safety (Työturvallisuuskeskus 2015, 4).

As the personnel leasing company holds the management of all employer responsibilities, the client company uses legal rights for management and supervision of work – oversees work performance and instructs and guides the temporary employee at the workplace (Havula et al. 2017, 265). Therefore, the right to manage and supervise work and those obligations imposed to an employer which are directly associated with work and its arrangements, are transferred to the client company. These obligations include orientation to work, workplace conditions, and occupational safety and health procedures at the workplace. (Hietala et al. 2014, 13; Havula et al. 2017, 269.) The client company is also obliged to comply with the Equality Act to ensure equal treatment and intervene and prevent harassment (Työturvallisuuskeskus 2015, 6; Havula et al. 2017, 269-270). Other client company responsibilities are:

- Informing of the occupational qualifications for the employee and special features of work to personnel leasing company
- Checking that the employee has working clothes suitable for the job
- Complying with the provisions of Working Hours Act
- Provide information of employee skills and behavior for work certification upon request. (Viitala et al. 2006, 104; Työturvallisuuskeskus 2015, 6; Havula et al. 2017, 270.)

The temporary employee is obligated to comply with the responsibilities set in the 3rd chapter of Employment Contracts Act. For the client company, the consent of the employee to agree to work, means that the employee is to perform his work with meticulousness and to comply with the supervisory directions given by the client company in the limits of its jurisdiction. However, the temporary employee has the right to abstain

from such work that could cause danger for the health of the employee or others. This should be immediately notified to the client company and personnel leasing company. The employee is also to look after his own and other employees' safety and to notify the client company, about shortcomings and deficiencies detected at the workplace. (Hietala et al. 2014, 139-140; Työturvallisuuskeskus 2015, 7.) The responsibilities of the temporary employee are:

- Perform work in such diligence as the work tasks and conditions require
- Obligation to act in good faith – to take care of machines and equipment trusted to the employee by the employer
- Not to share business and professional secrets. (Työsopimuslaki 55/2001; Työturvallisuuskeskus 2015, 7.)

Personnel leasing needs to be separated from recruitment. The purpose of recruitment is to create a contractual relation between a job applicant and the company seeking for work force. By this it differs from personnel leasing as there is no contractual relation between the intermediary, the personnel leasing company, and the employee, but the employment relation is created directly between the employee and the company which used the recruitment services. Many personnel leasing companies offer a variety of services besides temporary staffing such as recruitment, personality and suitability assessments, personnel development and relocation services. (Hietala et al. 2014, 18.)

2.2 Personnel Leasing in Finland

Personnel leasing has been practiced in Finland since the 1960's, but it did not become common until the 1990's. The industry has experienced strong growth especially in the 2000's and personnel leasing has since quickly become common in Finland. (Viitala, Vettensaari & Mäkipelkola 2006, 14.) In 1999 Finland had 15,000 temporary employees whose average age was 32, 78 percent were female and temporary work was mainly consisted of the service sector. According to a study made by CIETT in 2000, the main reasons for the use of temporary employees in the 1990's were leave replacements, seasonal fluctuations and unexpected peaks. (de Ruyter 2004, 40, 45.) The proportion of personnel leasing from the whole labour force doubled or tripled in Finland from the year 1996 by the year 2006. It kept steadily growing until year 2009 when the proportion of personnel leasing labour force decreased due to the general economic situation. (Hietala et al. 2014, 19.)

Information on temporary employees has been collected in the Labour Force Survey since 2008. According to Statistics Finland (i.e. Tilastokeskus), personnel leasing employed

approximately 41,000 people in year 2017, of which 24,000 were men and 17,000 were women. This totals the personnel leasing work force to two percent of Finland's total labour force. Since 2014 the personnel leasing work force has steadily increased but temporary work is still a marginal form of employment in the Finnish labour market. (Tilastokeskus 2017.) From 2015 to 2016 the number of temporary employees grew by 7,000 and from 2016 to 2017 it grew by 3,000 people, totaling the growth of work force in personnel leasing by 10,000 within just two years (Tilastokeskus 2016).

Temporary work is most common in manufacturing and in electricity, heat, water and waste management, wholesale, retail and in hospitality and restaurant industries. Compared to 2016 temporary work increased especially in manufacturing industries. (Tilastokeskus 2017.)

According to Statistics Finland, in 2008 there were almost 1,200 personnel leasing companies and the combined revenue was almost 1,54 billion euros. By 2016 the number of personnel leasing companies had increased by 200 but the total revenue had grown to over 2,22 billion euros. But according to the chief executive officer of Private Employment Agencies' Association (HPL), Merru Tuliara, there are approximately 500-600 established companies in the personnel leasing industry, most of which are small, employing under five employees. (Henkilöstöpalveluyritysten Liitto 2018b.)

From an international viewpoint there is only a small amount of legislation concerning temporary work in Finland (Hietala et al. 2014, 26). Legislation related to personnel leasing in Finland is discussed further in Chapter 2.5.

Personnel leasing is a notable employer for young people in Finland – many young people have their first work experience through temporary work. According to HPL nearly half of the employees in the personnel leasing sector are under the age of 25 and that personnel leasing is the gate to working life for many young people. Personnel leasing companies help thousands of young people every year to enter working life by, for example, issuing them different training possibilities. According to HPL temporary work is also involved in creating a second career for pensioners. The work done during pension is occasional, part-time and irregular. (Henkilöstöpalveluyritysten Liitto 2018c.) In the 2018 Temporary Work Research survey made by Private Employment Agencies' Association, five percent of respondents were between ages 55-62 and one percent were over 63 years old. The number of pensioners is expected to rise in the future (Henkilöstöpalveluyritysten Liitto 2018d, 25).

2.3 Benefits of Personnel Leasing

For the client company

Using personnel leasing is set to have many benefits for the client company such as creating effortless, flexible and quick source of extra work force in events of instability within the client company's own work force even though the costs of using temporary employees are approximately 25-100 percent higher than employing directly to the company's payroll. (Viitala 2014; Hietala et al. 2014, 21.) Benefits of personnel leasing are illustrated in Figure 4 below.

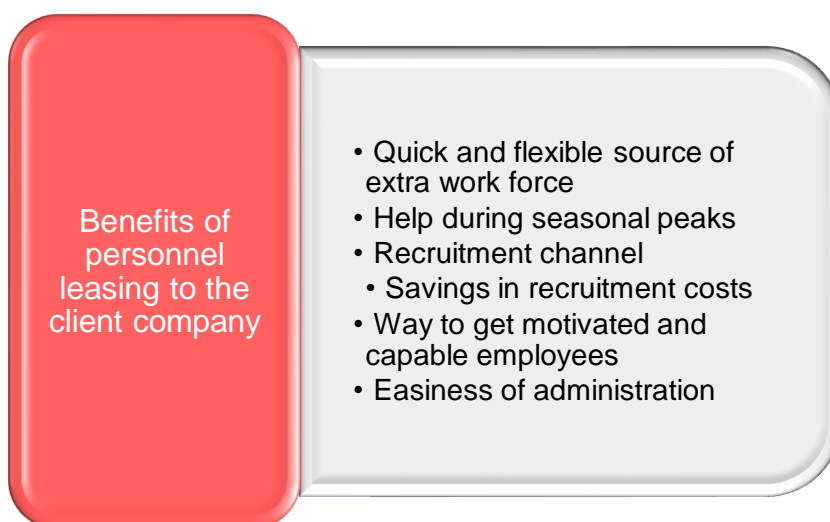


Figure 4 Benefits of personnel leasing to the client company

Personnel leasing creates flexibility and cost savings for client companies, for example during seasonal peaks and temporary posts. Especially during seasonal peaks personnel leasing creates flexibility for the client company when the company's own employees are not enough to meet the demand. As the demand for work force increases during demand and cyclical changes, use of temporary employees decreases pressure of work load directed to the company's own personnel and helps to ease the pressure of doing overtime. When the demand for work force decreases, the client company will reduce the number of temporary employees, so that the changes in demand will not apply to the

company's own personnel. (Hietala et al. 2014, 22.) By this the client company saves in costs when it does not have to recruit and hire permanent personnel which it does not need after the seasonal peak has settled (Könönen, Tiihonen 2014, 25). Many companies utilize temporary employees especially during evenings and weekends to give its own personnel time off.

Personnel leasing can also be a recruitment channel for the client company to look for permanent personnel. By letting the personnel leasing company handle the recruitment process, from issuing job advertisement to applicant interviewing, the client company saves in costs, time and trouble that would have been required for a recruitment process. (Viitala 2014.) The client company can also transfer a good temporary employee to its own payroll according to terms that have been set with the personnel leasing company. Usually the client company pays a recruitment fee to the personnel leasing company to transfer the employee to its own payroll. The client company can also wait until the employee has done a certain number of working hours for them, to avoid paying the recruitment fee. (Havula 2017, 272.) Many client companies experience that they have gotten capable and motivated employees through personnel leasing companies (Viitala et al. 2006, 113; Viitala 2014). In addition, temporary work is often used for project natured ventures or to fill short-term expert tasks which cannot be completed by the company's existing personnel due to lack of expertise which is not a part of the company's core competence (Hietala et al. 2014, 21).

By using temporary work, the client company benefits from easiness of administration. As the employee is in an employment relationship with the personnel leasing company, all employee related administrative formalities are taken care of by the personnel leasing company. (Viitala 2014.)

For the temporary employee

For many, temporary work is a flexible way of working and many see it as an easy and quick way to be employed and to get versatile work experience, especially young people without work experience ((Henkilöstöpalveluyritysten Liitto 2018a). Temporary work is also found to be a way to get those people to labour markets who may not want permanent work or would not otherwise get work (Hietala et al. 2014, 20). Benefits of personnel leasing for temporary employees are demonstrated in Figure 5.

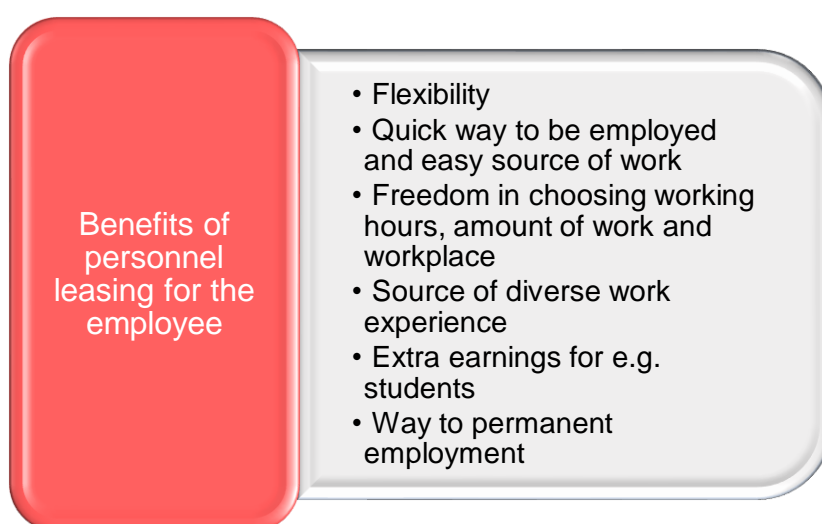


Figure 5 Benefits of personnel leasing for the employee

For the temporary employees' freedom, flexibility and easiness are main reasons for doing temporary work. One of the most recognized reason for doing temporary work is the possibility to affect working hours, place and amount of work. Some temporary employees feel that they have better possibilities to affect their working hours, shifts and the amount of work compared to permanent employees at client companies. Often temporary employees see temporary work as a way to get permanent employment. (Viitala 2014; Hietala et al. 2014, 20.)

Working through a personnel leasing company often offers variation to life. Temporary work gives the opportunity to see diversely different workplaces, familiarize with different

ways of working and getting to know new work communities which can come useful later when, for example, applying for new work positions. Personnel leasing companies often offer short training possibilities for its employees to enhance their capabilities to get employed. (Henkilöstöpalveluyritysten Liitto 2018a; PAM 2018.)

Temporary work is often the choice for those who are specifically looking for flexibility in work, for example to be done besides another job or studies. Temporary work is popular amongst, for example, students who are not looking for permanent work or to be tied to regular working hours and shifts. For them temporary work is a way to get extra earnings to fund their studies and have freedom and flexibility in work. (Hietala et al. 2014, 20; PAM 2018.) It is noticed that working in a personnel leasing company is more common in the ages under 30 and especially between the ages 15-24 (Hietala et al. 2014, 20).

Reasons for doing temporary work according to the Private Employment Agencies' Associations 2018 Temporary Work Research survey, are:

- would be out of work (45 percent)
- can choose the time and place of work (39 percent)
- wanting to see different workplaces and get versatile work experience (26 percent)
- wanting extra earnings (25 percent). (Henkilöstöpalveluyritysten Liitto 2018e.)

2.4 Challenges in Personnel Leasing

Perceptions of temporary work from the past sometimes still influence the image of personnel leasing today. Different negative live phenomenon's and examples brought to publicity on inequality and bad experiences in the past have caused prejudice against temporary work and other personnel leasing services and some are still affecting today (Viitala 2007, 193).

The most typical problems identified in personnel leasing and temporary work are related to salary, the status within the work community, commitment to work and insecurity of work of temporary employees. Figure 6 illustrates difficulties in temporary work from the temporary employees' and the client company's viewpoints.

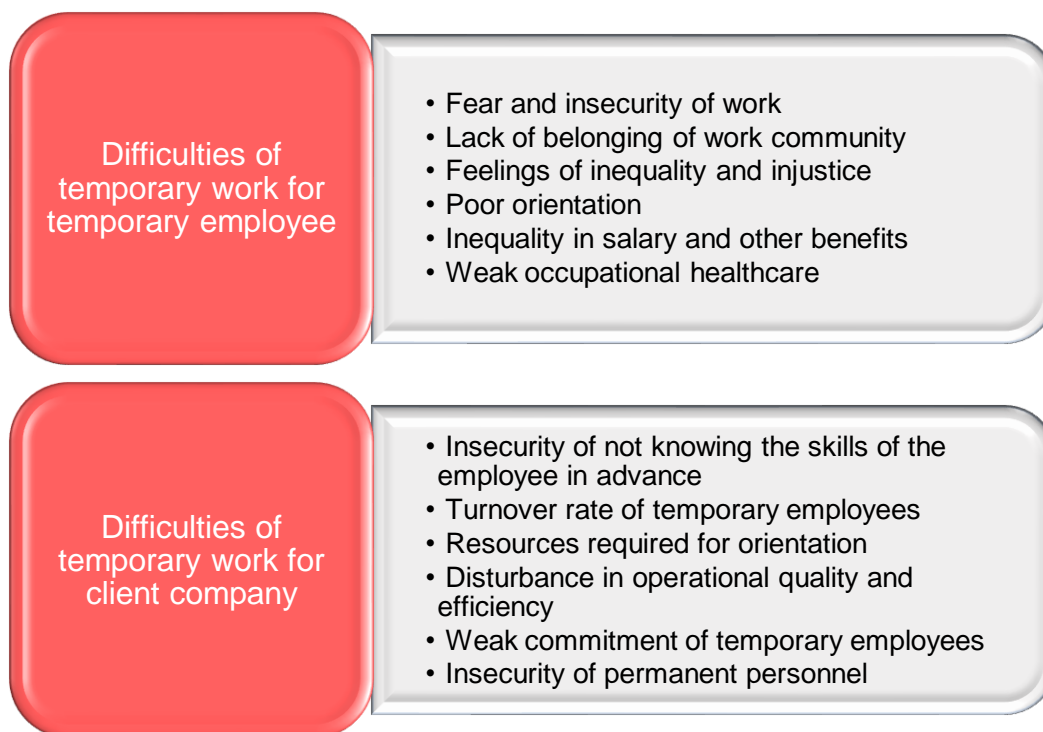


Figure 6 Experiences of the use of temporary work force (adapted Viitala, 2007, 97)

Especially insecurity is experienced as a notable problem in temporary work. From the employee perspective fear and insecurity generally concern the amount and continuance of work, and the lack of a permanent work community. The temporary employee cannot necessarily be sure when his next shift will be or the amount of salary he will receive, as there is no regular income, and knowledge of whether there is work to be offered altogether. Insecurity of the future often affects the temporary employees' capabilities to plan ahead and creates difficulty of building a life on the continuance of insecurity. Especially this is experienced difficult and to cause mental strain to the temporary employee. (Viitala et al. 2006, 100, 137, 144-148; PAM 2018.)

As for the client company the insecurity is often related to the capability, motivation and commitment of the temporary employee (Hietala et al. 2014, 22). The turnover of temporary employees often strains the client company's own personnel as the orientation and operational responsibility often builds up on them. Resources required for orientation to work and workplace practices are therefore often experienced problematic in a client company as it is seen as disturbance on operational quality and efficiency. Temporary employees often do suffer of weak orientation. (Hietala et al. 2014, 22.)

Temporary employees are not always related positively. In some work communities it can be experienced that temporary employees take work hours from other personnel and cause insecurity within the client company's own personnel as they feel, and fear being replaced by temporary employees. This can affect the attitude of the client company's personnel against temporary employees. (Hietala et al. 2014, 22; PAM 2018.)

For temporary employees it can be difficult to commit to work, workplace or work community as they are to continuously learn and adjust to new work communities, work methods or workplaces. This often puts a strain on the temporary employee. This is neither to the employees, employers or client company's benefit. (PAM 2018.) Continuous change in workplaces and work communities can make temporary employees feel externality within work communities which in turn can lead to difficulties in commitment and motivation for work. This can also affect to temporary employees having weaker career development. (Viitala et al. 2006, 113-114; Hietala et al. 2014, 23.)

Salary and various evening and night shift allowances and overtime compensations depend on the collective labour agreement of the industry (Henkilöstöpalveluyritysten Liitto 2018a). However, many studies in the past have pointed out the inequality and uneven levels in salary payment and other benefits between the temporary employees and the client company's own personnel (Viitala 2014). Even though the client company is obligated to comply with the provisions of the Equality Act with the temporary work force, temporary employees are often found to feel inequality and injustice within the workplace (Havula et al. 2017, 270).

The personnel leasing company is obligated to arrange statutory occupational health care for the employee (Viitala 2014). Despite this, temporary employees often experience occupational health care services as insufficient and experience problems when fallen sick and in sick leave compensation (Viitala et al. 2006, 3).

2.5 Legislation Concerning Personnel Leasing

Labour leasing is not limited by Finnish legislation as licensing of labour leasing was abandoned in the beginning of 1994. For the time being it has not been considered necessary to enact a law specifically on temporary work in Finland. For the employment relationship between the personnel leasing company and the temporary employee, as well as the legal relationship between the temporary employee and the client company is applied with the general labour law in the same way as it is applied to other employment relationships. Besides the general labour law, temporary employee relationships are regulated with collective labour agreements and are to follow other regulations of which most concern laws such as, Employment contracts Act, safety at Work Act, Non-Discrimination Act and Working Hours Act. (Hietala et al. 2014, 24-27.)

