

Flow With It! Well-being at Work

Case: Café & Bar Time Out in Rantasipi Laajavuori

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Abstract This thesis was assigned by Café & Bar Time Out that operates in the Rantasipi Laajavuori Spa Hotel. The aim for the research was to survey work-related well-being among the employees and offer improvement ideas for the company based on the results. The research was implemented by using a quantitative research method. The data collection was done by a questionnaire that was given to nine employees of Café & Bar Time Out in May 2011, including the restaurant manager, duty managers and part-time employees. The questionnaire included 12 multiple choice questions and one open-ended question. The data received was analyzed with the SPSS software. The results showed that the employees are satisfied with the issues related to well-being at work in general. The working community, variety of the work and professional development possibilities were found satisfactory among the employees while positive feedback from the superiors, working hours and equal treatment of the employees were considered negative. The final product of the bachelor's thesis, development ideas, was compiled based on the results of the questionnaire survey, and are mainly targeted for the employees of Café & Bar Time Out. Still, they can be easily generalized and adapted to various kinds of surroundings and circumstances.		
Keywords work-related well-being, well-being, interest towards work, employees, working conditions		
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Tiivistelmä <p>Opinnäytetyön toimeksiantajana oli Café & Bar Time Out, joka toimii Rantasipi Laajavuoren Kylpylähotellissa. Työn tavoitteena oli tutkia työntekijöiden työhyvinvointia ja tulosten perusteella tarjota yritykselle kehitysehdotuksia.</p> <p>Tutkimus toteutettiin käyttämällä kvantitatiivista, eli määrällistä, tutkimusmenetelmää. Tiedonkeruussa käytettiin kyselyä, joka jaettiin yhdeksälle yrityksen työntekijälle, mukaan lukien ravintolapäällikkö, vuoropäälliköt ja osa-aikaiset työntekijät. Kysely sisälsi 12 monivalintakysymystä sekä yhden avoimen kysymyksen. Kyselystä saatu tieto analysoitiin käyttämällä SPSS-ohjelmaa.</p> <p>Tulokset osoittivat, että työntekijät ovat yleisesti ottaen tyytyväisiä työhyvinvointiin liittyviin asioihin. Työyhteisö, työn vaihtelevuus ja ammatillinen kehittyminen saivat työntekijöiltä kiitosta, toisin kuin esimiehiltä saatu positiivinen palaute, työajat ja työntekijöiden tasa-arvoinen kohtelu, jotka koettiin epätyytyttäväksi työpaikalla.</p> <p>Opinnäytetyön lopullinen tuotos, eli kehitysehdotukset, laadittiin kyselystä saatujen vastausten pohjalta, ja ne on pääosin tarkoitettu ja suunniteltu Cafe & Bar Time Out:in työntekijöille. Kehitysehdotuksia on silti mahdollista käyttää muunneltuina erilaisissa toimintaympäristöissä ja tilanteissa.</p>		
Avainsanat (asiasanat) Työhyvinvointi, hyvinvointi, työn mielekkyys, työntekijät, työolot		
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INTRODUCTION

1.1 Idea for the Bachelor's Thesis

Work related well-being has been a current issue in today's business life for a long time now but still the definition and connection to daily working life may not be understood by many companies and employees. Mass firings, increasing sick leave absences among employees, dissatisfaction and strikes are permanent topics and headlines in newspapers and TV-news. It is said that working life is getting harder, more hectic and ruder all the time as companies are fighting with economic pressures and their yearly profit growths. These demands naturally have an impact on individual employees who are intermediates in this game.

The idea for the thesis arose from the authors' own experiences of working life in the hotel and restaurant field. Even if the experiences are limited compared to professionals who have been successful in creating a life-long career in the field, the signs of the issues and peculiar features in working life have been noticed by the authors. Due to the authors' interest towards well-being in general, they were willing to work with the topic when conducting their thesis. The need for a well-being survey of the employees in the Rantasipi Laajavuori's Café & Bar Time Out increased the authors' interest towards this particular topic. In order to limit the topic, the authors were willing to focus on the hotel and restaurant field.

1.2 Goal for the Research

The target for the bachelor's thesis was to find answers to key questions concerning work related well-being in the Rantasipi Laajavuori's Café & Bar Time Out. The purpose of the research was to survey work-related well-being among the employees and, based on the results, offer improvement ideas for the company. The ideal situation would be such that the development ideas would be used in practice in Café & Bar Time Out. The authors see that the bachelor's thesis has value for the whole Rantasipi Company and will be profitable in the future.

The main research questions focused on the current situation in Café & Bar Time Out. The authors were willing to find out positive and negative issues concerning employees' work-related well-being and see the overall picture of it. In addition to this, the authors aimed to discover ways to improve the work-related well-being and satisfaction towards the work. The method used to conduct the survey was a quantitative research method and the data was collected using a questionnaire.

The interest towards the topic is genuine as one of the authors is currently working in the hotel and the other author has also working experience of the restaurant field. The authors believe that it is possible to improve the success and turnover of Café & Bar Time Out by paying more attention and resources to the employees. In this case the resources mean both financial and physical factors. In addition to that, the authors are willing to improve the atmosphere in the working place. The authors still want to emphasize that no particular problems concerning work-related well-being were noticed by the employer when accepting the topic. Instead, the employer is willing to get an overall picture of the current situation in the working place which would help the employer to evaluate the level of the employees' well-being in the work. The employer understands the value of the bachelor's thesis and the possible

benefits that it might offer in the future and for that reason has been supportive from the beginning.

2 CAFÉ & BAR TIME OUT

2.1 Business Idea

Café & Bar Time Out operates in Jyväskylä's Rantasipi Laajavuori Spa Hotel. Rantasipi Laajavuori is part of the Restel chain that is one of the leading companies in the hotel and restaurant field in Finland. Even though, Café & Bar Time Out is part of the Restel chain and Rantasipi Laajavuori Spa Hotel, it still has its own sales and turnover. This means that Café & Bar Time Out is regarded as its own place of business that has its own restaurant manager, staff and products. Sales and turnover of the café are yearly compared to other similar businesses that operate in the Restel chain.

Other businesses that operate under the Rantasipi Laajavuori Spa Hotel are the spa, 4Event Company (Beauty Salon Minna Vejander and Jyväskylän Fysioterapia) and Salitintti Restaurant that sells also conference services and packages. All these businesses have their own staffs and sales.

Café & Bar Time Out offers a wide selection of products and services. The main business idea is to offer bowling services, food and beverages for the customers. The restaurant has an A-license for alcohol selling. Also, other salty snacks, sandwiches and sweet pastries are sold. These products form the base for the whole sales in addition to the bowling services. In addition to food and beverages, Café & Bar Time Out operates and takes care of the bowling hall and its reservations, sells spa tickets,

well-being services, beauty services and hotel shop products and offers overall guidance and information for the customers. Even though Café & Bar Time Out sells spa and well-being services, the sales are directed to the spa's and 4Event's turnover.

2.2 Starting the Business

In December 2009, when Time Out and the Spa were opened, altogether seven new employees were hired in addition to the Spa employees (spa manager and four life guards). One of them was recruited for shift manager's position and the rest of the employees were hired for normal workers' positions. Salitintti's restaurant manager was hired to work as the restaurant manager also in Time Out which means his amount of work at least doubled compared to his previous work amount. The bowling hall had been operating in a small scale for seven months before the Time Out was opened and it had only one employee. This person was promoted for shift manager's position when the Time Out was opened in order to benefit from his valuable working experience. All in all, the personnel was composed of one restaurant manager, two shift managers and six normal workers. All of the employees were very flattered for the job offered to them as there were over 600 applicants for the positions. The age distribution of the employees was between 21 and 35, the restaurant manager being the oldest and most experienced.

The physical environment of the business was still unfinished when the employees started their work a few days before the café was opened. The time planned for the training of the new employees was mainly used for the cleaning of the surroundings and for the introduction of the Rantasipi Hotel. This means that none of the employees were prepared for the opening and no support was available from other Restel's restaurants because there were no similar places opened before. The popularity of

the spa and bowling hall surprised everyone in the beginning which was naturally great for the business but on the other hand stressful for the staff, which had had no actual training for the job at that time. Naturally, the employees were chosen very carefully based on their previous working experiences, talents and characteristics but, still, new job always demands new ways of doing things and learning of practical skills needed in daily working life. The flexibility and positive attitude were highly needed in the first few months from both the employees and customers as the business was new for everyone. Luckily most of the customers were sympathetic and understood the challenges of the situation.

The situation and amount of staff has changed from the beginning. One of the shift managers has been promoted for restaurant manager while original restaurant manager have been concentrating only on Salitintti restaurant, instead of having too heavy work load on his shoulders. The other of the shift managers changed his working place to other Restel's restaurant in spring 2010. At the moment there are three shift managers. From these persons one was promoted from normal worker of Café & Bar Time Out, one coming from one of the pubs of Restel and one from Huviretki restaurant that also belongs to Restel chain. At the moment there are eight workers in addition to the management level workers. From the original personnel hired in December 2009, there are four employees left.