The Directive of Temporary Work, which was enforced in Finland on March 1, 2012, is applied to all employees who are in an employment relationship with a personnel leasing company and who work under a client company's management. The purpose of the directive is to protect temporary employees and to enhance the quality of temporary work. This is done by making sure of equal treatment and position of temporary employees amongst the client company's own personnel, to remove all unfounded restrictions concerning personnel leasing and to eliminate such restrictions which could prevent the employee from being employed. (Elomaa 2011, 42-45; Hietala et al. 2014, 30-31.)

Contractual relationship of the personnel leasing company and the client company

Between the personnel leasing company and the client company should be a written contract concerning personnel leasing. The parties should agree on at least the procession of the process, responsibilities of contracting parties, duration of the contract and term of notice, specification of work tasks and the special features of the work, workplace, qualifications required from the employee, reclamation process and damages. It is recommended that the contract to include the general contractual terms, HPL YSE 2018, as an appendix. (Havula et al. 2017, 268; Henkilöstöpalveluyritysten Liitto 2018f.) The use of temporary work does not have to be justified in any way but when initializing temporary work, the company must notice the Act on the Contractor's Obligation and Liability and dispense Act on Co-operation within Undertakings (Havula et al. 2017, 266-267).

The Act on the Contractor's Obligation and Liability is applied to temporary work such as to any subcontracting. Purpose of the Act on the Contractor's Obligation and Liability 1§ is, as it is written in the law:

The purpose of this law is to promote fair competition between companies and compliance with the employment conditions and to create the prerequisites for companies and public bodies to ensure that their contracts with temporary work or subcontractors fulfill their statutory obligations as contracting parties and employers. (Yhteistoimintalaki 334/2007, 1§.)

Before the client company and the personnel leasing company can make a contract about the use of temporary employees, the client company is to ask for the following reports from the personnel leasing company:

- trade register
- clearance that the company is registered in prepayment register, employer register and to the registry of value added taxes
- certification of tax payment and taking on a pension insurance
- clearing of applied collective labour agreement. (Elomaa 2011, 154-155; Havula et al. 2017, 267.)

For the client company not to have to ask for the reports, it must have a justifiable reason for to trust the other contractual party to fulfill its statutory obligation (Elomaa 2011, 154-155; Havula et al. 2017, 267).

If the company employs at least 20 employees, it must apply the Act on Co-operation within Undertakings. In the co-operation procedure the client company is to address in which situations and to what extent they are going to use temporary work and all other general principles concerning temporary work. Before a contract is made between the client company and the personnel leasing company, the client company is obliged to inform the employee representative of the consideration to use temporary work. The company's employee representative has the right to know:

- the number of temporary employees
- work tasks and place of work
- duration of the contract
- time periods of when temporary work is used. (Elomaa 2011, 141-144; Havula et al. 2017, 266.)

General terms in temporary work

Employment contract between temporary employee and personnel leasing company is recommended to be made in writing. In case the employment contract is made orally, the temporary employee has the right to receive clearing of the general terms of employment

in writing from the personnel leasing company immediately when asked for. (Elomaa 2011, 28.) If the employment is permanent or longer than a one-month period, the employer is obliged to give a clearing of the general terms of the employment in writing at the latest at the end of the first pay period without a separate request from the employee (Työsopimuslaki 2/2001, 4§; Elomaa 2011, 29).

Minimum conditions of temporary work

If the personnel leasing company is not bound by a collective labour agreement, the employment relationship with the temporary employee is to be applied at least with a collective labour agreement binding the client company. In which case the terms and conditions of the temporary employees' salary, working hours and annual leave are to be determined by and equivalent to the collective labour agreements and practices binding the client company. (Työsopimuslaki 2/2001, 9§; Elomaa 2011, 89-90.)

Trial period

In temporary work, as in any employment relationship, a trial period can be agreed upon as it is mentioned in chapter 1, 4§ of Employment Contracts Act. The trial period can be at most four months long and in employments under eight months, trial period cannot be more than half of the employment period. However, if in the beginning of the employment the employer arranges a specific training concerning the work which lasts continuously over four months, the trial period can be extended to six months. (Saarinen 2015, 126-127; Elomaa 2011, 31.) However, if the client company, after the temporary employment, wants to transfer the employee to its own payroll, they must reduce the time the employee has worked at the company in similar work tasks as a temporary employee, from the new trial period. However, if the company employs the employee to different kinds of tasks, trial period can be agreed on normal terms. (Havula et al. 2017, 272.)

Right to use client company's services

In chapter 2, 9a§ of the Employment Contracts Act, it has been stated that the temporary employee has the same right to use the client company's services and arrangements as the client company's own personnel, if different treatment is not justifiable with objective reasons. Such services are, for example, the right to lunch at the same lunch restaurant and use the same gym services as other personnel. However, the client company is not obliged to financially support the temporary employees use of the services and arrangements. (Työsopimuslaki 2/2001, 9a§; Havula et al. 2017, 270.)

3 WORK WELL-BEING

3.1 Concept of Work Well-being

In recent years, work well-being has become a key topic in organizations. Employers have started to invest in the well-being of their employees, as it has become clearer that the well-being of personnel is for the benefit not only of the employee, but also the employer and society. On the other hand, employees have begun to pay more attention to enjoying work and work well-being, instead of a high salary or other benefits when choosing work. (Virolainen 2012, 9, 52.)

Work well-being can be defined in many ways. The Finnish Institute of Occupational Health (i.e. Työterveyslaitos) defines work well-being the following way:

Well-being at work means safe, healthy and productive work that is done by skilled employees and work communities, in a well-managed organization. Employees and work communities experience their work as meaningful and rewarding, and they believe work supports their life management. (Työterveyslaitos 2018.)

Manka (2011, 35) describes work well-being as an entity which consists of fair and consistent leadership, skills development, organization that promotes success, interactive operation and the psychical, physical and social health of the employee. Ojala and Ahonen (2005, 27) state that the most important aspect for work well-being is how individuals feel during a workday. Work well-being is also said to be based on good leadership and management, organization of work, guidelines for work communities, skills, interactive operations and positive company culture. Different training and education possibilities, meaningfulness of work, supportive and consistent leadership, feedback and trust are found to increase work well-being. (Manka, Hakala, Nuutinen & Harju 2010, 7.)

The Finnish Institute of Occupational Health (2018) has pointed out that work well-being is the responsibility of both the employer and the employee but also of the society at large. The society is responsible for creating frameworks and possibilities for maintaining work well-being by legislation and supporting activities which promote citizens' health, learning and occupational skills. An employer is to comply with legislation, ensure equal treatment of employees and to build a pleasant and enjoyable atmosphere, as well as maintain occupational safety. However, the employer cannot be made responsible for the well-being of the employee on its own. Individuals are responsible for their own lifestyle and habits, and for complying rules and guidelines at work. (Virolainen 2012, 12.) Manninen (2009, 219) continues that the employer or managers cannot force anyone to act in a way that would automatically promote well-being at work, as the desire to achieve better and

healthier workplace must come from individuals themselves. Individuals must also have their own desire to maintain and develop their personal well-being as well as their work ability and professional competence (Ojala & Ahonen 2005, 34; Sosiaali- ja terveysministeriö 2018).

Work well-being is not achieved through isolated health-related recreational activities but instead is made in everyday work and achieved through everyday operations. Therefore, work well-being requires long-term commitment and systematic management.

(Työterveyslaitos 2018.) Work well-being can be supported by the organization with different benefits offered to personnel and in turn can be embedded to the rewarding system at the organization. The organization is obliged to arrange occupational health care, as it is one of the most important ways to support work well-being, for its employees. (Viitala 2014; Österberg 2015.) Occupational health services are tailored to serve a productive working life. The role of occupational health care is to maintain, promote and restore the work ability of employees and to ensure work and performance abilities of the entire work community. (Sinokki 2016, 70.)

3.2 Factors in Work Well-being

Work well-being and how it is experienced is the sum of many factors: organization, work community and individual related variables (Työterveyslaitos 2018). This chapter discusses the different factors that influence work well-being from individual, work community and organization and leadership viewpoints. This chapter also discusses the importance of communication and interaction within the workplace and how it can influence the work well-being.

3.2.1 Individual Work Well-being

Work well-being can mean different things for different people. While someone appreciates security and stability, someone else appreciates freedom and flexibility. In addition to that, how work well-being is experienced can be influenced by individuals' background, such as gender, age, education, lifestyle or family situation, or it can be about organization related issues, such as unfair leadership. However, everyone is responsible for their own work well-being, although it can be enhanced, supported and maintained with proper leadership and management by the employer. (Ojala & Ahonen 2005, 28; Virolainen 2012, 12.) Know-how and physical and psychical work environment are the cornerstones of well-being. Interesting work and work tasks, and supportive and appreciative work community that offers challenges and opportunities, development possibilities, security and communality are important resources in individuals' life that

influence on well-being. (Ojala & Ahonen 2005, 23; Viitala 2014.) Work provides well-being to individuals when they are aware that they are doing meaningful work, receive feedback on their performance, can influence work methods and feel belonging to a work community, and are respected and treated fairly. Manka (2001, 73) simplifies that work well-being is seen in an individual through enjoyment and satisfaction of work.

The work well-being of an individual can also be examined through the concept of work engagement. According to Hakanen (2011, 38) work engagement is combination of resilience, dedication and immersion and means genuinely positive emotion and state of motivation in work. If the employee experiences work engagement, it means that the employee is excited by his work and considers his work meaningful, wants to perform well in his work and is proud of his work, wants to have initiative and is resilient during adversity. (Hakanen 2011, 23, 38.) State of work engagement is valuable experience of work well-being and the positive emotions, such as joy, excitement and pride reinforce physical, psychical and social resources of an individual. Those who experience work engagement are often healthier and have better work ability than others and they can positively influence to the performance of the team by distributing the feeling of work engagement. (Hakanen 2011, 40-42.)

3.2.2 Work Well-being in Work Community

Individual work well-being is the foundation of overall work well-being and well-being in a work community is a formation of each members' well-being. It is comprised by all systems supporting work well-being, such as occupational healthcare and safety, pleasant work environment and recreational activities. Leadership and management are who determine how these well-being resources are used. (Ojala & Ahonen 2005, 32-33.) Open interaction, common ground rules which are followed, fair leadership and work is meaningful for everyone are characters of functional and well-being work community. Functional work community is not created without functioning relationships – openness, trust and transparency are foundations for creating functional work community. (Österberg 2015.) Workplace and atmosphere within the workplace have direct connection to work well-being. Good work atmosphere is created out of interaction between people, trust, support, respect and good manners such as listening, helping and greeting. (Sinokki 2016, 192.) Each member of the work community is responsible for the functionality of the work community and can substantially influence the atmosphere. (Manninen 2009, 220).

Open interaction and fluent communication are part of the work well-being of work a community. Open interaction and communication are ways to build trust and sense of communality at the workplace. (Manka 2011, 121.) Proper information flow is one of the

prerequisites of a functioning work community. Employees should be able to trust that they will receive all information that is relevant for their work (Österberg 2015). Successful communication influences on satisfaction, increases motivation and has an essential impact on the atmosphere within work community (Kauhanen 2006, 174). Open communication also helps the work community remain agile in order to react to new challenges (Manninen 2009, 220).

Work well-being is possible through positive and active interaction between an individual and the workplace, and between a manager and colleagues (Manka 2011, 73). Each member of the work community should be able to express their opinions and thoughts, to have open and sincere conversations and to be able to recognize and solve conflicts or contradictions in the work community. Unsolved, the conflicts can be consumptive and stressful to the members of the work community. (Manninen 2009, 220; Österberg 2015.) The cornerstones of successful interaction are respect for one another, listening and genuine interest towards the other, ability to cooperate, support, honesty and empathy (Työturvallisuuskeskus 2018). The ability to listen and discuss affects the atmosphere within the work community positively by helping to resolve issues and conflicts, build relationships and ensure understanding at the workplace (Schilling 2012). Giving and receiving constructive feedback and discussing issues are part of good interaction. Feedback also helps the work community to evolve and learn. (Manka 2011, 122.)

3.2.3 Leadership and Work Well-being

Leadership and management have a great influence to work well-being. Leadership is directly linked to motivation, commitment to work, organization of work, collaboration possibilities and efficient or inefficient use of human resources. (Ojala & Ahonen 2005, 33.) In leadership level, work well-being comes from servant leadership. This means a way of being a manager which promotes the continuous development of employees and the realization of their potential. (Mielenterveysseura 2018.) Managing work well-being is partly a legal obligation required from organizations but for the organization to succeed, managing statutory affairs is not enough. Good workplace offers challenges, is a place where work is done together, and each person is valued and respected. (Ojala & Ahonen 2005, 38-39.)

Just as own values guide all activities of individuals, each work community is guided by set of values. Work well-being is based on the values that guide the organization's investments and leadership objectives. (Ojala & Ahonen 2005, 33.) It is important for employees to know the core mission of the organization and understand the role and meaning of their own work in it. Therefore, it is important for the mission to be brought

forward in a way so that it means something concrete for each employee. (Österberg 2015.)

Internal communication is found to be a fundamental component of the work performance of individuals and the work community. Internal communication is the information flow and interaction within an organization, and it is about sharing information, building a correct and clear company image, and engaging employees. (Österberg 2015.) In order to be able to influence the work well-being of employees with communication, managers need to have overall communication skills – they need to be able to share visions, coordinate individuals, make group decisions, share clear thoughts, lead a team and have effective listening skills (Bateman, Snell & Konopaske 2015, 470).

3.3 Importance of Work Well-being

The greatest asset for any organization is well-being personnel. Even though investing in work well-being is important for the organization from humane point of view (Sinokki 2016, 84), work well-being is also directly linked to the success, profitability, financial performance and reputation of the organization. Well-designed investments which are made for work well-being can increase the competitiveness of the organization and can in fact pay themselves back by multiple times. (Ojala & Ahonen 2005, 23; Työterveystalo 2018.)

According to studies, work well-being has a significant positive connection to different business performance indicators such as productivity, customer satisfaction, profit, lower employee turnover, and amount of sick leaves and accidents (Työterveystalo 2018). From employee viewpoint well-being at work is shown in increased levels of satisfaction, motivation and commitment to work. Only well-being personnel can work effectively, learn, evolve and create creative solutions and innovations. (Viitala 2014.)

As said work well-being is a competitive factor for organizations and maintaining work well-being

- reduces the amount of sick leaves, and accident and disablement costs which have found to have positive influence on profitability and productivity
- increases levels of work satisfaction, motivation and atmosphere at work which increases quality of service which in turn increases overall quality of operations and customer satisfaction
- increases common knowledge and enhances organizations' ability to learn which influences to creation of new services and

- supports creation of enthusiasm and commitment which in turn affects to employer image. (Ojala & Ahonen 2005, 69-70.)

Work well-being has also been found to have an essential role in extending careers and decreasing the amount of disability pensions (Hemming 2010).

3.4 Physical, Psychical, Social and Spiritual Well-being

Comprehensive work well-being is a sum of physical, psychical, social and spiritual well-being (Figure 7). It is important to notice that all these divisions are linked and affected by one another, and therefore, work well-being is to be examined comprehensively and not only through one division. (Virolainen 2012, 11.)

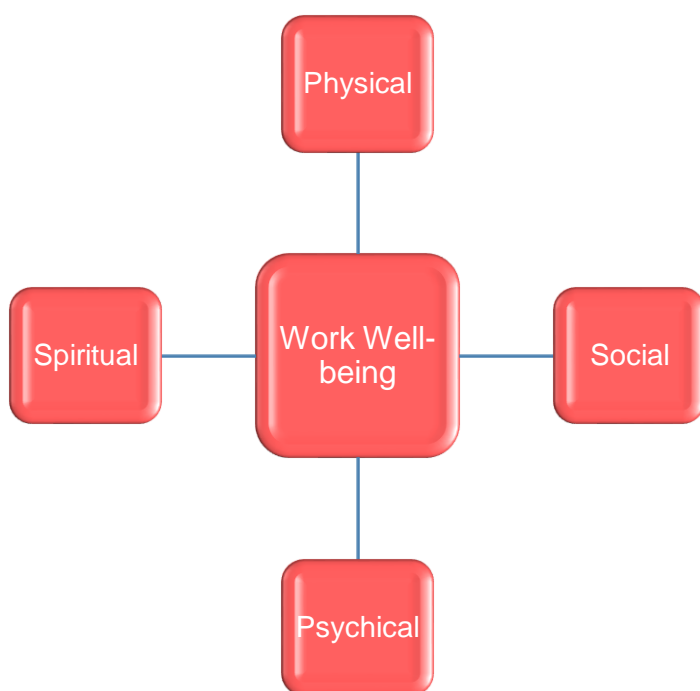


Figure 7 Division of work well-being (adapted Virolainen 2012, 12)

Physical well-being is the visible part of work well-being. It includes the whole physical work environment, physical strain of work and ergonomic solutions, such as work positions, table and chair. Cleanliness, temperature, noise and equipment at workplace are also part of physical work well-being. (Virolainen 2012, 17.) Physical work

environment affects to well-being and effectiveness, and unfavorable work environment can expose the employee to burnout (Sinokki 2016, 91). Employers are obligated by Occupational Safety and Health Act, and Act on Occupational Safety and Health Enforcement and Cooperation on Occupational Safety and Health at Workplaces. These legislations are to enhance work environments and work conditions in order to maintain employees work ability and reduce accidents caused by the work environment. (Manka 2011, 85.) Kesti (2013, 20) simplifies that physical well-being means that the work is not experienced as dangerous or health threatening.

Psychical well-being is found to be in direct connection with work performance, commitment and satisfaction but also with good cooperation skills (Manka 2011, 149). Psychical work well-being comprises of, stressfulness and pressure of work, and work atmosphere and in turn, work satisfaction, feelings of joy and enthusiasm, autonomy and personal growth are positive signs of psychical well-being. How an individual experience their work and whether it is considered meaningful is part of psychical work well-being – stimulating and meaningful work contributes positively to the psychical well-being. Employees should have the possibility to talk and express their emotions and opinions freely at work with their colleagues and managers. However, if this is experienced impossible, it can cause anxiety and decrease the level of psychical work well-being. (Virolainen 2012, 18-22.) Requirements of work and management of work, balance between effort and rewarding, justice, work load, recognition and respect received are factors that are included in psychical well-being. Positive feedback can empower and enhance the employee's commitment to work and negative feedback can annoy to better performance, but it can also dishearten. Nevertheless, feedback is important for employees, regardless whether it is negative or positive. Without any feedback the employee can feel as his work does not have meaning or value. (Sinokki 2016, 88-90.)

Relationships at work are part of social work well-being. Social well-being supports individual commitment to work and helps to cope at work. (Ojala & Ahonen 2005, 30.) Social well-being as part of comprehensive work well-being is comprised of the possibility to interact and discuss freely of work-related matters with members of the work community and that members of work community are easily approachable. Being able to socialize within work community creates sense of communality and enhances positive, open and caring work atmosphere. (Virolainen 2012, 24.) Belonging and we-spirit are important in social well-being. Those employees who experience the need to belong the most, are the ones who consider social relationships at workplace especially important. (Sinokki 2016, 87.) The feeling of belongingness creates and satisfies the employees' social needs to belong in a community (Kesti 2013, 20).