The employment contracts of the employees vary by hours quite a lot in Café & Bar Time Out. The management level, meaning the restaurant manager and shift managers have monthly salary and work full-time, meaning 111 hours per three weeks. All the other employees work part time and their contracts vary from 0 to 90 hours per three weeks period. The most common contract for part-time employees in Café & Bar Time is 63-hours for a three week period. Also few of the employees work almost full-time, having minimum of 90 hours in three weeks. Employees who do have 0-

hour contract are on-call employees who are asked to come to work when needed but, at times, some of them may have shifts ready marked in the working list. All the part-time employees have hourly wage.

The restaurant field lives in the moment and the situation of the working shifts may change a lot in a few hours' time. Due to that it is not unusual that employees are asked to come to work on their day offs or a few hours before their actual shift should start during the high season. On the other hand, during the low season employees' shifts may be cancelled if they are not needed in the work place. Flexibility is compulsory even though it may be hard at times for the employees.

2.3 Job Description

As previously mentioned, Time Out offers different kinds of services from bowling and spa services to food and beverages .The main tasks included in the job are the following:

- Basic customer service : answering the phone, reclamations and e-mails, serving customers, selling food and beverages, answering to customers' questions and guiding them
- Spa : selling spa tickets, renting towels and swimming suits, taking care of the spa's lost properties
- Bowling hall: booking times for bowling, selling bowling, taking care of the bowling hall and its equipment, fixing the bowling machines and equipment, guiding the customers for bowling techniques
- Food: taking care of the food products, preparing the foods of the restaurant menu, taking care that all ingredients and food products needed are

available and in condition, making initial preparations, serving food for customers

- Beauty salon and physiotherapy services: making reservations, selling the various kinds of beauty services and physiotherapy services, having knowledge of all the treatments and services
- Accounting and invoicing: making invoices according to companies' orders, accounting the cash boxes, taking care and being responsible of the money

In order to successfully manage the job various kinds of characteristics and talents are needed in addition to professional skills of the employees. Working in Time Out is demanding both mentally and physically – fulfilling customers' needs and hopes that may be very challenging and working on one's feet needs perseverance and good physical condition. As the work is quite hectic, especially during the weekends and evening times, employees must be dynamic and energetic all the time. In general, the hotel and restaurant field is regarded as emotional work due to the continuous contact with the customers.

3 WORK-RELATED WELL-BEING

3.1 Definition

“Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization.”

Well-being at work requires organizations to help and encourage employees to increase their mental and physical health to the best potential state. Employees who feel good in their work are likely to be more engaged to their work as they are physically and mentally able and willing to contribute in their workplace.

(What's happening with well-being at work? 2007)

Defining work-related well-being is challenging as every individual experiences and defines it in a different way. In general, many different factors affect employees' well-being, accordingly, their satisfaction with working-life. According to Finnish Social and Health Ministry and Finnish Institute of Occupational Health (Työterveys ja työhyvinvointi- Työhyvinvointifoorumi-seminaari, 2009), work-related well-being comprises the actual work, social relationships, healthy lifestyle, financial situation and living, hobbies and activities and development of personal skills. If one or more of these factors is out of balance, it will in most cases, negatively affect one's working abilities and motivation. Work-related well-being leads to a state where working is pleasant, meaningful and fluent in safety, health advancing and supporting working environment.

According to Kaivola and Launila (2007, 127-129), work-related well-being is built up from the work and its consequences. Well done work and an operational work community are the key elements in enhancing work-related well-being. The positive quality of working life is regarded as the main factor of work-related well-being. In addition, all factors related to the work itself, such as colleagues, leadership, the whole working community and the organization affect work-related well-being. When all these parts are in balance, the effect on work-related well-being is positive.

Work-related well-being is not a project that can neither be organized in one day nor even one week and it cannot be achieved or "bought" in short period of time. Kaivola

and Launila (2007, 127-129), underline the research conducted by J. Anttila in 2006 with almost 3,000 respondents concerning work-related well-being. The results revealed that the most important factor affecting work-related well-being was the ability to enjoy the work. As this happens, the employees may be willing to work harder even their salaries stayed the same.

Well-being at work is a broad bio-psycho-social construct that includes social, mental and physical health (What's happening with well-being at work 2007). These factors are separately discussed in the next chapter.

3.2 The Components of Work-Related Well-Being

3.2.1 Physical

Physical well-being is regarded as the combination of balance between working life and free time, physical condition, self-awareness and feeling of safety. It includes health, physical condition and ability to cope with daily life. Physical health is strongly linked with everything that has to do with our bodies as the physical entities.

(Eräsalo 2008, 128)

Employees are individually able to affect their physical well-being and health by exercising, paying attention to healthy diet and nutrition and by having enough rest. Avoiding overuse of alcohol, smoking and drugs are also in a vital role in enhancing the physical condition. (Physical Health, 2011)

3.2.2 Mental

Mental well-being is often regarded as a state of mind that includes joy, happiness and satisfaction with life. In many contents, it is seen the same as happiness as they are closely linked in everyday life. It is possible to maintain one's mental well-being in many ways even though people usually see external factors as the main influencers affecting it. The most common external factors that are believed to increase happiness are higher salary, new house and winning the lottery while a serious injury or losing a family member are seen as the end of the world. According to researches, external factors affect happiness only about 10 percent while inherited perspective of happiness affect over 50 percent. This means that people are able to return to normal state of mind even after radical life changes. (Suutarinen and Vesterinen. 2010, 104-108)

3.2.3 Social

According to Finnish Institute of Occupational Health (Työyhteisön työhyvinvointi, 2011) the work-related well-being in working community plays an important role. The staff is motivated, responsible and is able to react and adapt in changing situations if they feel good about their work. The most effective elements of healthy and functional working community are open interaction, well planned information flow, willingness to solve difficult situations and personnel conflicts and fair treatment of the employees. The experiences of success are important because employees need to feel they are trusted and able to work individually but still they have the support of the working community. Enhancing work-related well-being of the working community is based on the co-operation of the managers, superiors and the employees. In this co-operation vital actors are occupational health and safety care and workplace stewards.

Even though, it is possible to improve the atmosphere of working community with the help and advices of outsourced consultants, it is impossible to achieve an ideal working community. Every member of the staff is individual with own ideas, thoughts, life experiences and nature and, for this reason, it is very challenging to remove all the conflicts between the staff members. (Työyhteisön työhyvinvointi, 2011)

3.3 The Models of Work-Related Well-being

3.3.1 The Five Steps in Work-Related Well-being

The importance of individual's work-related well-being is in key role in the work place. Satisfied and motivated employees create positive energy and working atmosphere. On the other hand, even one negative and unhappy employee may ruin the whole atmosphere if the employee has visible and central role in the working community. For this reason, finding the fountain of work-related well-being fascinates the authors. The question is, what are the main elements building the work-related well-being of an individual?

According to Rauramo (2008, 27, 34-,36) there are five steps affecting on individuals' work-related well-being. Rauramo has created her theory and steps based on Maslow's Theory of Motivation and compared already existing models of work-related well-being. The steps in Rauramo's model are:

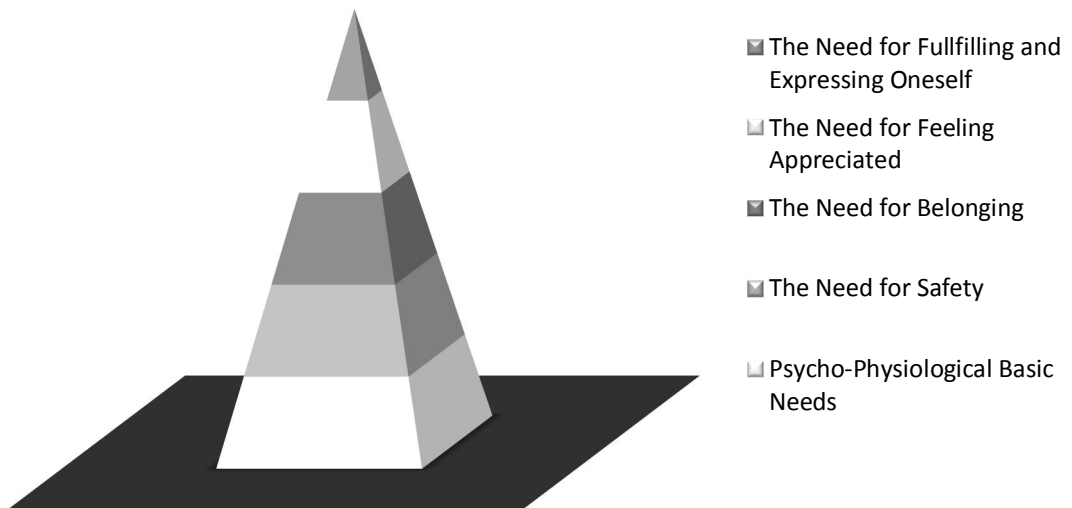


FIGURE 1 The Five Steps of Work-Related Well-Being (Rauramo 2008, 27, 34-36, modified)