By spiritual work well-being is not meant anything mystical or religious but is related to psychical well-being. Spiritual well-being at workplace has started to become a more central topic in organizations. How colleagues encounter each other, how cooperation is going and how others are treated are factors linked to spiritual work well-being. The most visible example is how personnel is treated and cared for at work, whether work is experienced as meaningful and fulfilling and the sense of communality at the workplace. If organizational values are in contradiction with the employees' own values, this can influence on the employees' work well-being. Therefore, it is important that values and moral sentiments of employee and the organization meet. (Virolainen 2012, 26-27.) Self-management and optimism are also part of spiritual well-being (Valtiokonttori 2012). According to Sinokki (2016, 173) self-management is related to confidence, willpower, self-knowledge and the believe in success. Optimism on the other hand is related to the desire to set and reach goals and if needed to find different paths for reaching them. An optimistic employee is independent and self-guided, enjoys setting goals and takes pleasure on reaching demanding goals. (Manka 2011, 154.)

3.5 Work Well-being Stairway Model

Work Well-being Stairway model, designed by Päivi Rauramo, describes the basic human needs in relation to work and the effect of these needs to employee motivation and overall well-being. The Work Well-being Stairway model is based on the familiar Maslow's hierarchy of needs which is comprised of five basic needs. (Rauramo 2008, 34.) The Work Well-being Stairway model is illustrated in Figure 8 below.

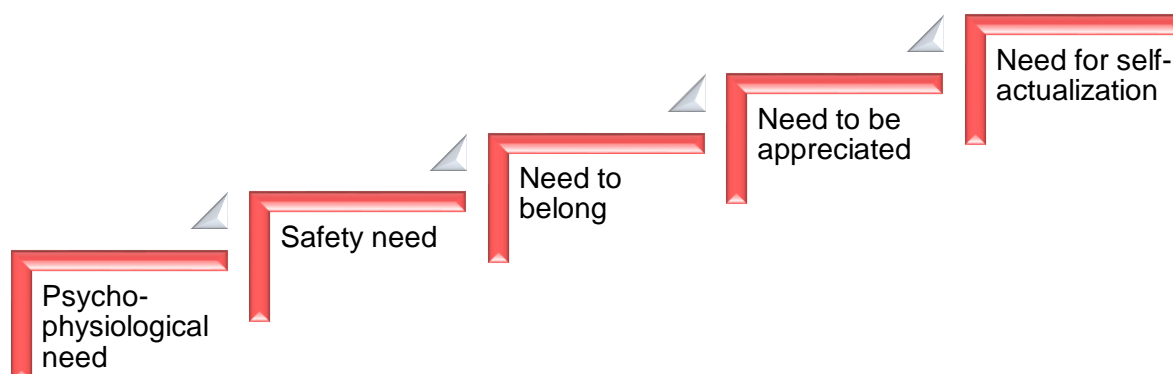


Figure 8 Work Well-being Stairway model (Rauramo 2008, 27)

The stairway model was created in a way that to each step is gathered factors affecting work well-being from both, organizational and individual point of views. Each step also holds indicators or evaluation methods related to the topic. The model was created to help develop the individuals, work community's and organization's well-being, step by step. When all needs are fulfilled it is perceived that that is when an individual is most healthy and creative. (Rauramo 2008, 33-34.)

The goal of developing the work well-being stairway model has been to find the key factors and operational models behind work well-being in order to support systematic and long-term development. Describing the development of work well-being as a systematic model has made it possible to influence the essential processes and find key development targets when long-term changes are wanted to work well-being. Systematic thinking strives to understand the effect of each factors on entirety. (Työturvallisuuskeskus 2018.)

The lowest level of the stairway is the psycho-physiological basic needs, such as nutrition and sleep, which can be contrasted to health and physical condition of a human. These needs are fulfilled when the work is made by its author and allows stimulating free time. The second level needs are concerned with safety. In order to fulfill safety needs, physical safety, such as the safety of physical work environment and equipment, and psychological safety, such as salary that allows livelihood, continuance of work and equal work community, are required of work. Third level needs are related to the desire and need to belong. Openness and trust within the work community and possibility to influence own work are central values. The need of appreciation, level four, in work life is much due to knowhow and professional abilities. The highest level, self-actualization needs, are related to self-development and growth, such as creativity, desire to develop one's operations, skills and self. Fulfillment of these needs are facilitated by supporting both individual and the work community's learning and skills. One extra step can be added on top of the five general steps. The needs of the sixth step are spirituality and internal drive. Values, motives and internal energy belong to this step, and these factors guides excitement and commitment, and every choice of an individual. (Ojala & Ahonen 2005, 29-30; Rauramo 2008, 35.)

According to the theory of Maslow's hierarchy of needs, published in 1940's, one must first satisfy the needs of the lower steps in order to move to higher steps. However, Abraham Maslow later stated that hierarchy may not always be realized. The needs of individual steps can be stressed at the expense of other steps in different situations. For this supplement, the Rauramo stairway model can be considered as an excellent general view of work well-being. (Kehusmaa 2011.)

3.5.1 Psycho-Physiological Need

The first step is the basic human needs, which consists of both physical and psychological well-being. Health is a resource which should be valued, and it can be influenced with a healthy lifestyle such as with reasonable and regular exercise, good-quality nutrition, non-smoking and reasonable use of alcohol, and enough water and sleep. (Rauramo 2008, 60.) Prevention and treatment of diseases are also necessities to fulfilling basic human needs. By organizing occupational health care and regulating workload can support and help the employee to fulfill these needs. (Rauramo 2008, 35.)

To stay healthy the human body needs strain and challenges. Employee-friendly workload promotes health and work ability. Therefore, the work should not be too heavy, unilateral or difficult. However, the work should not be too light or easy either. The work must correspond to the employee's qualities as well as possible. Combination of both work and leisure creates the overall strain for the employee. Psycho-physiological needs are in order, when the employee's work is proportionate to the free time. (Rauramo 2008, 37.)

How human experiences strain is highly individual. Some consider continuous new challenges and changes very burdensome, and for some it is a central source of enthusiasm. Everyone involved in working life should stop every now and then to consider the factors that cause harmful strain for themselves. (Rauramo 2008, 39.) Strain caused at work can be both physical and psychosocial. Physical strain is directed to human body and circulatory system. Factors of physical strain are work positions, movement and use of physical power. It is possible to ease the strain directed to human body, by good organization of work, design of work spaces and obtaining necessary equipment. Psychosocial work environment consists of management and organization of work, cooperation, communication and interaction and individual behavior in the work community. Diversity of work, pausing and sequencing work to demanding and easier sections are in key position to maintain good vitality through the whole workday. These factors also have a great influence on well-being and coping. (Rauramo 2008, 42, 54-55.)

3.5.2 Safety Need

The second step is safety needs, which consists of physical, work and income, psychological and moral safety, and health related safety needs. The need for safety is linked to maintaining balance and stability in a world, which is constantly undergoing changes. (Rauramo 2008, 31.) Everyone in the work community is responsible for the joint safety and should strive to promote it with own actions (Kesti 2013, 41).

A safe workplace enables and supports fulfillment of safety needs, income that allows livelihood, continuance of work, physical and psychological well-being, maintenance of know-how, proper orientation and equal treatment within a work community. Insecurity related to employment, income or other financial problems are often experienced among employees and is considered as adverse factor in well-being. (Rauramo 2008, 85.)

Safe and healthy work environment comprehends both, physical and technical, and psychological and social work environment. Safe and healthy work environment supports both the work and the employee and enables high quality work. Good work environment is adequate, safe and healthy. The most important objectives of physical and technical work environment are functionality of work space, orderliness and cleanliness, and structure and features of furniture and other equipment. Good work environment can be described as spacious, clear, and employee supported by technology. (Rauramo 2008, 101.)

Safe work atmosphere, we-spirit at workplace and fluent cooperation are directly linked to well-being in a work community and in its members. Work community is experienced as good and safe when these variables are in order. The starting point for safe and functioning work community, is that no one would feel insecure or threaten. In a good and safe work community, colleagues are helped and supported, each member is treated equally, communication is good, everyone has meaningful and challenging work tasks, and there are possibilities to learn and evolve, and the atmosphere is supporting and positive. (Rauramo 2008, 109-110.) Rules and guidelines should be agreed on, and those rules and guidelines should be followed by each member in the work community. These rules and guidelines do not eliminate problems but help to determine how to proceed in case someone is treated wrongly. (Rauramo 2008, 117.)

3.5.3 Need to Belong

The need to belong is a natural quality in people and is the third step in the stairway. Everyone wants to be a part of a community and feel communality. Rauramo (2008, 122) mentions that these are necessities for the existence of a human and that community is one of the most important sources of power for an individual.

From employee viewpoint, flexibility, appreciating diversity and good relationships at work, create good atmosphere. Key factors for the organization to create the need to belong, are good atmosphere within the work community, conflict processing, management and the utilization of internal and external support networks. (Kehusmaa 2011.)

The need to belong consists of a caring atmosphere which supports the employee. Team spirit, openness and trust are one of the most important values in a workplace. (Rauramo

2008, 35.) Relationships at work are an essential part of work motivation, productiveness and overall work well-being. Each member in a work community has an important role, as the way they are, and everyone has the right to be treated well. Good work community can also affect and nourish one's self-esteem. It is important that each member of the work community is committed to enhancing and developing working conditions. Work atmosphere is an entity build up of the organizational atmosphere, leadership style and the work community. The concept of atmosphere is multidimensional, but structure, guidelines and processes, autonomy and responsibility, encouragement and support, rewarding and resolving conflicts quickly can be distinguished from the organizational atmosphere. (Rauramo 2008, 123-125.)

3.5.4 Need to Being Appreciated

The need to being appreciated is the fourth step in the stairway and it is seen in practical actions. Fair feedback, salary and rewarding, and assessing and developing processes are everyday actions related to the need to be appreciated. According to Maslow, the need to be appreciated can be divided in to two categories: lower and higher needs. By lower needs is meant the social appreciation received from other people and it is related to status, honor, respect and reputation. The higher need is meant by self-esteem which includes feelings such as self-confidence, competence, achievements and freedom. Experiencing and receiving appreciation is a prerequisite for development and preservation of self-esteem. The appreciation addressed by work community, manager, and friends and family is influenced by how each person values themselves and their work. There must be such appreciation, trust and freedom which enables employee to use all skills and knowledge. (Rauramo 2008, 143-144.)

Feelings of appreciation can be influenced by business values that support well-being and productivity, employee involvement to decision making processes and an open flow of information and communication. From the employee viewpoint having an active role in organizations activities and development processes, positive self-image and appreciation of own work creates feelings of appreciation. (Kehusmaa 2011.)

Tarkkonen (2013, 37) summarizes that experiences of appreciation are created from receiving consistently commendation, recognition and financial rewards that are considered fair when compared to the effort that the work has required.

3.5.5 Need for Self-Actualization

The need for self-actualization is the last step in the stairway. The need is based on the human desire to be more and better, desire to try and exceed limits, use all existing potential, discover new skills, and to enjoy intellectual challenges, learn new and grow as a person. The manifestations associated with need of self-actualization vary considerably between individuals. (Rauramo 2008, 32-33.)

Management of own work, maintenance of know-how, use of creativity in work and experiences of success creates feelings of self-actualization to the employee. From the organization's viewpoint, management of know-how and supporting development, both individual and work community viewpoints, and enabling meaningful work and offering opportunities to use creativity and freedom support the employee's need of self-actualization. (Kehusmaa 2011.)

Know-how is the base for competitiveness for an individual, communities and organizations and it requires constant creation of new knowledge and setting new challenges for each member in the organization. Management of own know-how and capabilities promotes to the management own work and well-being at work. For motivation and well-being, it is essential that the work corresponds to the qualities of the individual, is challenging in the right amount, offers learning possibilities, insights and feelings of achievement. Also important for work well-being and productivity is that the employee learns to plan and develop his own work, work environment and ways of working and handles the use of required equipment at work. (Rauramo 2008, 160-161, 169.)

Abraham Maslow's words

Self-actualized people enjoy life in general and in practically all its aspects, while most people enjoy only occasional victories, achievements, and moments or experiences of highlight (Rauramo 2008, 178).

4 EMPIRICAL RESEARCH AND DATA ANALYSIS

This chapter introduces the empirical research that was conducted for this thesis, analyzes the results gained from the research and gives development suggestions for the case company. The aim of the research is to find answers for the main research question of this thesis: *How do the temporary employees experience their work well-being?* This research also aims at finding answers to the sub-questions: *How satisfied are the temporary employees to the case company and its client companies?* and *How can the case company contribute to the well-being of its temporary employees in day-to-day activities?* The chapter begins with introducing the research methods that were used and the survey design and ends with the development suggestions.

The empirical part consists of a descriptive survey which was conducted among the temporary employees at the case company. Results gained from the survey will be shown and analyzed in this chapter. The survey form can be found from appendix 3.

4.1 Design and Formulation of the Empirical Research

Ghuri & Grønhaug (2010, 54) state that the purpose of an empirical research is to answer research questions.

As it was mentioned in Chapter 1 of this thesis, there are two possible research methods: qualitative and quantitative. Qualitative research studies meanings and relationships between the variables and quantitative research studies relationships between variables (Saunders et al. 2012, 162-163). This research mainly relies on the quantitative research method but is partly influenced by the qualitative method.

The empirical research was conducted by sending out the link to the online survey via email to the temporary employees working in the hospitality and restaurant industry at the case company. The survey included questions about temporary work in general, about the case company, and work satisfaction related questions on the case company and the client company operations. The aim of the research was to learn in-depth information about the current state of work well-being and levels of satisfaction of the case company's temporary employees and form development suggestions for the case company on how to contribute to the work well-being of their temporary employees. It was justifiable to use an online survey as a data collection method as it was important for the research to receive a large amount of data from a wide audience and to gather observable material.

The target group of the research were the temporary employees working in the hospitality and restaurant industry in the Helsinki metropolitan area at the case company. The link

was sent to 2,188 temporary employees with an active status. 301 employees answered the survey. Total answer percentage was 13.76. The survey was in both Finnish and English.

The online survey had two main parts:

- Background questions
- Claims

The survey included 16 questions of which four had the possibility to write down the answer if none of the offered choices were suitable. Two of these questions were “Yes or No” questions which were also open-ended in order to receive further information on the question. The survey also had one multiple choice question and one open ended question. The survey also included a part concerning the level of satisfaction to case company and client company operations with an evaluation scale from 1 to 4. There were four sections related to the case company operations: communication, employment issues, personnel operations and employer image. Altogether these sections had 15 claims to evaluate. For the client company operations there were three sections: managerial operations, work community and work atmosphere, and own work. These sections included 16 claims. There was also a similar part for personnel leasing and temporary work in general. This part consisted of five claims.

Altogether, there was 16 questions to answer and 36 claims to evaluate. The claims are evaluated on the scale from 1 to 4; strongly disagree, somewhat disagree, somewhat agree and strongly agree. Each question and claim were mandatory to answer. The survey was based on the theoretical part of the thesis and the main themes in the survey were the reasons for doing temporary work and working for a personnel leasing company, and case company and client company operations from individual, work community, leadership and communication point of views.

The questions and claims chosen for each theme were based on the Work Well-being model. However, based on the relevance on work well-being and work satisfaction which were considered noteworthy by the case company influenced the formation of the questions and claims. For this reason, not all steps of the Work Well-being model were gone properly through and only some were addressed thoroughly in the survey. In this way it was managed to gather information on those subjects which seem to influence the work well-being of the temporary employees at the case company and gather overall thoughts on temporary work which was relevant to the case company to know.

4.2 Data Collection

For the data collection, a descriptive and structured survey was used. Structured survey is a way of collecting data, where the questions are standardized meaning that each respondent is asked the same set of questions in a predetermined order (Saunders et al. 2012, 416). Descriptive surveys are often used when a research is to identify and describe a phenomenon and to understand the behavior of employees concerning motivation and work satisfaction (Ghauri & Grønhaug 2010, 119-120).

The survey was open for answers for over two weeks, from June 29 to July 15, 2018 in the SurveyPal service. A link for the survey was sent via email to the temporary employees working in the hospitality and restaurant industry at the case company. To optimize the answer percentage, a reminder email about the survey was sent to the temporary employees on July 10, 2018. The survey received altogether 301 answers, which was enough to be able to analyze the results.

4.3 Data Analysis

In this chapter the data gathered from the survey is analyzed. The chapter first goes through the background information of the respondents, the reasons for doing temporary work and background information on working at the case company. Second part of the survey, claims made towards the case company operations, the client company operations and personnel leasing are analyzed. Conclusions on how the case company can contribute to the work well-being of its temporary employees are mentioned among the data analysis. To support the findings of the research, the research results have been mirrored in to theoretical parts as they occur. The open comments among the data analysis are freely translated from Finnish to English.

4.3.1 Background Information of Respondents

The first part of the survey was questions concerning the background information of the respondents. The first two questions were about the respondents' gender and age (Figure 9). Majority of the respondents were female, with 205 answers (68.1 percent) and 96 answers (31.9 percent) were from men. The hospitality and restaurant industry can often be perceived more as predominantly female industry, which can partly explain the gender distribution.

When viewing the age distribution of the respondents, the biggest age group is from 25 to 35 years old with 96 respondents (31.9 percent) and almost as big age group is under 25

years old with 93 respondents (30.9 percent). These two age groups are most clearly represented in the whole respondent group. From the total 301 respondents, only 25 respondents are over 56 years old and this age group accounts to have the least respondents. 34 respondents (11.3 percent) are in the age group from 46 to 55, and 53 respondents (17.6 percent) are in the age group from 36 to 45. These findings support theory as nearly half of the employees working in personnel leasing sector are under the age 25.

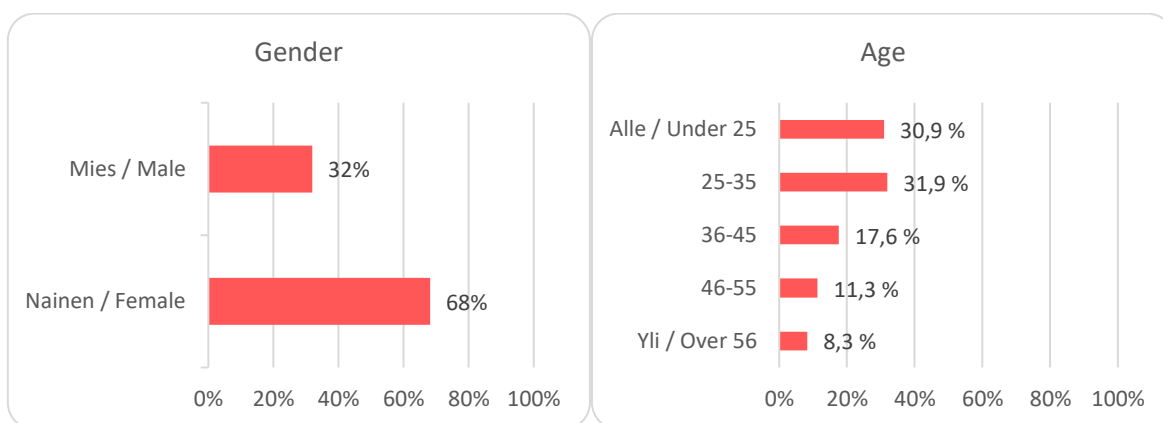


Figure 9 Gender and age distribution of respondents (n=301)

Next, the respondents were asked to answer questions about working at the case company. They were first asked to tell how long they have been working at the case company (Figure 10). Majority of the respondents are new temporary employees at the case company: 41.2 percent of the respondents have been working at the case company under or maximum six months. Respondents who have worked at the case company for two years accounted for 22.9 percent and very close to this, those who have worked from one year to two years accounted for 21.3 percent. The least respondents, 14.6 percent, was found from group who have been working from six months to a year at the case company.

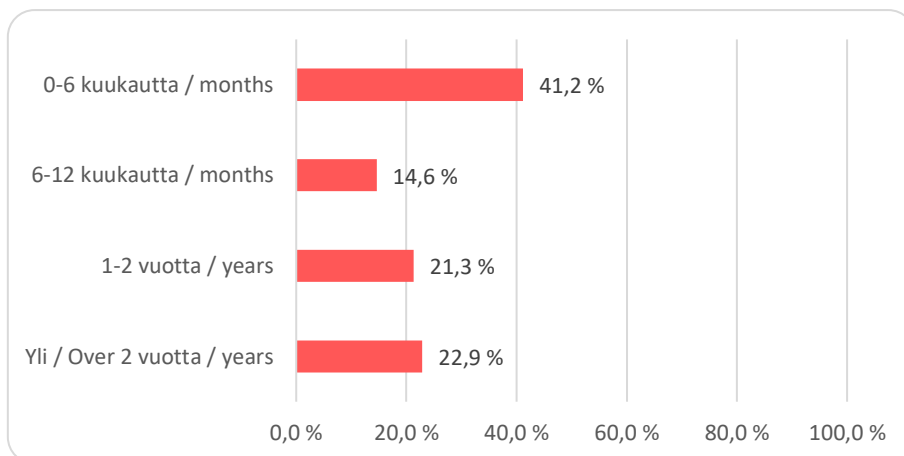


Figure 10 Length of employment (n=301)

When asked to choose the best alternative to describe their employment (Figure 11) at the case company, majority, 187 respondents, answered that they work on short-term gig job. 62 respondents answered that they work under fixed-term employment in a client company, and 52 respondents work under fixed-term employment but also do separate shifts in addition.

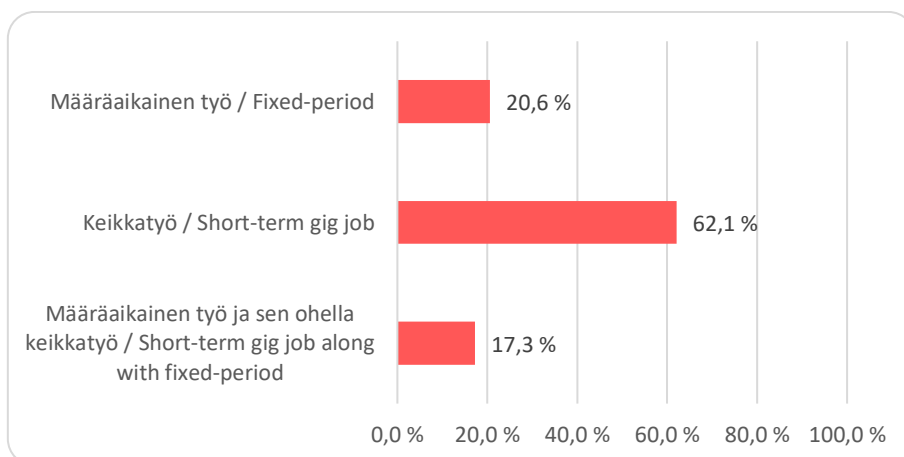


Figure 11 Type of employment relationship at the case company (n=301)

The survey also asked to tell how the respondents had found out about the case company (Figure 12) in order to find out what are the main channels the company can attract new employees and which channels to invest in. 42.5 percent had heard about the company from a friend or acquaintance. This illustrates the importance of word-of-mouth marketing

for the case company. It can be discovered that the employer image of the case company is mainly positive as it has been recommended and discussed as a good place to be employed. 27.0 percent had found out about the case company from their own website and makes this the second largest channel for the case company to attract new potential employees. 18.6 percent told they had found out about the case company from another job advertisement website and 5.3 percent had found out the company from TE-services (public employment and business services) as a work placement offer. However, only 6.6 percent of the respondents had found the case company through social media. This indicates that the case company should improve their visibility in the social media. The use of social media and number of updates per month is rather limited in the case company's social media, even though social media is considered extremely important channel for organizations to reach new potential customers or employees and to enhance employer image. Therefore, the case company should invest in to the use of their social media channels with more frequent and informative updates from events, future or on-going trainings, vacancies, updates from the company itself and share employee stories.

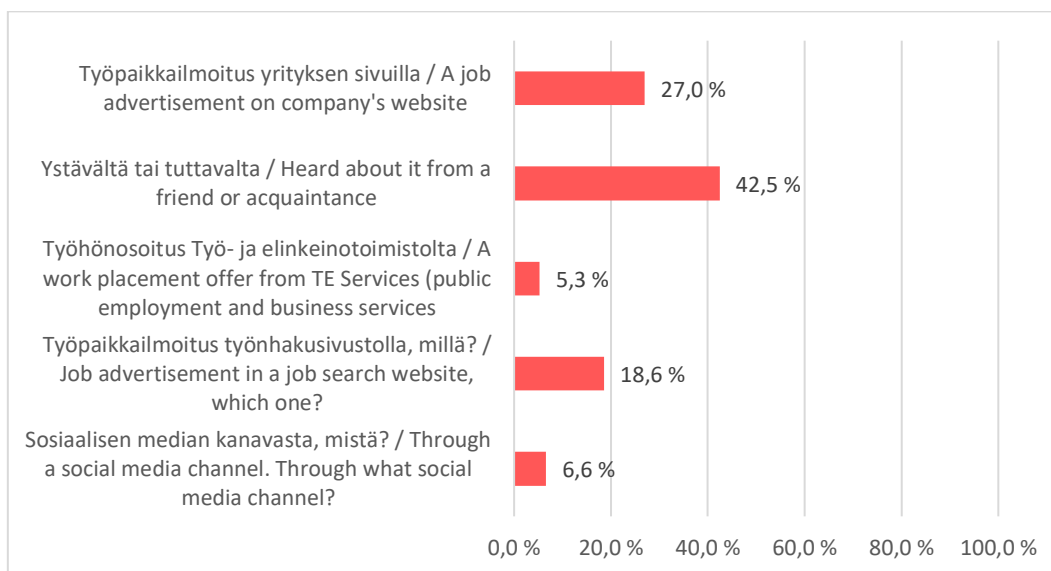


Figure 12 From where heard about the case company (n=301)

Before working at the case company (Figure 13), majority of respondents were either studying (29.2 percent), or in a permanent employment (26.6 percent). 10.3 percent were in a fixed-term employment, 14.6 percent were unemployed, 6.0 percent were abroad, 1.3 were on a family leave and 12.0 percent answered something else, such as both studying

and work, being retired, an entrepreneur or working for another personnel leasing company.

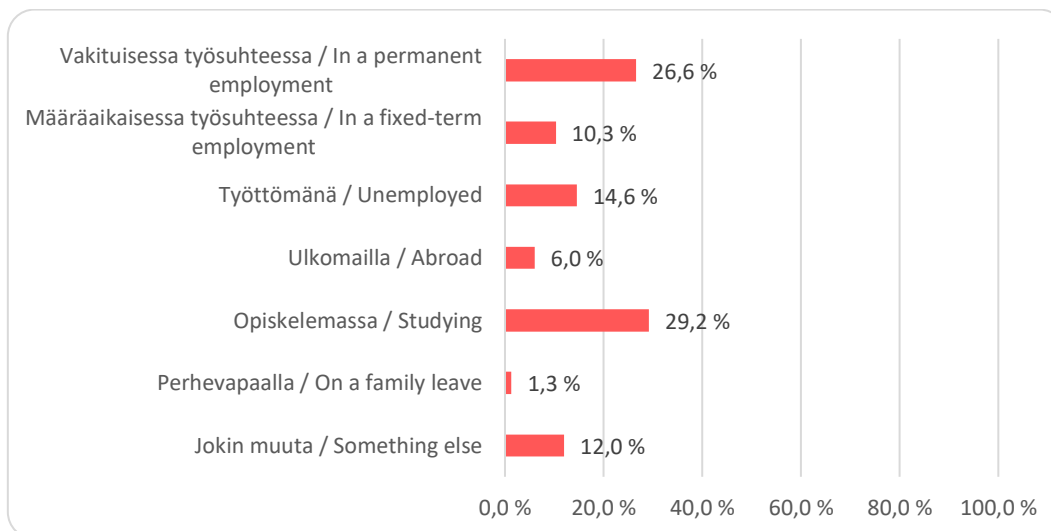


Figure 13 Before working at the case company (n=301)

When the respondents were asked how many hours they approximately work in a week (Figure 14), 92 respondents answered that they work 10 hours or less and 72 respondents told they were working full workweek, from 31 to 40 hours. 55 respondents told they work approximately 11-20 hours per week and 51 respondents, answered they work from 21-30 hours per week. There was also a possibility to answer that they are waiting for their next employment. Out of total 301 respondents, 31 respondents chose this option. From those 31 respondents, 15 answered to follow-up question that they were waiting for next fixed-term employment and 16 were waiting for next short-term gig job. It can be assumed that those 16 respondents who were waiting for their next gig job, this was due to that there were no suitable shifts available for them or were there no shifts available altogether at that time.

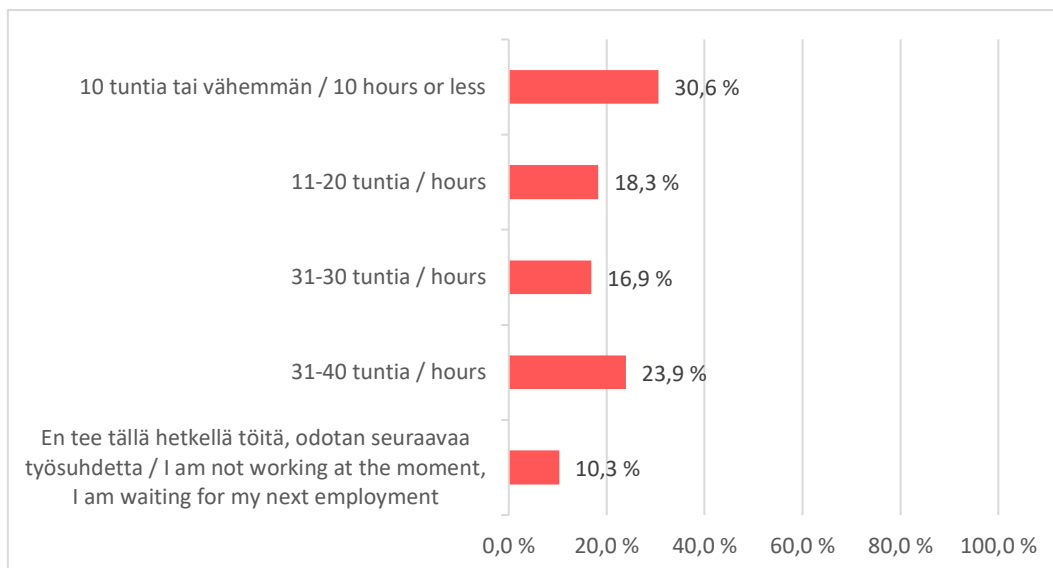


Figure 14 Working hours per week (n=301)

The respondents were asked what they do in addition to temporary work (Figure 15). Studying and having another work received most answers but what was found surprising was that for 95 respondents working in a personnel leasing company is their main job. In the theoretical part it is said that working for a personnel leasing company is usually an addition to full-time studies or an extra source of income besides another job. 32 respondents answered they are doing something else and when asked to specify, main answer was combination of previous answer options, or that the respondent was retired or looking for a permanent work.

Respondents were also asked whether they work through multiple personnel leasing companies. 216 respondents (71.8 percent) answered that they are working only at the case company and only 85 respondents (28.2 percent) are working for another company as well.

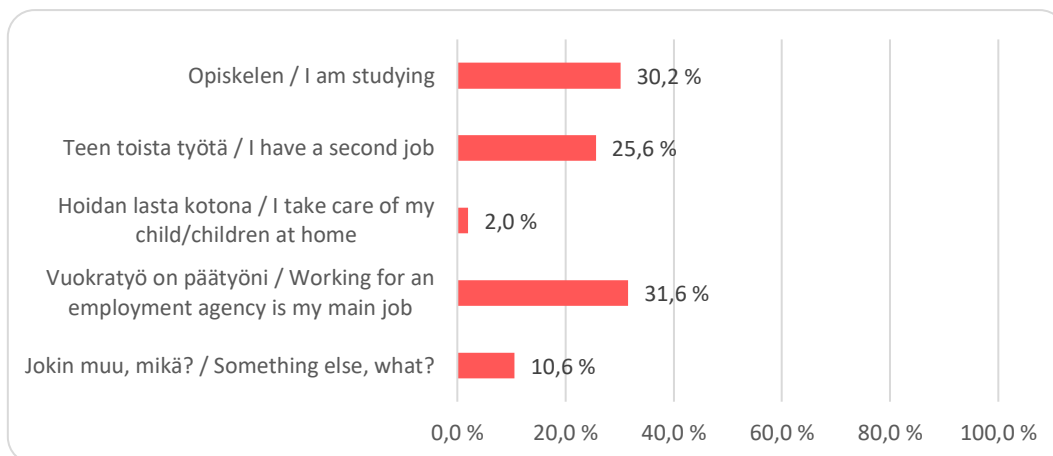


Figure 15 In addition to temporary work (n=301)

When asked whether the respondent would want more a permanent employment, slightly more than half, 55.5 percent, of the respondents did not want more permanent employment relationship. When asked to specify why, almost half of the respondents, 47.3 percent, wants to choose their working hours and shifts by themselves. 22.8 percent answered that they want to occasionally take longer leaves from work, and equal amounts, 10.8 percent and 10.8 percent answered that they want to choose the client company they work in or do not want to commit only to one workplace and enjoys the variation (Figure 16). These answers can largely be related to the fact that many respondents are full-time students or have another job, and therefore, temporary work is the most suitable option for them in their current life situation.

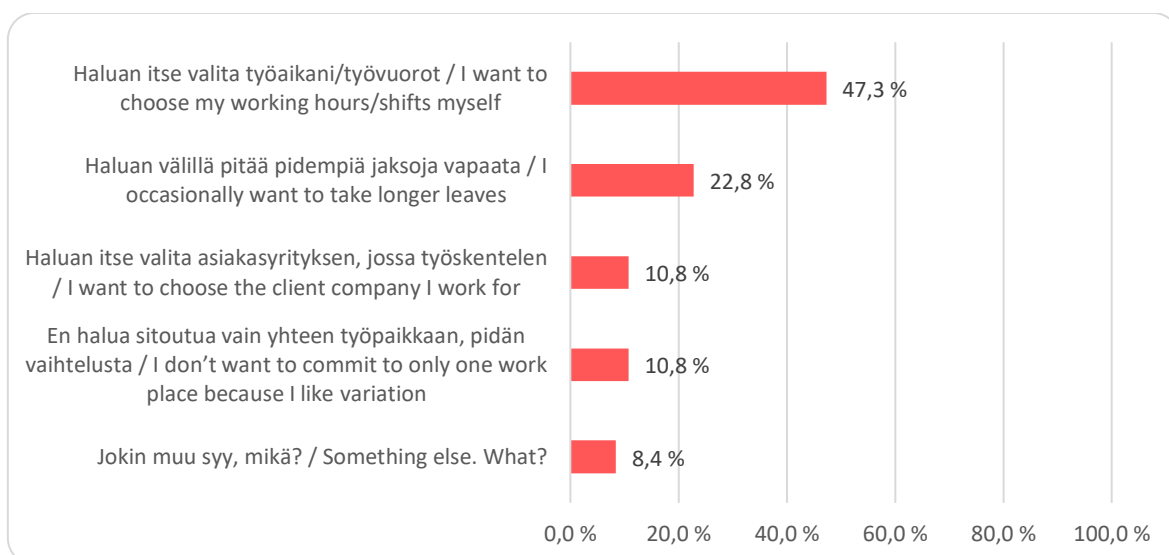


Figure 16 Reasons for not wanting a more permanent employment (n=167)

From those 44.5 percent who answered they would want a more permanent employment:

- 15.7 percent would want a fixed-term employment with the current client company they work at
- 46.3 percent would want a permanent employment with the current client company they work at
- 3.7 percent would want a fixed-term employment with another client company and
- 34.3 percent would want permanent employment with another client company (Figure 17).

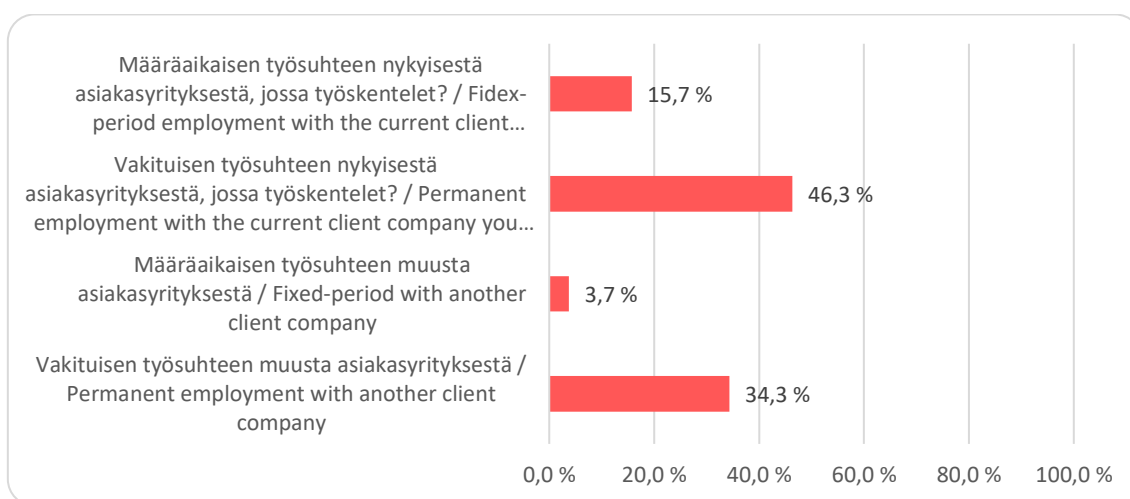


Figure 17 Type of permanent employment (n=134)

The survey asked reasons for working through a personnel leasing company. Choosing main reasons for doing temporary work was a multiple-choice question, where it was possible to choose one or more answer options. The main reasons for doing temporary work (Figure 18) were: choosing working hours and place of work (186 answers), wanting to see different workplaces and get diverse work experience (117 answers), wanting extra earnings (99 answers) and that they might otherwise be without a job (89 answers). Other answer options which received less answers were: not wanting a permanent employment (46 answers) and earning better salary or having other benefits that would not otherwise receive (18 answers). From these answers it can be discovered that the findings of this question support the theoretical part. It is usually perceived that temporary work offers flexibility by allowing the employee to choose working hours and workplaces and that it is a way to get diverse work experience. On the other hand, it is perceived that temporary

employees receive less salary and have less benefits than the client company's own employees.