1. Psycho- physiological basic needs : suitable workload - and time, enough rest during free time, sleep, food and physical activity.
2. The need for safety : safe working environment, permanent job and salary.
3. The need for belonging: working community, possibility to affect one's work, openness, good relationship between employees and employers.
4. The need for feeling appreciated : fair rewarding system and salary, fair feedback.
5. The need for fulfilling and expressing oneself : continuing process of learning, taking advantage of one's own skills, aesthetic experiences.

The idea of the model is similar to Maslow's Theory of Motivation, which basic idea is that before one is able to achieve the next step in the pyramid, the lower levels' needs must be fulfilled first. This means that the basis must be stable so that higher steps can be achieved. It is not possible to skip any step when heading towards the top, as the pyramid, in this case, will fall down.

(Rauramo. 2008, 27, 34-,36)

3.3.2 The House of Working Ability

The House of Working Ability simply describes the important factors that are needed in order to be able to work. The founder of the House of Working Ability is Juhani Ilmarinen (Suutarinen & Vesterinen, 2010, p. 28-29) who says that the work ability arises from the balance between the requirements of the work and the resources of the working community. If there is a balance between those two factors, the ability to work is also good.

The three lowest floors are the most important ones in this model because even if one of these floors is lacking, an individual is not able to work. The importance of these three lowest floors cannot be over emphasized because upper floors cannot be built to the house if the bottom is not in a good condition. The balcony in the third floor opens a view to one's family and closest community and operational environment which includes culture, education and social security networks. In this third floor the working life and family are reconciled. The fourth floor implicates the working life itself which includes physical working environment, requirements and the content of the work and leadership. (Suutarinen & Vesterinen, 2010, p. 28-29)

The picture below is translated into English by the authors and the picture is from the webpage of the Finnish Institute of Occupational Health. (Ikävoimaa työhön, 2011)