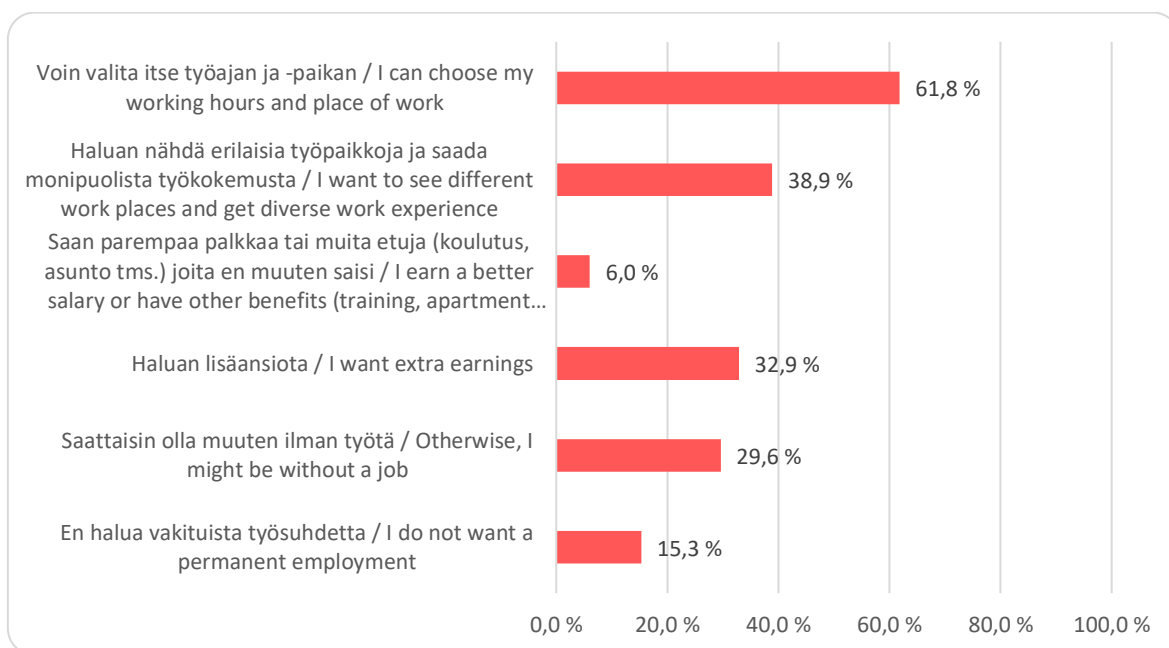


Figure 18 Reasons for temporary work (n=301)

106 employees (35.2 percent) answered that they are not aware of the training possibilities the case company offers. They were also asked to tell how they would want to receive information about the training possibilities. Newsletter via email was the most popular answer of where they would want to hear from the training possibilities. Some answers also requested a newsletter to be sent directly to home as regular mail.

As a last question of the first part of the survey, the respondents were asked whether they would or would not recommend working for the case company. The question had yes and no for answer options but regardless which option they chose they were asked to give reasons for their answer. Majority of respondents, 261 people would recommend the case company as an employer and 40 people would not. Specific issues were highlighted in the open answers, such as flexibility of work and freedom of choosing working hours and workplaces, versatile work opportunities and good workplaces, and that there is enough work. Also, the case company and its operations received good feedback on things such as reliability and honesty of the case company, salary payment being handled accordingly, and all employment related issues and questions are easily and quickly handled. The case company's own personnel were described as friendly, understanding,

helpful and supporting. Some respondents told they receive same salary than permanent personnel at client companies and considered that they have good benefits available for them, even though theory discusses that temporary employees often feel inequality in salary and benefits towards client companies own personnel.

So far only good experiences. There has been enough work and I have gained diverse experience.

Because you get to see different places and get to know new people. You can choose working hours when you work or have free time.

Absolutely the best company that offers temporary work. Takes care of the employees. Reliable employer. Extremely friendly and understanding service in dilemma situations.

I think the company has been fair and flexible employer which has paid relevant salary from work.

I have received valuable support and help issues regarding work from the personnel.

A lot of work available if you want to work in different places, salary comes on time.

You can choose place of work, working hours and you can sometimes take longer leaves.

The company has to offer diversely, and enough work and employees are taken care of by competent personnel.

There is enough work, but it is not pressured. Employees are taken good care of.

Lot of shifts available, friendly personnel at the office and fair terms of work.

Things work (salary and hours) and there are nice events and benefits available for employees.

Easy to arrange free time or work more, and same salary than permanent employees.

However, there were 40 respondents that would not recommend the case company as an employer. Reasons why were related for example not having or being offered enough shifts, poor communication and difficulty to communicate with the case company's personnel, complicated terms of work, and poor salary and benefits and that the shift offers do not match the skills of the employee.

Bad terms of work compared to previous one.

More shifts were promised than there has been. In addition, I would like more challenging work tasks, because I know how to work in a rush.

Difficult terms of work, challenging to communicate with personnel, poor benefits and salary.

These comments were in contradiction with the previous comments as most of the respondents experienced these same matters as positively and well handled. The case company personnel should pay more attention when offering shifts to employees and remember to check up on the employee more often in order to be fully aware of possible new skills to being able to match the shift offers to the capabilities of the employee. However, the employee should have their own initiative to inform the case company personnel if they feel as they would like to be offered some other kind of shifts which would correspond better to their skills or they have difficulties navigating the employee intranet.

4.3.2 Evaluation of Case Company Operations

In the first evaluation part of the survey, respondents were asked to evaluate their satisfaction of the case company's operations. The respondents were asked to assess communication, salary payment and employment related issues, personnel operations and employer image. Each claim was evaluated with scale from one to four. The claims and response rates are displayed in form of one figure in each section.

Communication

Communication was asked to be evaluated through five claims which are presented in Figure 19. First claim related to communication was "I feel that I have received enough information about my duties and the client companies". Overall satisfaction (average value of 3.19) to receiving information concerning their work and the client companies was in good level. Respondents strongly (42.5 percent) or somewhat (37.5 percent) agreed with the claim. 16.6 percent of respondents somewhat disagreed with the claim and only 3.3 percent strongly disagreed.

40.9 percent of respondents only somewhat agreed with the claim "I am satisfied with the information flow between my employer, the client companies and myself" and 36.9 percent strongly agreed with this claim. 17.9 percent of respondents somewhat disagreed, and 4.3 percent strongly agreed with the claim. Average value of 3.1 indicates that the

information flow between the three parties should be enhanced and be more efficient in order to increase the level of knowledge of the employee.

Over half, 53.5 percent, of respondents strongly agreed with the claim “I know who to contact about issues regarding employment” and 28.9 percent somewhat agreed. This indicates of good level of knowledge of employees on who to call if they have difficulties in their work or need to call in for a sick leave. However, 17.6 percent of respondents somewhat disagreed or disagreed altogether. This should be eliminated by good orientation to work and with more personal service. Average value of the answers is 3.3 and is the highest average value in the communication section of the survey.

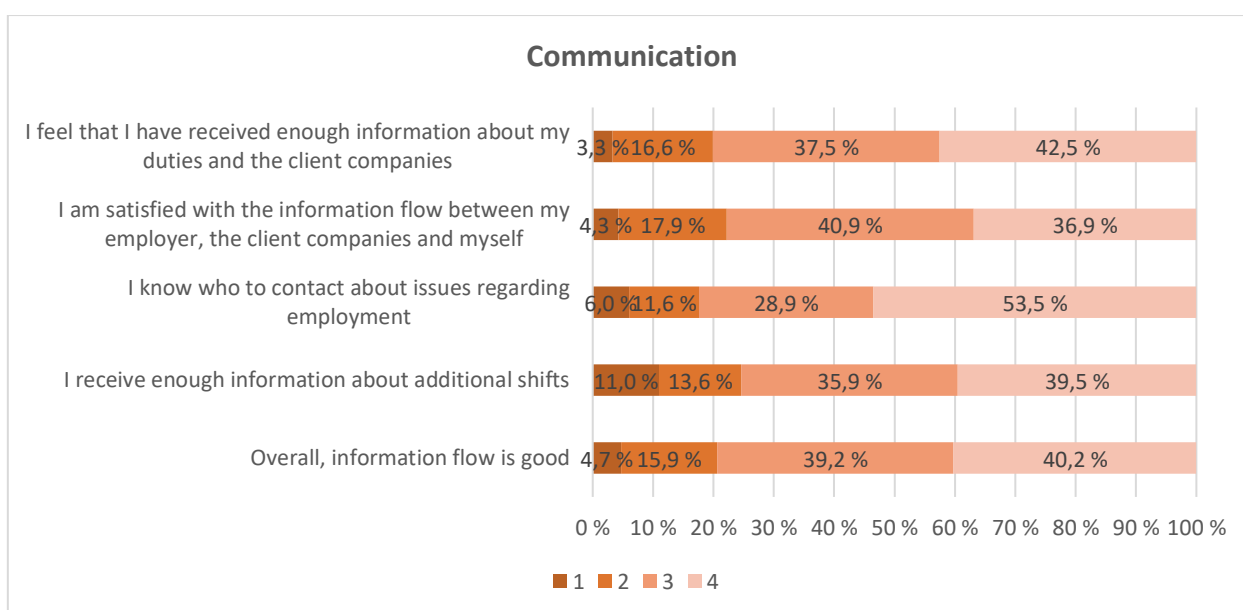


Figure 19 Communication with the case company (n=301)

When claimed that the employee receives enough information about additional shifts, the answers supported earlier findings that some do not receive enough shift suggestions. 74 respondents answered that they either strongly or somewhat disagree with the claim, indicating that they wish to receive more informational about additional shifts. However, majority of respondents answered that they strongly or somewhat agree with the claim and it can be discovered that they feel mostly satisfied with the information of additional shifts. Average value of the answers is 3.04 and is the lowest in the communication section.

In terms of overall satisfaction, respondents experienced that they strongly (121 respondents) or somewhat (118 respondents) agree with the claim that overall information flow is good. However, altogether 62 respondents consider that information flow could be improved and made more efficient. Average value of the answers is 3.15.

Open answers related to communication mainly concerned the information flow within the case company and its personnel, which received rather contradictory answers, and communication between the case company and client companies.

Even though you have terribly lot of gang at work, communication is easy, a huge bonus.

Company X's interaction is a bit straggly.

Communication between client company and Company X could be more fluent.

I feel that there should be improvement in communication, so that it would be in line with the client company. Sometimes there is contradictions between the two.

Some temporary employees felt as they need to wait for a long time to get information regarding their work, and wished for more information, for example, on their job description and proper work clothing to different client companies. Some felt as most of their problem situations is due to insufficient communication.

In my opinion, the most improvement is in communication, the lack of which most of problems have been caused. (for example, unclear instructions of the location of the client company, the number of contact person in the client company is missing, employees name is missing from a group email mailing list etc.)

Salary payment and employment related issues

Satisfaction levels towards salary payment and other employment relationship issues were evaluated through three claims which are illustrated in Figure 20. Almost 70 percent of all respondents were satisfied with salary payment and strongly agreed with the claim "Salary payment is handled appropriately (on time and correct)". Only 8.4 percent strongly or somewhat disagreed with the claim. Average value of the answers is 3.56. This is the highest average value of this section. From open comments, criticism was found on respondent's assessments concerning correctness of salary payment.

The respondents were asked to evaluate claims "I have been provided enough information with employment issues" and "Employment issues are handled appropriately". 129 respondents strongly agreed, and 111 respondents somewhat agreed with the claim that they have been provided enough information. 12 respondents strongly disagreed and

49 somewhat disagreed with this claim. However, when viewing the results of the second claim, whether employment issues were handled appropriately, when such issues had arisen, they experienced that their employment issues had been handled appropriately. Only 9 respondents strongly disagreed and 34 somewhat disagreed with this claim, and 156 respondents strongly agreed and 101 somewhat agreed. Average value of the answers from the first claim is 3.19 and average value of the answers from the second claim is 3.34.

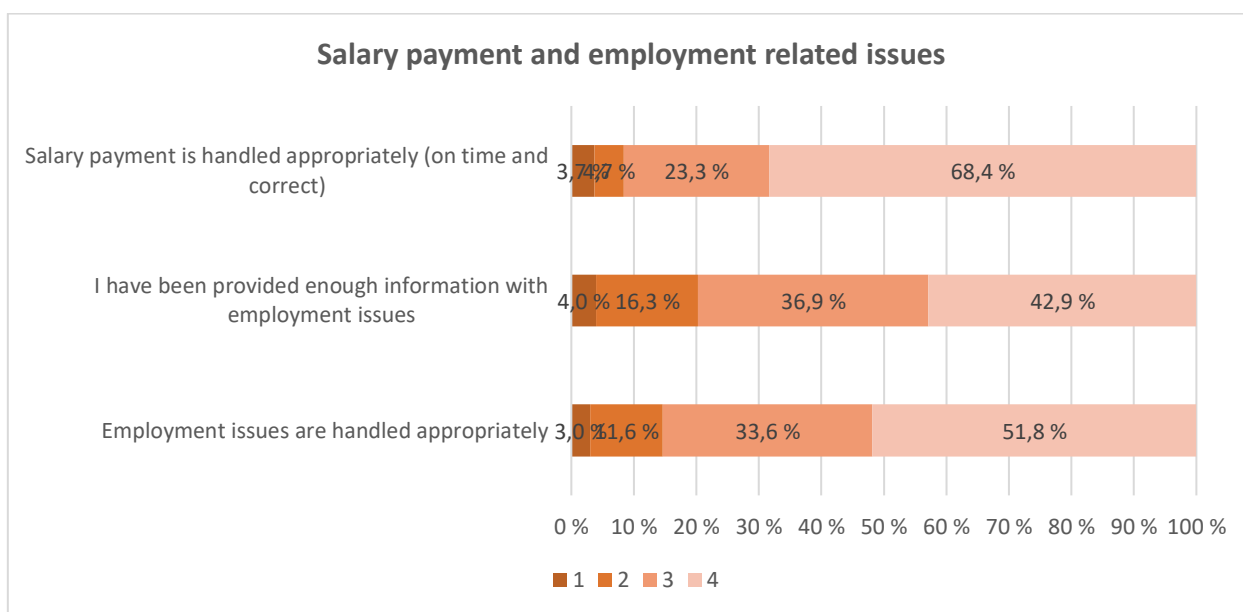


Figure 20 Employment related issues (n=301)

Many of the open answers concerning salary payment and information regarding employment issues hoped for improvement. Even though most of the respondents were satisfied with salary payment, these issues received more negative than positive comments.

There is room for improvement in employment issues: it would be good, if I didn't have to always check that salary payment is in accordance with the law, as it has not always been.

Employment issues in the case of a temporary employee could be communicated more and more clearly.

There have been some issues with salary payment. There has been mistakes in my hourly wages.

I hope that there would be more information available, for example, about the accrue of entitlement to two days of leave and the proper use of them (so that the employment relationship is not interrupted). Also, the sick leave practices and getting paid from sick leave has remained somewhat obscure. I hope for these things to be clearer so that you do not always have to ask separately but get advice on how to proceed.

However, in open answers many also gave appreciation for any questions or issues they might have had, being handled quickly, effectively and with care.

Personnel operations

Satisfaction levels towards personnel operations (Figure 21) were measured through four claims. First claim was “My wishes are taken into consideration when I am offered work”. Almost half of respondents, 46.5 percent strongly agreed, and 36.5 percent somewhat agreed with this claim. It can be detected that for majority shifts suggestions correspond to their skills and wishes of the nature of the work when they are offered work. However, from open comments, criticism was found in respondent’s answers concerning the nature of the work. Some respondents wished they would be offered more challenging shifts as they feel their existing skills correspond to more challenging work tasks. 4.7 percent strongly disagreed, and 12.3 percent somewhat disagreed with this claim. Average value of the answers is 3.25.

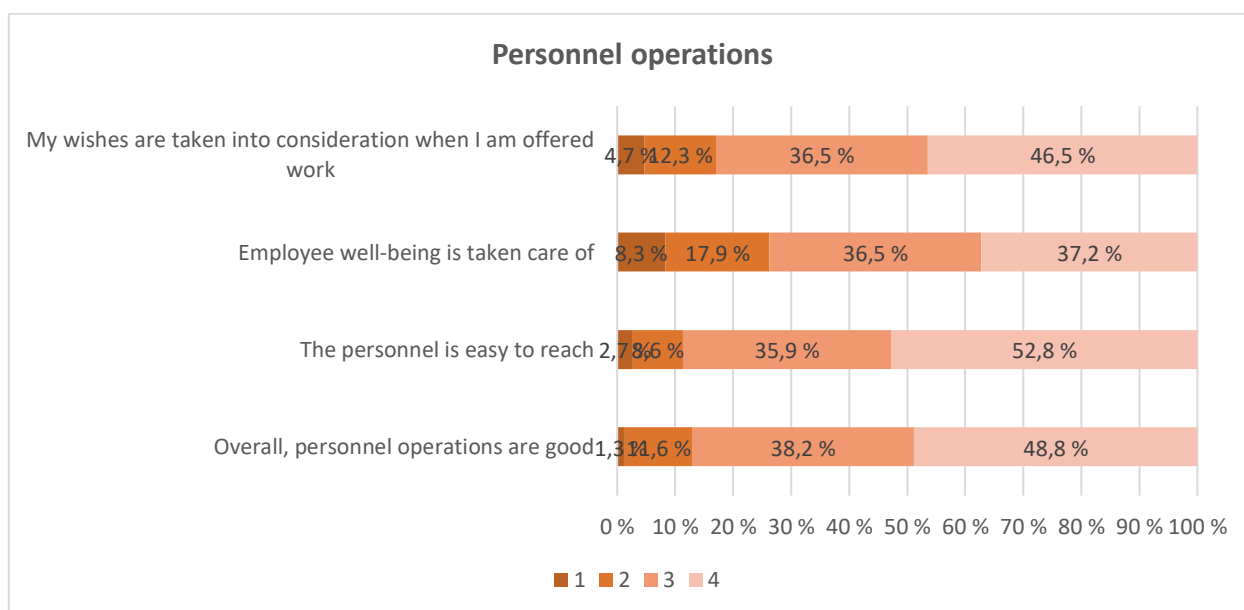


Figure 21 Personnel operations at the case company (n=301)

Respondents were next asked to evaluate whether they feel as employee well-being is taken care of. Answers between strongly agree (37.2 percent) and somewhat agree (36.5 percent) divided almost equally. 17.9 percent somewhat disagreed and 8.3 strongly disagreed with the claim. Average on the answers is 3.03. This was the lowest average value of the personnel operations part.

Respondents were also asked to evaluate a claim concerning the accessibility of the case company personnel. What was discovered from the answers, accessibility and being able to reach personnel at the office is in a very good level. Over half, 52.8 percent, answered that they strongly agreed with the claim that the personnel are easy to reach, and 35.9 percent somewhat agreed. Average value of the answers is 3.39 and is the highest of the personnel operations part.

The last claim about personnel operations was "Overall, personnel operations are good". This claim received the least strongly disagree answers (4 respondents) in the case company operations part. 262 respondents either strongly or somewhat agreed with the claim. Average value of the answers is 3.35.

Open comments related to personnel operations were positive in their entirety and the personnel received many positive comments and appreciation of their work.

Company X has succeeded in fluency and being laidback. Everyone is very friendly at the office and they answer all the questions I could have had! I have not noticed anything to be improved at Company X!

I think Company X have been very good to me, taking my own thoughts and preferences into account the best way possible. They have been rather flexible with me, always looking at what would be most suitable for me as an employee.

The personnel were mostly described as kind, friendly, reliable and professional. However, there were also employees who were dissatisfied with the service they had received and how they had been talked to. Feedback from work, inquiries of the employee's own personal opinions of different client companies and being more attentive of employee's wishes were among matters that were asked for more of the personnel.

I may perhaps need more personal opinions about how I personally like each client company. Many vary greatly from one side to another and some workplaces I wouldn't want to go again, and I would gladly discuss it with Company X directly.

Feedback about work should be provided more.

The shifts offered do not match the wishes; it may create a feeling that employees are only thrown into workplaces, where the need is big. It feels as, you don't receive appreciation for the work done and individual employee is not recognized, so getting to know employees, their skills and wishes could be improved.

Some employees, otherwise satisfied with the case company and its personnel operations, hoped for better rewarding system or better benefits.

Thanks for the quick employment! I'm very happy with the current place, it suits me perfectly. I have a suggestion: it would be rewarding and motivating if Company X would bribe their employees a little. For example, particularly satisfied client company = gift certificate/gift/salary raise etc. It is nice to receive a thank you. But even more motivating than a thank you, is a concrete, even a small reward.

Employer image

In the last section of the case company operations part, the respondents were asked to evaluate employer image with three claims (Figure 22). The first claim was whether they thought that the case company is a successful, quality company. 148 answered that they strongly agree and 114 answered that they somewhat agree with the claim. Only 39 respondents somewhat agreed or strongly disagreed with the claim. As majority of the respondents agreed or somewhat agreed with the claim, it can be assumed that the case company is perceived as a good employer for potential new employees. Average value of the answers is 3.34.

When asked about whether they would want to transfer to work for another personnel leasing company, 39.9 percent answered that they do not want to transfer, indicating that they are pleased and enjoy working for the case company and 12.3 percent of respondents were ready to work in another personnel leasing company.

Overall, over half (53.2 percent) was completely satisfied with the case company as an employer and 32.2 percent were somewhat satisfied. Only 14.7 percent were only somewhat or not at all satisfied with the case company as an employer. Average value of the answers is 3.31. From this can be discovered that overall the case company can be considered as a good employer which takes care of their temporary employees and their well-being.

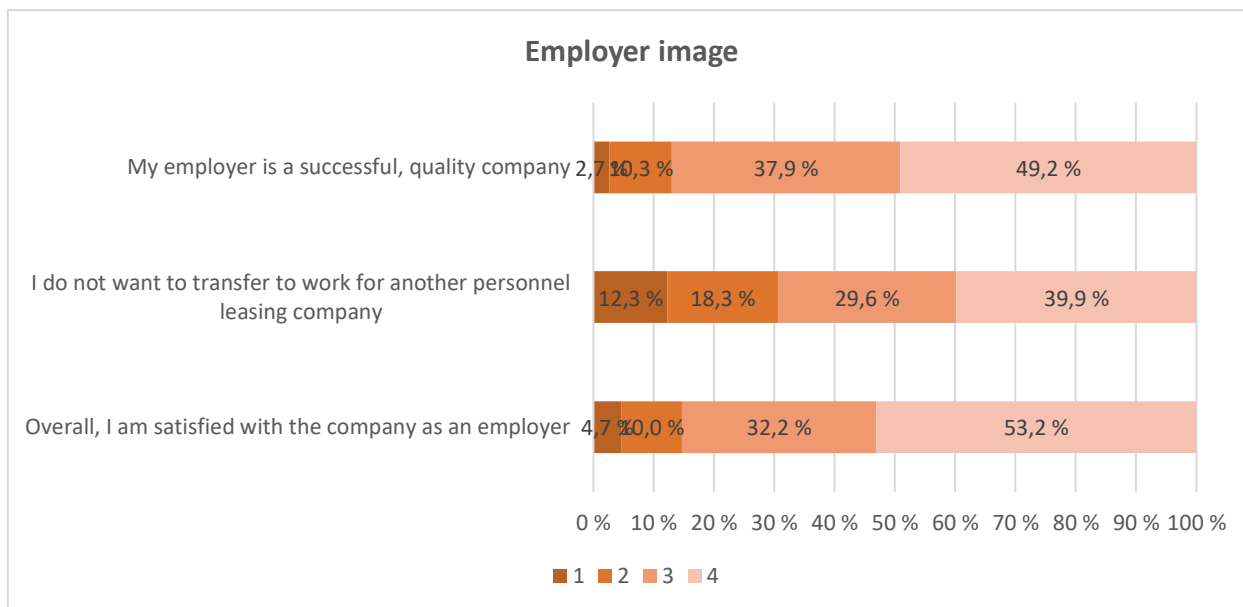


Figure 22 Employer image (n=301)

In open answers the respondents were ready to recommend the case company as an employer and thought that the company is a reputable personnel leasing company.

I perceive Company X as a successful employer, where everything works, and help is get when needed.

I think Company X works great in its entirety. I have not experienced that Company X would have operated badly.

Company X is better organized, better at communication and quicker than other personnel leasing companies I have worked for.

The employee is taken care of, and a summer job is searched for the employee if wanted, but also irregular work during studies is possible. Questions, even more peculiar ones, are answered or an answer is figured out. Company X is a suitable employer for a student.

However, in the open comments, development issues emerged, many relating to occupational health care.

Occupational health care should be part of the work with more reasonable criteria's and taking care of well-being, for example with sports coupons.

The sick leave practice is unpleasant and unfair and causes negative feelings for the whole company.

4.3.3 Evaluation of Working in Client Companies

In the second evaluation section of the survey, respondents were asked to evaluate their satisfaction of client company operations and working in client companies. The respondents were asked to assess managerial operations, work communality and work atmosphere and their own work on scale from one to four.

Managerial operations

The first claim concerning managerial operations (Figure 23) was whether they experience that the manager at client company appreciates them and the work they do. 143 respondents (47.5 percent) answered that they feel as they and their work is appreciated, and 118 respondents (39.2 percent) answered that they somewhat feel that their work is appreciated. However, altogether 40 respondents felt as them and their work is not appreciated enough (10 percent) or at all (3.3 percent). The average value of the answers is 3.31 and indicates of rather good level of appreciation from the client companies' side. This is also the highest average value among the claims in this section.

Next, the respondents were asked to evaluate whether they receive feedback for their work. Answers between strongly agree (35.9 percent) and somewhat agree (33.2 percent) were rather equally divided. However, altogether 30.9 percent felt as they do not receive enough or any feedback from their manager at client company. Average value of the answers is 2.97 and is the lowest among claims concerning managerial operations.

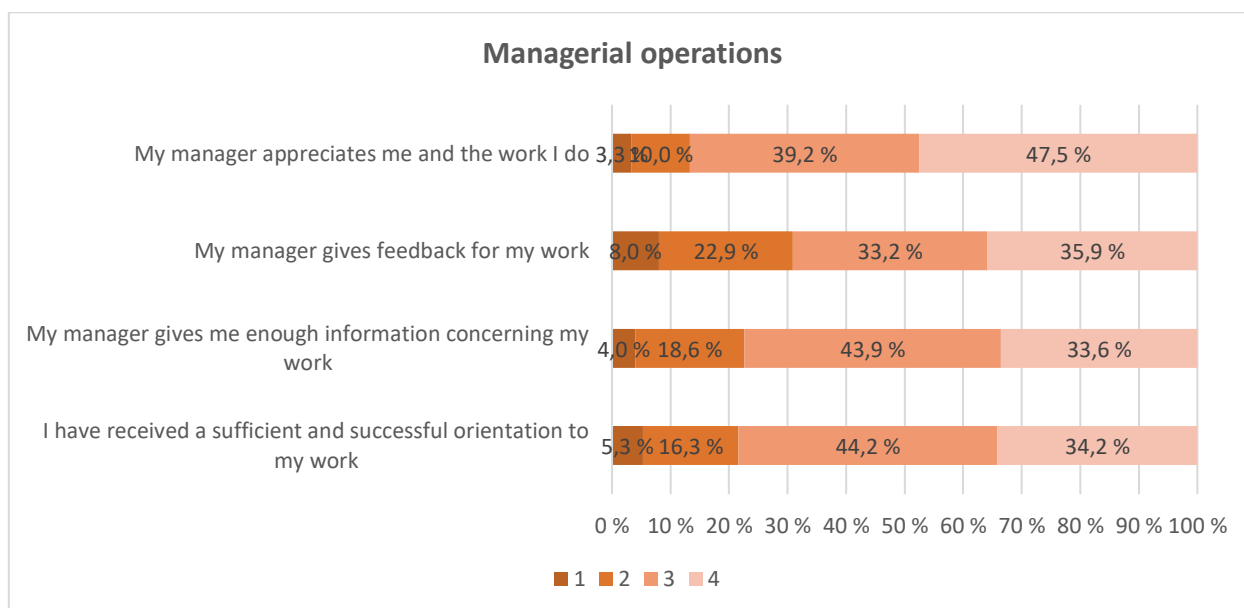


Figure 23 Managerial operations at client companies (n=301)

The last two claims the respondents were asked to assess were: whether the managers at client companies give enough information concerning their work and whether they have received enough and a successful orientation to their work when entered to a new workplace. Answers to both claims were in same levels. To both claims, most answers received the option "somewhat agree". 101 respondents felt as they receive enough information concerning their work and 102 respondents felt as they have received enough and successful orientation to work in the beginning of shifts. However, 56 respondents only somewhat agreed with the first claim and wish to receive more information concerning their work and 12 respondents felt as they have not received any information from the manager at the client company. Altogether 65 respondents felt as their orientation had been either insufficient or there was non-existing. Average value of the answers to both claims are 3.07. According to theory it is not uncommon for temporary employees to receive poor orientation as it is seen as disturbance on operational quality and efficiency by the resources the orientation requires.

Respondents who had given open comments regarding the managerial operations in client companies mostly dealt with orientation and the lack of it in client companies and hoped for better cooperation between the case company and client companies in order to change this. The respondents also wished to receive more feedback from the managers to be able to develop in their work.

Work community and work atmosphere

First claim concerning communality at the client company was whether the respondents feel as they part of the work community at the client company. 122 respondents felt as they are a part of the work community at the client company and 107 respondents felt as they somewhat feel part of the work community. 49 respondents felt that they are not sure whether they feel as they are part of the work community and 23 respondents answered that they do not consider themselves as a part of the work community. Average value of the answers is 3.09 and is the lowest in this section.

Eventough, there was altogether 72 respondents who was either not sure or that they did not feel communality at the client company, only 31 respondents felt as they are not sure whether they and their work is appreciated or felt as they are not appreciated at all by their colleagues at the client company. 130 people answered that they mostly feel as they are appreciated, and 140 people answered that they feel appreciated by their colleagues at client companies. Average value of the answers to this claim is 3.34.

Equal treatment among the client company's own employees was in a good level, as the claim was strongly agreed (44.9 percent) or somewhat agreed (31.6 percent) by 76.5

percent of respondents. However, 23.5 percent of respondents either somewhat (16.9 percent) or strongly (6.6 percent) disagreed with the claim. These answers support theoretical part as temporary employees often do feel inequality in comparison with the client company's own personnel. It can be assumed from these answers related to work community and previous answers to managerial operations that feelings of communality at the client company is more due to colleagues rather than the appreciation received from the managers.

Respondents were also asked to evaluate a claim "I get support from my colleagues if I need it". Over half, 161 respondents from total 301 respondents felt as they can rely on their colleagues in the client company when needing support and 97 respondents mainly feel the same way. 36 respondents somewhat disagreed with the claim and 7 respondents felt as they do not receive support from their colleagues. The average value of the answers is 3.37 and is the highest in this section. These answers for two previous claims indicate that the client company's own personnel relate to temporary employees positively and with an open mind, even though it is mentioned in theory that is is common for the client company's own personnel to feel insecurity when temporary employees are used within the company and therefore are related negatively.

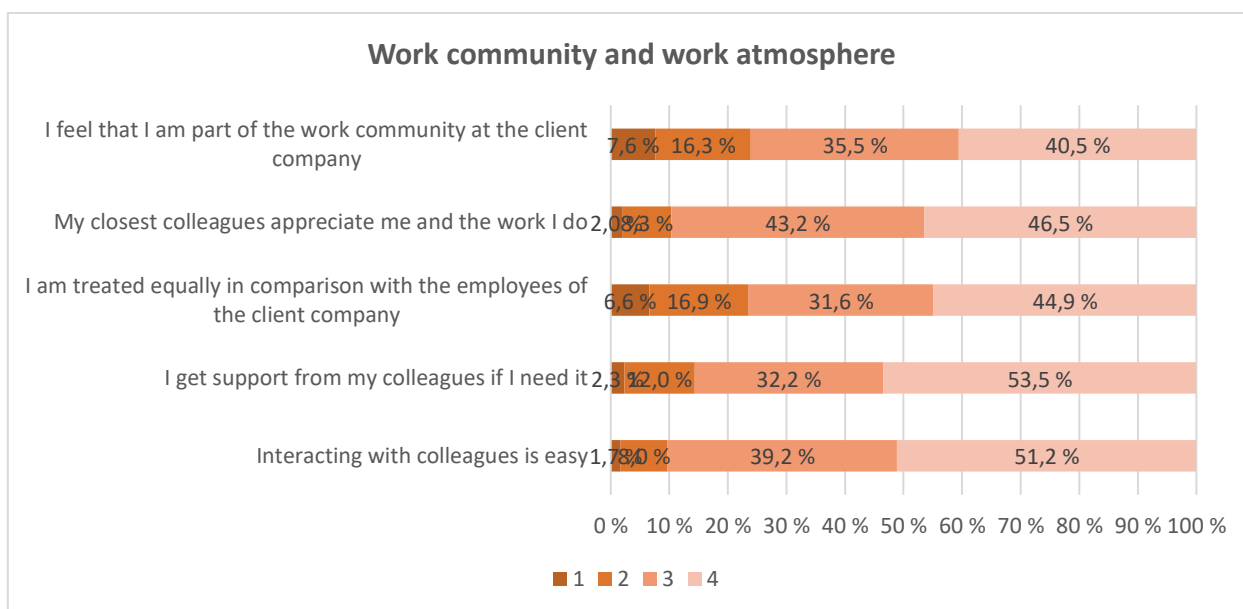


Figure 24 Work community and work atmosphere at client companies (n=301)

When asked to evaluate if they feel as interacting with their colleagues is easy, over half of respondents (154 answers) thought it was. 118 respondents answered that they mainly

feel as interacting with their colleagues at the client company is easy and 24 respondents answered that interacting with colleagues is usually difficult. Only 5 people answered that interacting is experienced almost always difficult. Average value of the answers is 3.4.

In the open comments related to claims of work community and work atmosphere (Figure 24), some respondents expressed their feelings of workplace bullying and discrimination at some client companies and some did not feel equal with the client company's own personnel. Also, what was found to decrease feelings of communality at workplace was not being able to, for example, participate to the client company's recreational activities.

My biggest problem has been the disrespect and exploitation by the employees at the client company. In few places I have been well received and included in the work community.

In my workplace I'm discriminated against, laughed at and guilted. In the past, I have gone work with enthusiasm, motivated and work has been a getaway from studying. Now going to work causes anxiety and stress. My mood is already bad.

As a temporary employee I'm less "valuable" if compared to the client company's own personnel.

At the workplace, I'm rarely considered as a team member.

Some respondents agreed that in some client companies and some employees have bad attitude towards extras but had more understanding point of view to the matter.

In some of the client companies, some employees have bad attitude towards extras sometimes, probably because there are many kinds of extras and the turnover can be big. Sometimes these can annoy, but I understand these individual cases.

Own work

The last section of the evaluation of working in client companies, the respondents were asked to evaluate their own work (Figure 25). First, they were asked to evaluate whether they consider that the objectives of their work are clear. Over half of respondents, 54.8 percent, were completely aware and 35.9 percent were somewhat aware of the objectives of their work. 9.0 percent of respondents were not sure what the objectives of their work is and only 0.3 percent was not at all aware of the objectives. The average value of the answers is 3.45 and is highest among claims concerning respondents own work.

Half of the respondents, 50.5 percent, were excited about their work and considered their work as motivating. 36.5 percent were usually excited and motivated by their work. 10 percent of the respondents were not that excited nor motivated by their work, and 3.0

percent of respondents did not receive excitement or motivation of their work and considered working for a personnel leasing company more as compulsory. Average value of the answers is 3.35. From these answers and earlier open comments it can be assumed that those who answered that they are sometimes excited and motivated by their work, could want more challenging work tasks for the work to correspond to their skills, which could increase excitement and motivation.

The respondents were also asked to consider whether they feel as they can utilize their existing skills and know-how in their work. Average value of these answers is 3.36. Over half, 54.3 percent strongly agreed, and 31.2 percent somewhat agreed with the claim. Compared to the previous claim about excitement and motivation, the levels remained approximately the same. 11.0 percent of respondents answered that they somewhat disagree, and 3.7 percent answered that they strongly disagree with the claim. This can mean that the employee has unsuitable shifts or too difficult or easy work tasks. Some may need more challenging work tasks in order to fully utilize their skills and know-how. Management and development of skills and know-how is an important part of self-actualization and corresponds directly with work well-being.

As a positive sign of work well-being, only 5 people answered that they have difficulties coping in their work most of the time and most of the respondents (269 answers) answered that they can cope well in their work or that they cope well. Average value of the answers is 3.39.

When asked about their work tasks and whether the work tasks are what was promised to them, 165 respondents agreed that their work tasks have been exactly what was promised to them and 98 respondents answered that the work tasks have corresponded for most parts to what was promised for them. 32 people somewhat disagreed, and 6 people strongly disagreed with the claim and felt as the work tasks have been completely something else than was promised. Average value of the answers is 3.4.

Until the claim about whether the respondents are satisfied with their salary when considering the level of their work tasks, the levels of satisfaction had remained balanced in previous claims. This was the first claim that received the most answers with options strongly or somewhat disagree. 31 people (10.3 percent) answered that they were completely dissatisfied with their salary and 75 people (24.9 percent) answered that they are somewhat dissatisfied with their salary when considering their work tasks. Only 94 people (31.2 percent) of all respondents were completely satisfied with their salary and 101 people (33.6 percent) were for most parts satisfied with their salary. Average value of the answers is 2.86 and is the lowest in this section. Even though the case company pays

salary according to the collective labour agreement of the hospitality and restaurant industry, many temporary employees are dissatisfied with their salary. This can be due to the feeling that they deserve more when considering their skills, or to the inequality between them and the client company's own personnel as it is discussed in theory that the client company's own personnel receive better salary which can be above the collective labour agreement.

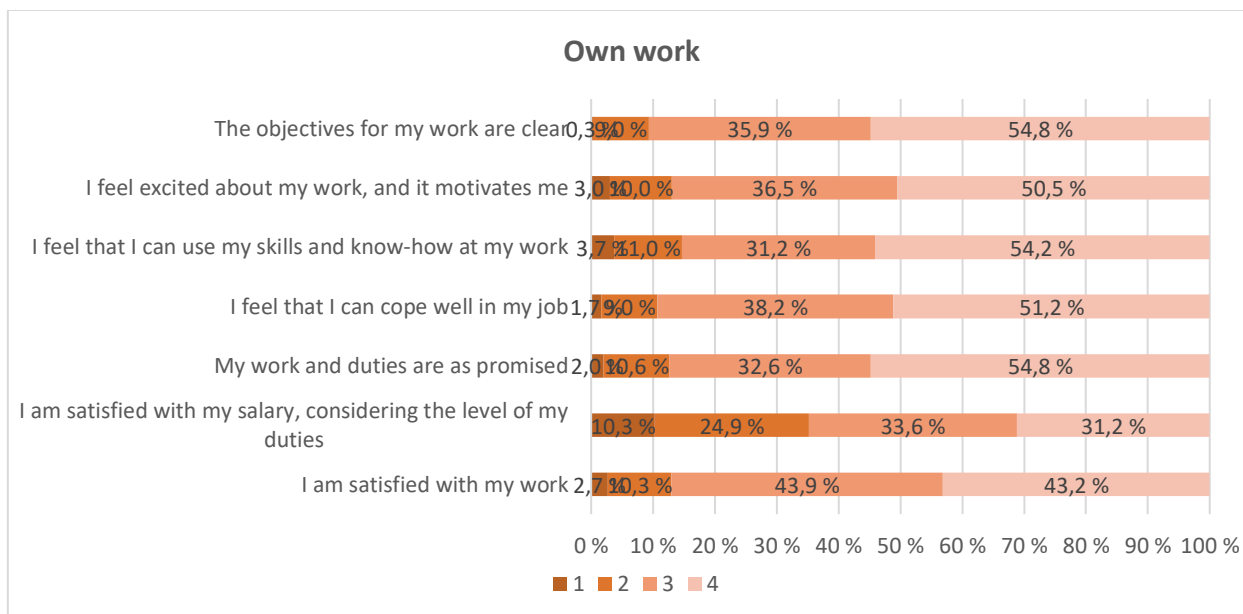


Figure 25 Own work (n=301)

Finally, the respondents were asked to evaluate their satisfaction with their work in its entirety. Majority of respondents were either completely satisfied with their work (43.2 percent) or satisfied for most parts but would want to influence in some matters (43.9 percent). Only 2.7 percent were completely dissatisfied with their work. Average value of the answers is 3.28 and indicates a good level of overall satisfaction of the temporary employees towards their work.

Many of the respondents wished for improvement to work satisfaction, for example, by asking more often how the employee is doing and whether everything is going well, but also checking whether job titles and tasks are up-to-date. Some hoped for more challenging work tasks and some mentioned the shortage of shifts from time to time. Overall, respondents wished for closer contact and interaction, for example, with how shifts have gone, and interest towards work atmosphere and how employees are

regarded at client companies. Also, many commented on the lack of feedback, and wished to receive feedback more often, no matter of the nature of the feedback.

Everything has worked great. I have been satisfied. The only thing I would wish for is that in somepoint I would be asked how everything is going, if everything okay. Also, to check whether works tasks are up-to-date.

The feedback that Company X has received about employee's performance (negative/ positive) should be informed to the employee as well. In order to improve her/his own performance (in case of negative feedback). Along with suggestion/s of what could be done better to satisfy Company X's customer and their customers.

The only thing that annoys is the shortage of shifts. That's why I'm trying to apply to work in other personnel leasing companies as well, so I would have enough work. I would rather do shifts only through one company.

Few open comments revealed that some of the respondent's experience working as a temporary employee makes them feel less valuable and working with a 0-hour employment contract can be stressful from time to time. However, for majority work was what was promised for them and the respondents were overall satisfied with their work.

4.3.4 Evaluation of Personnel Leasing

In the last part of the survey, the respondents were asked to evaluate personnel leasing and temporary work in general. Claims and response rates are illustrated in Figure 26. The first claim was "I feel that working for a personnel leasing company is meaningful". The answers between those who strongly agreed (41.9 percent) and somewhat agreed (40.5 percent) were rather equally divided. Only 3.0 percent of respondents considered that working for a personnel leasing company is not meaningful.

The respondents were asked to evaluate whether they believe that working for a personnel leasing company will help them get new work opportunities in the future. Half of respondents, 50.2 percent, believed they would benefit from working for a personnel leasing company and 32.2 percent believed it would possibly help them get new work opportunities. However, there were 12.3 percent of respondents who were not that convinced that they would benefit from working for a personnel leasing company and 5.3 percent did not consider that it would help them.

When claimed "My expectations of working for a personnel leasing company has proven more positive than my expectations" the answers were rather positive. Altogether 247 respondents' expectations about the industry haven proven more positive through

experience. The expectations of 13 respondents had been proven true and expectations of 41 respondents had remained somewhat the same. These expectations are often arisen from news related to the personnel leasing industry and the news often have a negative tone and therefore, creates expectations and prejudice against the industry.

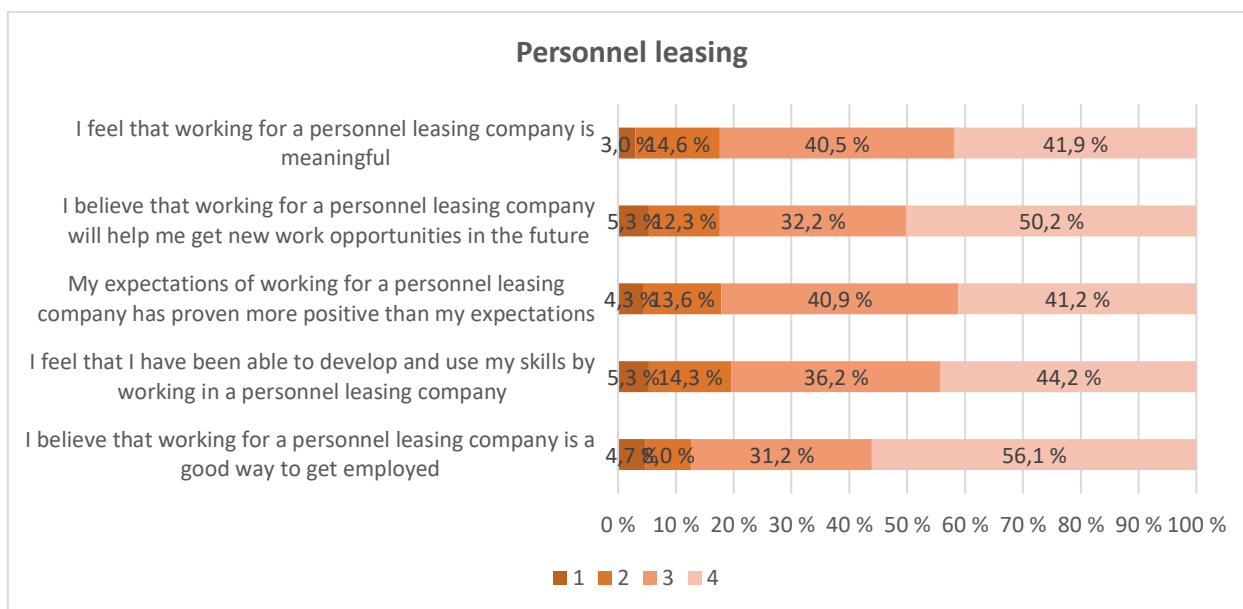


Figure 26 Personnel leasing in general (n=301)

The respondents were also asked whether they felt as they had been able to develop and use their skills by working in a personnel leasing company. Majority of respondents either strongly (44.2 percent) or somewhat (36.2 percent) agreed with the claim that they had been able to develop their skills and use their existing ones.

Finally, over half of the respondents, 56.1 percent, answered that they believed working for a personnel leasing company is a good way to get employed and 31.2 percent considered that it is mostly a good way to get employed based on their own experiences. These answers received the highest average among claims related to personnel leasing in general, with an average 3.39.

4.4 Development Suggestions

Development suggestions are based on the theoretical part and the findings of the empirical part of this thesis. The temporary employees mainly experienced their work well-being and work satisfaction rather good. The development suggestions created for the

case company are themed based on the Work Well-being Stairway model and are mainly based on information received from open answers but will include influences derived from the claims and the evaluations. Development suggestions are illustrated in Figure 27 below. The suggestions are created to enhance the work well-being of the temporary employees through day-to-day activities.

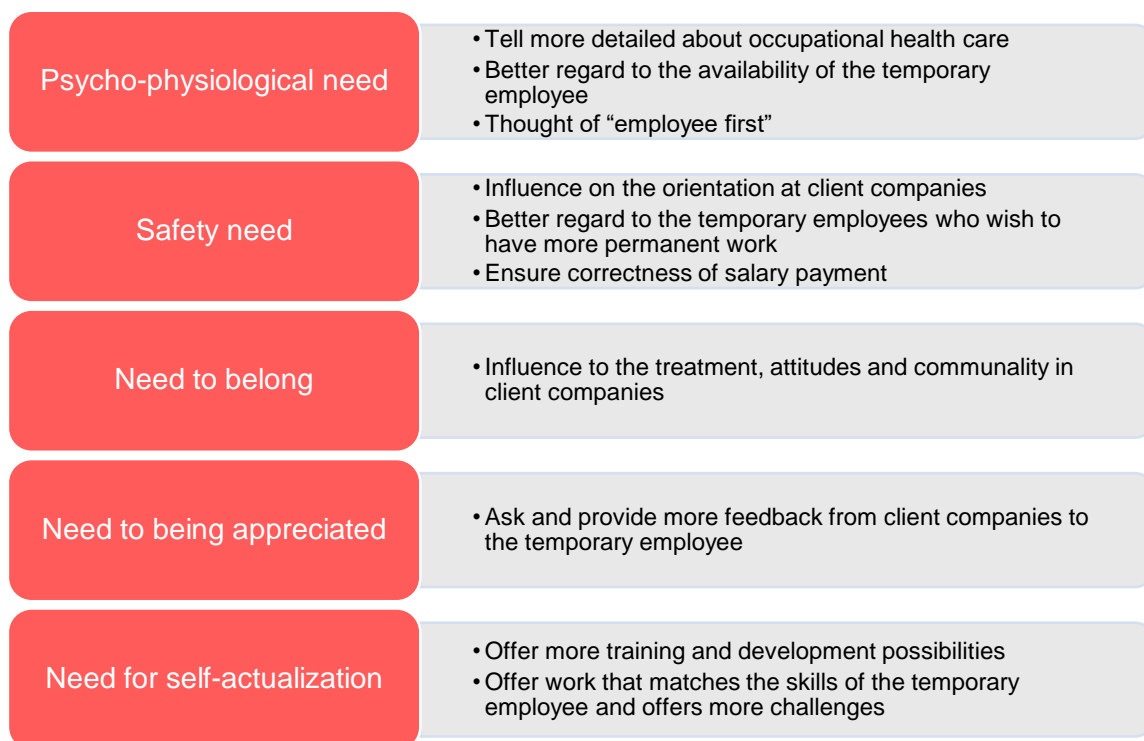


Figure 27 Development suggestions

Psycho-physiological needs

Many of the respondents wished that their availability and wishes regarding shifts would be better considered when offered shifts. Meaning that shifts would not be offered to those who have informed that they do not want to or cannot accept shifts on specific days or times, and that they would be offered shifts with specific job titles they have requested. Some also hoped for better regard to the employee itself and their wishes concerning workplaces, where they want to or do not want to go, instead of throwing employees to workplaces that have the greatest need in that moment. Meaning that the shifts would be suggested to the employee with the thought of “employee first” instead of the need of client companies.

Even though occupational health care was not specifically asked in the survey, many pointed it out in the open comments. Some of the respondents experienced the occupational health care offered by the case company as unfair, difficult to use and that it should be offered with more reasonable criteria. As it was mentioned in the theoretical part, occupational healthcare is highly important for work well-being. However, the occupational health care practices at the case company are based on the continuity of the employment relationship and the Authorization rules of the Private Employment Agencies Associations. The continuity of an employment relationship is only deemed to be interrupted after a break of more than six days between shifts. Meaning that the temporary employee is entitled to use the occupational health care services offered by the case company if the employee has not had more than six days between shifts. If, however, the employee has longer break than six days between shifts, the accrual starts over. It seems that some of the respondents are not completely aware of this. Therefore, the case company should inform their temporary employees more thoroughly about the occupational health care services and the conditions that it is determined by, for example, during general orientation to work that is held for all new temporary employees.

Safety need

Many open comments were related to the amount of salary and mistakes in their pay slips. However, it seemed as some of the respondents were unaware that the salary is based on the collective labour agreement binding hospitality and restaurant industry and the skill level of specific job titles and years of experience on which the hourly wage is determined by. Therefore, the case company does not necessarily need to improve the amount of salary but should more clearly inform the temporary employees on how the salary is formed and that it is based on the collective labour agreement. The case company should also be more careful, for example, when adding contractual salary which the client company has agreed to pay for the shift instead of the normal salary to ensure the whole salary is paid correctly.

Orientation in client companies was partly experienced as good and partly insufficient. Some of the respondents pointed out that the orientation had been non-existing or insufficient, mostly due to high turnover of temporary employees or rush at the client company. Therefore, the case company should pay more attention to the orientation of temporary employees at client companies and communicate more with the client companies about the importance of orientation to work for the temporary employees. For example, when the case company informs that a shift has been filled and about the temporary employee who will be doing the shift, the case company could emphasize that

this employee is coming to the client company for the first time and this way remind the client company of orientation.

Based on the open comments, the case company should also provide the temporary employees more comprehensive general orientation. The general orientation should include more detailed information concerning employment matters and occupational health care but also better guidance to use the employee intranet, where the employee can manage personal information, see pay slips and find and book shifts. This would ensure sufficient and fluent use of the system. This way the employees would feel more satisfied as it can be assumed from the open comments that there is a lot of confusion concerning proper use of the intranet, as some pointed out they do not know where to find their employment contract or pay slips or were unaware of how to book shifts.

As it was found from the data collected, almost half of the respondents wished for more permanent employment in one of the client companies. The case company should better consider these temporary employees when filling fixed-term employments in order to improve work well-being. Some respondents pointed out in the open comments the long transition time to the client companies own payroll and wished that it could be accelerated.

The temporary employees experienced variation in treatment between them and the client company's own personnel. The case company could strive to influence the client companies by intensifying cooperation to ensure equal treatment in order to improve the work well-being of the temporary employees. Many respondents wished in the open comments that the case company could more often check up on the temporary employees to ask how the shift went, how was the work atmosphere and whether the temporary employee enjoyed working there. This way the case company would be aware of insufficient orientation or unequal treatment and it would be easier for the case company to intervene to the treatment at those client companies where the treatment is experienced unfair.

Need to belong

Communality in client companies were experienced mostly good, but some of the respondents pointed out that they have been poorly related to and the attitude towards temporary employees has been rather negative in some client companies. In order to enhance the work well-being of the temporary employees, the case company could ask more feedback from the employees on the client companies, the attitudes and communality at the workplace. This would also help the case company to identify those client companies that should be influenced in order to include the temporary employees to the client company's work community. The case company should improve its cooperation

with client companies in order to enhance the sense of communality and in turn the overall work well-being of the temporary employees.

The case company received appreciation from the respondents on different recreational activities organized among the temporary employees and the case company personnel. These recreational activities have created sense of belonging for the temporary employees and majority were pleased to get to know the case company personnel in the other end of the call. This in turn has created trust among the temporary employees towards the case company personnel. As many also hoped for more personal service and hoped for a “support person” who they could always call if there was anything to ask or matters to discuss. This was found as a factor that would increase trust and satisfaction of the temporary employee by providing more personal service and would make the employee feel treated as an individual instead of “just one of the employees”.

Need to being appreciated and need for self-actualization

The case company should provide more feedback for the temporary employees and ask for more feedback from the client companies concerning temporary employees that have worked in their company. The case company could also guide the managers at the client companies to give the feedback directly to the employee in order to feel appreciated and to create good spirit at workplace. In the open comments many of the respondents wished for more feedback, whether it was negative or positive, in order to develop and improve their performance. This was considered as an important matter to better cope in their work and to feel remembered. Some felt as the rewarding system could be better. Therefore, the case company should invest in the rewarding system and reward the temporary employees more often, for example, on good work performance in a shift. The case company could also organize recreational activities more often in order to keep creating better sense of communality and in turn work well-being by feeling appreciated for the work the temporary employees are doing.

The case company should consider organizing more training possibilities for their employees as it is important for work well-being to have opportunities for development. The case company could also regard more to the work tasks and job descriptions in the shifts offered to temporary employees and consider if the employee would be ready for more challenging work tasks in order to help the employee evolve and develop new skills. As some wished for more challenging work tasks in the open comments and was visible when asked their satisfaction toward their own work, the case company should pay more attention to the employees wishes to career development and offer shifts more suited to this.

5 CONCLUSIONS

This chapter gathers together the information collected from the research and the findings based on the information received. First, the answers to the research questions are presented, second, the validity and reliability of this research is evaluated and finally, suggestions for further research are given.

5.1 Answers to Research Questions

The research was conducted in order to examine the work well-being of the temporary employees and how satisfied the temporary employees are to the case company and the client company. The goal of this research was also to give development suggestions for the case company on how it can contribute to the work well-being of its temporary employees. The research questions are answered in logical order, first the sub-questions and second the main question.

- How satisfied are the temporary employees to the case company and its client companies?

Overall the temporary employees are mainly satisfied with the case company and its operations. The temporary employees were comprehensively satisfied with the case company as an employer and were most satisfied with overall personnel operations and handling of employment issues. More variation was found in the satisfaction towards the client companies and operations, however, the temporary employees were mainly satisfied with the client companies. The temporary employees were most satisfied with the appreciation received from the client companies and managers. The temporary employees were also satisfied with the support and appreciation received from their closest colleagues at the client companies.

- How can the case company contribute to the work well-being of its temporary employees in day-to-day activities?

Based on open comments, the case company could intensify their communication and information flow with temporary employees and client companies. The case company should ask for more feedback from the client companies to be forwarded to the temporary employees. They should also regard more to the orientation at the client companies and to how the temporary employees are related by the client company's own personnel to ensure equal and fair treatment and to further enhance sense of communality. For the temporary employees, the case company should provide more detailed information on employment related matters, such as occupational health care and salary payment as a

part of a more comprehensive general orientation to temporary work. The case company should better regard the availability and wishes concerning working hours, workplaces and shifts of the temporary employees. They should also provide more training opportunities and help the employee in career development by offering more challenging work tasks and to regard more to the skill levels of the employee in order to better match the shifts to the skills. Rewarding and benefit systems could be improved for the temporary employees to feel more appreciated about their work. Recreational activities could be organized more frequently to create sense of belonging for the temporary employees and create trust between the temporary employees and the case company personnel which engages the temporary employees. The case company should also check-up more often on the temporary employees on how they are coping, for them to feel heard and remembered.

- How do the temporary employees experience their work well-being?

Overall work well-being was experienced rather good as an entirety, and the results were good, both for the case company and the client company operations and their own work. The temporary employees mainly felt appreciated, motivated and taken care of, however less satisfaction was found in feeling communality and unequal treatment, development opportunities and communication with the case company and information flow between the employee, the case company and the client company.

5.2 Validity and Reliability

A good quantitative research is both valid and reliable. The concept of validity refers to the ability of the research method to measure what is intended to be measured in the research. In a valid research there should not be a systematic mistake which refers to how the subjects of the research have understood the measurement, survey and questions. The results are distorted if the subjects do not think as it has been assumed. Research is considered valid if the theoretical and operational definitions are consistent. The reliability of the research means the accuracy and repeatability of the results. This means that if the research would be repeated for the same person in the same context, the same results would be achieved regardless of the researcher. (Vilkkä 2015.)

The validity of this research is shown in the successful selection of research questions and the target group, as the research method measured what it was intended to measure. The main goal of the research was to determine the level of work well-being and work satisfaction among the case company's temporary employees. A quantitative research method was chosen because the target group consisted of all temporary employees with

an active status working in the hospitality and restaurant industry at the case company. As the amount of data collected was big, a survey was a reliable data collection method. In this way it was possible to gather information about opinions and attitudes from the respondents. The claims in the survey correspond to the purpose of the research, so validity is realized in this regard. In particular, the open questions gave the respondent the opportunity for the subject to be freely assessed, which increases the value of the research results. The survey form was created together with the case company and was meticulously conducted. It was desired to be visually clear and have a suitable length. Possibilities of misunderstanding questions or claims were minimized by careful planning and wording and by testing the survey by five people from the case company. It was chosen not to cross-analyze the results of the survey because the goal of the research was to determine the current level of the work well-being of the temporary employees, and therefore, the causal connections were not experienced necessary to be examined. This can reduce the level of validity of the research. This research provides the case company valuable information on the current level of the work well-being of its temporary employees and this research holds great novelty value.

The reliability of the research is generally good. If the research would be repeated to the same sample in the same context, the results would most likely be somewhat the same. The temporary employees who answered the survey, represent different age and gender groups and there is variation in their working years, as well as their backgrounds for working at the case company, meaning that the sample is versatile. The anonymity of the respondents was highlighted in the cover letter and in the beginning of the survey, to ensure honest answers and by this ensure better reliability. What is considered to reduce the reliability and objectivity of the research is that the researcher is in an employment relationship with the case company and part of the case company personnel which can blur the ability to analyze results and be unbiased. The researcher knew from her own experience from what some of the answers of the respondents are caused by.

5.3 Suggestions for Further Research

As it was mentioned earlier in the thesis, the results were not able to be cross-analyzed between different variables. Further research could include cross-analysis of how different variables, such as gender and age influences certain matters and perspectives. This would provide more comprehensive understanding on how different aspects and variables of work well-being have influence on the work well-being and satisfaction of temporary employees.

This research has studied a wide entirety: how both, the case company and the client company operations influence on the levels of work well-being of temporary employees. For further research, this entirety could be split in to smaller parts and be analyzed more closely and carefully, for example, what are the effects of a client companies on the work well-being of the temporary employees. This could be studied more thoroughly with questions on how the client companies fulfill their obligations and responsibilities, how are the temporary employees related by the case company's own personnel and how can the client companies influence the work well-being with their day-to-day actions.

As the results in this thesis showed the levels of work satisfaction to different case company and client company operations and the temporary employee's own work, it could be beneficial to research to which, the case company or the client company, the temporary employee identifies itself to. This could also include research about which, the case company or the client company, has a greater influence on the work well-being of the temporary employee.

This research was made as a quantitative research. It could be interesting to conduct a similar research as a qualitative research. As this thesis was to examine experiences, attitudes and opinions with a quantitative method, it would be interesting to find out how different the findings would be and how much more specific and detailed information a qualitative method would uncover on the same subject.

6 SUMMARY

The main goal of this research was to examine the current level of work well-being of the temporary employees at Personnel Leasing Company X through satisfaction to the case company and client company operations. The final goal was to create development suggestions for the case company on how they can contribute to the work well-being of its temporary employees on daily basis.

The first part of the thesis introduced the research background. Personnel leasing was explained in Chapter 2. Chapter 3 discussed the main concept of work well-being through different point of views, such as individual, work community and organization and leadership and physical, psychical, social and spiritual. The Chapter 3 also introduced the Work Well-being Stairway model. Empirical part of the thesis analyzed the results of the research and provided development suggestions for the case company. Finally, the conclusion part recapitulated the thesis, answered the research questions, evaluated validity and reliability of the research and made further research suggestions.

This thesis mainly relied on the quantitative method but was partly influenced by the qualitative method. A descriptive and structured survey was used as a primary source of data. The survey was conducted among the target group at the case company. Results from the survey were used to show the levels of satisfaction of temporary employees working at the case company. The development suggestions were made based on both theoretical information collected from literature and empirical data collected from the survey. Relevant books and online sources were used as secondary sources of data. The theoretical part of the thesis discussed the concept of personnel leasing, its challenges and benefits, as well as, legislation concerning personnel leasing. Work well-being, its main concept, importance and different factors that affect it was also discussed in the theoretical part of the thesis.

The objectives and goals of the thesis were met, and the findings of the research are useful for the case company. The main finding of the research was that the success of communication and interaction has an important role in the work well-being of temporary employees and in further enhancing the work well-being. Many of the issues that were discovered from data analysis could be either eliminated or positively influenced by successful communication and fluent information flow between the case company, the employee and the client company.

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APPENDICES

APPENDIX 1. Company Introduction: Personnel Leasing Company X

Concealed.

APPENDIX 2. Cover Letter for Survey

Hello,

This work satisfaction survey is a part of a bachelor's thesis made in collaboration with Personnel Leasing Company X, operating in the Helsinki metropolitan area. The purpose of this survey is to collect important and relevant information concerning work satisfaction of the temporary employees at case company. The survey will assess us as an employer, working for the company and its client companies, and the employees' own work. The survey also collects information about general matters of working at the company. The data collected through the survey will help us to examine the current level of work satisfaction of our temporary employees and analyze how to develop our services to be even better.

All answers are collected anonymously and with confidence. Answering the survey will take approximately ten minutes. The survey will be carried out between June 28 and July 15, 2018.

At the end of the survey, you have the possibility to participate in a raffle where you can win movie tickets to Finnkino. If you want to participate to the raffle, please leave your name and email address at the end of the survey to the open question field.

You can answer the survey through the following link

<https://my.surveypal.com/tyotytyvaisyyskysely-opinnaytetyo>

Each answer is important – we hope that you will take this chance to influence!

Jenniina Henriksson

Student at Lahti University of Applied Sciences

APPENDIX 3. Survey

Sukupuoli / Gender*

- Nainen / Female
- Mies / Male

Ikä / Age*

- Alle / Under 25
- 25-35
- 36-45
- 46-55
- Yli / Over 56

Kuinka kauan olet työskennellyt kauttamme? / How long have you been working with us?*

- 0-6 kuukautta / months
- 6-12 kuukautta / months
- 1-2 vuotta / years
- Yli / Over 2 vuotta / years

Valitse parhaiten työsuhdettasi kuvaava vaihtoehto / Choose the best alternative to describe your employment*

- Määräaikainen työ / Fixed-period
- Keikkatyö / Short-term gig job
- Määräaikainen työ ja sen ohella keikkatyö / Short-term gig job along with fixed-period

Miksi työskentelet henkilöstöpalveluyrityksen kautta? Voit valita yhden tai useamman / Why do you work through a personnel leasing company? You can choose one or more options*

- Voin valita itse työajan ja -paikan / I can choose my working hours and place of work
- Haluan nähdä erilaisia työpaikkoja ja saada monipuolista työkokemusta / I want to see different work places and get diverse work experience
- Saan parempaa palkkaa tai muita etuja (koulutus, asunto tms.) joita en muuten saisi / I earn a better salary or have other benefits (training, apartment etc.) that I would not otherwise get
- Haluan lisäansiota / I want extra earnings
- Saattaisin olla muuten ilman työtä / Otherwise, I might be without a job
- En halua vakituista työsuhdetta / I do not want a permanent employment

Työskenteletkö useamman henkilöstöpalveluyrityksen kautta? / Do you work through multiple personnel leasing companies?*

- Kyllä / Yes
- En / No

Miten löysit yrityksemme? / How did you find out about our company?*

- Työpaikkailmoitus yrityksen nettisivuilla / A job advertisement on company's website
- Ystävältä tai tuttavalta / Heard about it from a friend or acquaintance
- Työhönosoitus Työ- ja elinkeinotoimistosta / A work placement offer from TE Services (public employment and business services)
- Työpaikkailmoitus työhakusivustolla, millä? / Job advertisement in a job search website, which one?
- Sosiaalisen median kanavasta, mistä? / Through a social media channel. Through what social media channel?

Kuinka nopeasti haastattelun jälkeen sait työn meiltä? / How quickly after being interviewed did you get a job from us?*

- Kolmen päivän sisällä / Within three days
- Viikon sisällä / Within a week
- Kahden viikon sisällä / Within two weeks
- Kuukauden sisällä / Within a month
- Yli kuukauden päästä / After a month

Ennen vuokratyötä meillä olit... / Before working for our company were you...*

- Vakituksessa työsuhhteessa / In a permanent employment
- Määräaikaisessa työsuhhteessa / In a fixed-term employment
- Työttömänä / Unemployed
- Ulkomailla / Abroad
- Opiskelemassa / Studying
- Perhevapaalla / On a family leave
- Jokin muuta / Something else

Kuinka monta tuntia keskimäärin teet viikossa? / How many hours a week do you approximately work for us?*

- 10 tuntia tai vähemmän / 10 hours or less
- 11-20 tuntia / hours
- 21-30 tuntia / hours
- 31-40 tuntia / hours
- En tee tällä hetkellä töitä, odotan seuraavaa työsuhdetta / I am not working at the moment, I am waiting for my next employment

Odotan... / I'm waiting for a...*

- Määräaikaista työsuhdetta / Fixed-period job
- Keikkaa / Short-term gig job

Vuokratyön ohella... / In addition to temporary work...*

- Opiskelen / I am studying
- Teen toista työtä / I have a second job
- Hoidan lasta kotona / I take care of my child/children at home
- Vuokratyö on päätyöni / Working for a personnel leasing company is my main job
- Jokin muu, mikä? / Something else, what?

Haluaisitko nykyisessä elämäntilanteessasi vakituisehman työsuhteen? / In your current life situation, would you want more permanent employment?*

- Kyllä / Yes
- En / No

Haluaisitko... / Would you want a...*

- Määräaikaisen työsuhteen nykyisestä asiakasyrityksestä, jossa työskentelet? / Fixed-period employment with the current client company you work for?
- Vakituiseh työsuhteen nykyisestä asiakasyrityksestä, jossa työskentelet? / Permanent employment with the current client company you work for?
- Määräaikaisen työsuhteen muusta asiakasyrityksestä / Fixed-period with another client company
- Vakituiseh työsuhteen muusta asiakasyrityksestä / Permanent employment with another client company

Haluan... / I want to...*

- Haluan itse valita työaikani/työvuorot / I want to choose my working hours/shifts myself
- Haluan välillä pitää pidempiä jaksoja vapaata / I occasionally want to take longer leaves
- Haluan itse valita asiakasyrityksen, jossa työskentelen / I want to choose the client company I work for
- En halua sitoutua vain yhteen työpaikkaan, pidän vaihtelusta / I don't want to commit to only one work place because I like variation
- Jokin muu syy, mikä? / Something else. What?

Oletko tietoinen tarjoamistamme koulutusmahdollisuuksista? / Are you aware of the training possibilities that we offer?*

- Kyllä / Yes
- En. Mitä kautta haluaisit kuulla koulutuksista? / No. Where would you want to hear about the training possibilities?

Voin suositella vuokratyötä yrityksessämme / I can recommend working for our company*

- Kyllä, miksi? / Yes. Why?

- En, miksi? / No. Why?

Seuraavassa osiossa arvioi tyytyväisyyttäsi **melhin työnantajana** asteikolla 1-4 / In the next section, assess your satisfaction regarding **us as an employer** on a scale from 1 to 4

Viestintä / Communication

1 = täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = jokseenkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Koen että olen saanut riittävästi tietoa työtehtävistäni ja asiakasyrityksistä / I feel that I have received enough information about my duties and the client companies *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen tyytyväinen tiedonkulkuun työnantajani, asiakasyrityksen ja itseni välillä / I am satisfied with the information flow between my employer, the client companies and myself *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tiedän kehen ottaa yhteyttä työsuhteeseen liittyvissä asioissa / I know who to contact about issues regarding employment *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saan tarpeeksi tietoa lisävuoroista / I receive enough information about additional shifts *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tiedonkulku on kokonaisuudessaan onnistunutta / Overall, information flow is good *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Palkanmaksu, koulutusmahdollisuudet ja työsuhdeasiat / Salaries, training possibilities and employment issues

1 = täysin eri mieltä, 2 = joksinkin eri mieltä, 3 = joksinkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Palkanmaksu on hoidettu asianmukaisesti (oikeaan aikaan ja määrällisesti oikein) / Salary payment is handled appropriately (on time and correct)*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen saanut riittävästi tietoa työsuhdeasioista / I have been provided enough information with employment issues*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työsuhdeasiat on hoidettu asianmukaisesti / Employment issues are handled appropriately*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Henkilöstö ja toiminnan arviointi / Personnel operations

1 = täysin eri mieltä, 2 = joksinkin eri mieltä, 3 = joksinkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Toiveeni otetaan huomioon, kun minulle tarjotaan töitä / My wishes are taken into consideration when I am offered work*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työntekijöiden hyvinvoinnista huolehditaan / Employee well-being is taken care of*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yrityksen henkilöstö on hyvin tavoitettavissa / The staff is easy to reach*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Henkilöstön toiminta on kokonaisuudessaan onnistunutta / Overall, personnel operations are good*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Työnantajamielikuva / Employer image

1 = täysin eri mieltä, 2 = joksinkin eri mieltä, 3 = joksinkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Työnantajani olevan laadukas ja menestyvä yritys / My employer is a successful, quality company*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
En halua siirtyä toisen henkilöstöpalvelualan yrityksen palvelukseen / I do not want to transfer to work for another personnel leasing company*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kokonaisuudessaan olen tyytyväinen yritykseen työnantajana / Overall, I am satisfied with the company as an employer*	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Seuraavaksi arvioi tyytyväisyyttäsi **asiakasyrityksissä työskentelyyn**, asteikolla 1-4 / Next, assess your satisfaction of **working for client companies** on a scale from 1 to 4

Lähiesimiestoiminta asiakasyrityksissä / Managerial operations at client companies

1 = täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = jokseenkin samaa mieltä, 4 = täysin samaa mieltä /
1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Esimieheni arvostaa minua ja tekemääni työtä / My manager appreciates me and the work I do *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheni antaa palautetta työstäni / My manager gives feedback for my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esimieheni tiedottaa riittävästi työhöni liittyvistä asioista / My manager gives me enough information concerning my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen saanut esimiehiltäni riittävästi perehdytystä työhöni / I have received a sufficient and successful introduction to my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Työyhteisöllisyys ja työilmapiiri asiakasyrityksissä / Work community and work atmosphere at client companies

1 = täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = jokseenkin samaa mieltä, 4 = täysin samaa mieltä /
1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Tunnen kuuluvani asiakasyrityksen työyhteisöön / I feel that I am part of the working community at the client company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lähimmät työkaverini arvostavat minua ja tekemääni työtä / My closest colleagues appreciate me and the work I do *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Minua kohdellaan tasa-arvoisesti suhteessa asiakasyrityksen omiin työntekijöihin / I am treated equally in comparison with the employees of the client company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen saavani tukea työkavereilta tarvittaessa / I get support from my colleagues if I need it *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vuorovaikutus työkavereiden kanssa on sujuvaa / Interacting with colleagues is easy *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Oma työ / Your own work

1 = täysin eri mieltä, 2 = joihinkin eri mieltä, 3 = joihinkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree, 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Työni tavoitteet ovat selkeät / The objectives for my work are clear *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen innostunut ja motivoitunut työstäni / I feel excited about my work, and it motivates me *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen että pystyn hyödyntämään omaa osaamistani työssäni / I feel that I can use my skills and know-how at my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tunnen jaksavani työssäni hyvin / I feel that I can cope well in my job *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työni ja työtehtäväni vastaavat sitä mitä minulle luvattiin / My work and duties are as promised *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen tyytyväinen palkkaani, ottaen huomioon työtehtävieni vaativuuden / I am satisfied with my salary, considering the level of my duties *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olen tyytyväinen työhöni kokonaisuudessaan / I am satisfied with my work *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Viimeiseksi arvioi tyytyväisyyttäsi henkilöstöpalvelualan yrityksessä työskentelyyn / Finally, assess your satisfaction to working for a personnel leasing company

1 = täysin eri mieltä, 2 = joihinkin eri mieltä, 3 = joihinkin samaa mieltä, 4 = täysin samaa mieltä

1 = strongly disagree 2 = somewhat disagree, 3 = somewhat agree, 4 = strongly agree

	1	2	3	4
Koen vuokratyön tekemisen mielekkääksi / I feel that working for a personnel leasing company is meaningful *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uskon että vuokratyö auttaa minua saamaan jatkossa uusia työmahdollisuuksia / I believe that working for a personnel leasing company will help me get new work opportunities in the future *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kokemukseni vuokratyöstä ovat osoittautuneet positiivisimmiksi kuin ennakko-odotukseni / My expectations of working for a personnel leasing company has proven more positive than my expectations *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen että olen pystynyt kehittämään ja hyödyntämään osaamistani vuokratyön avulla / I feel that I have been able to develop and use my skills by working in a personnel leasing company *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uskon vuokratyön olevan hyvä mahdollisuus työllistyä / I believe that working for a personnel leasing company is a good way to get employed *	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Arvioi yritystämme työnantajana. Missä olemme onnistuneet ja missä meillä on parannettavaa? / Your thoughts. Assess our company as an employer. In what have we succeeded and how could we improve?

APPENDIX 4. Reminder message

This is a notification message concerning the work satisfaction survey, which is a part of a bachelor's thesis.

If you have already answered the survey, thank you for your answers.

If you have not answered the survey, you have time until Sunday June 17. It would be appreciated if you used a moment of your time to answer the survey and take the chance to make an impact. With this survey we are studying the level of work satisfaction of our temporary employees working in the hotel and restaurant sector.

Participating in this survey is completely anonymous and all answers are collected confidentially. Answering the survey will take approximately ten minutes.

You can answer the survey through the following link

<https://my.surveypal.com/tyotytyvaisyyskysely-opinnaytetyo>

Thank you for your answers.

Jenniina Henriksson

Student at Lahti University of Applied Sciences