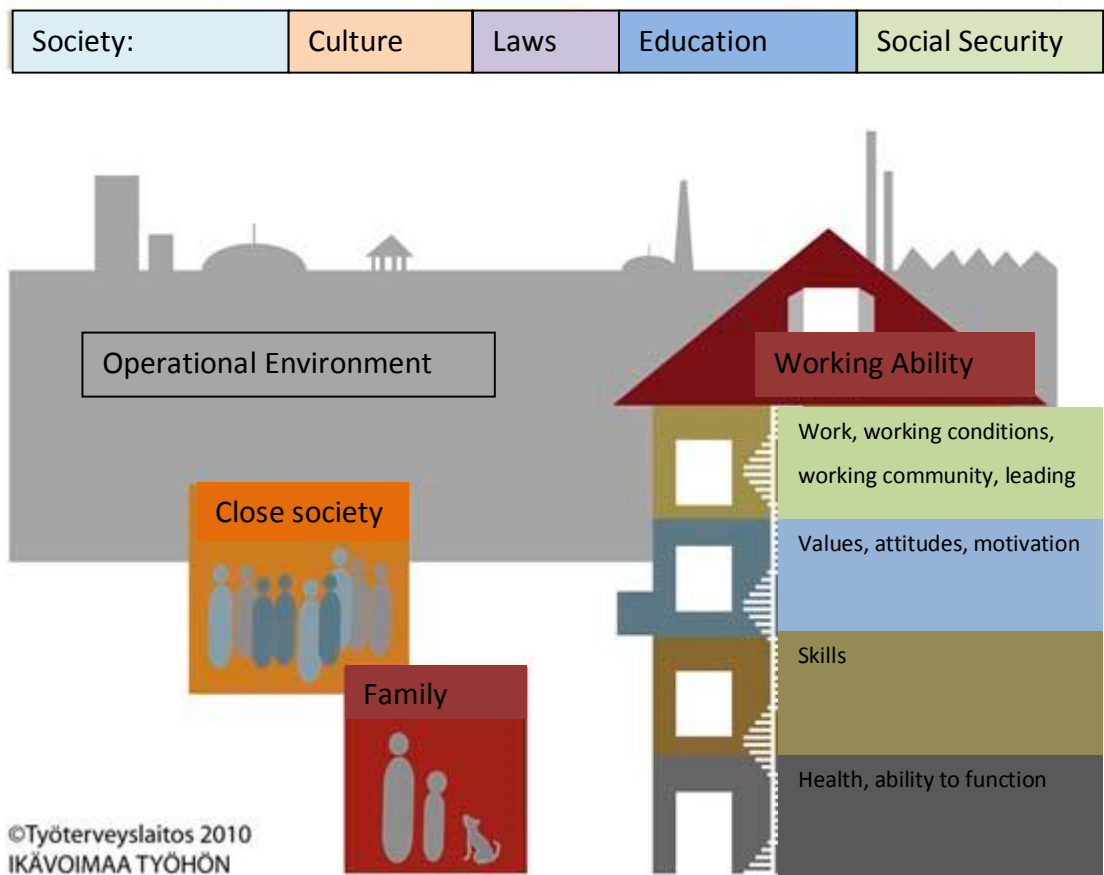


FIGURE 2 The House of Working Ability (Ikävoimaa työhön, 2011)

3.4 Work-Related Well-Being in the Hotel and Restaurant Field

The authors' find it important to discuss the special factors concerning work-related well-being in the hotel and restaurant field in their thesis. Naturally, all the basic elements of work-related well-being are valid also in the hotel and restaurant field in Finland but the job description and working environment are different compared for example to office work.

According to European Foundation for the Improvement of Living and Working Conditions (EU Hotel and Restaurant Sector: Work and Employment Conditions. 2004) working in the hotel and restaurant field is often regarded as temporary and for example students often find it possible to work in this field during their studies due to the ability to work part-time and without special education. For that reason, the employee turnover is relatively noticeable in the field. Many hotels and restaurants use a lot of rental workers instead of hiring permanent employees and this may have major effects on employees' interests and commitment to work. In this chapter the authors discuss the most important characteristics that are visible in work-related well-being in the hotel and restaurant field and these are:

- Shift working and split shifts
- Seasonal work
- Work contracts
- Income level and payment system
- Physicality
- Physical working environment
- Breaks
- Variability of busyness
- Customer service
- Work conditions
- Work community/colleagues
- Health and safety

- Staff turnover
- Stress
- High workload

For these reasons, working in the hotel and restaurant field is seen challenging and even hard sometimes. Usually, the most visible negative element of working in this field is the working time and the uncertainty of the work. For that reason, many people find it difficult to have a job from the hotel and restaurant field, especially if they have families. The income level may also vary a lot depending on the working hours that are not guaranteed in many working contracts in the field.

In addition, shift working has its own pros and cons. On the one hand, irregular working times may be good for those employees who are able to adapt their personal life with changing working hours but, on the other hand, it may interfere the daily life of such persons, who are used to live with their daily routines.

Because of the physicality of the work most of the employees on the field are young and this may cause problems with the level of employees' working experiences and professional skills. The working conditions may also be demanding for elder people who would, on the other hand, have more skills needed in the job. Working under stress and in continuous customer contact is not always easy and it demands skills not to show one's personal feelings for the customers.

The busyness of the work is dependable of the amount of customers; during the busiest times there is no time for breaks or for calming down. Working many hours in demanding circumstances, where customers and colleagues require one's full attention, is not easy without having breaks. The length of the working day may not be

clear for the employees when they come to work, as many restaurants stay open as long as there are customers.

In general, the work community and colleagues are vital elements needed in the work in order to motivate the employees despite of the fact that the work is quite demanding both physically and mentally and is not often highly paid.

4 THE SIGNIFICANCE OF WORK-RELATED WELL-BEING FOR THE COMPANY

4.1 Employers' Responsibility of Work-Related Well-Being

In Finland, there is a legitimate basis for work-related well-being which forces organizations to pay attention to the well-being of their employees. Also, different kinds of laws are made to secure employees' rights in these matters. Some of these are:

- Contracts of Employment Act
- Occupational Safety and Health Act
- Occupational Health Care Act
- Non-Discrimination Act
- Act on the Protection of Privacy in Working Life
- Employees Pensions Act

These laws create the basis for the work-related well-being in every organization. In addition to these, companies have various kinds of interests and ways to pay attention to their employees' well-being. (Suutarinen & Vesterinen, 2010, p. 16-19)

The legitimate basis is not the only factor that affects companies' policies and strategies about their actions towards their employees' well-being. Usually, companies have to consider matters concerning work-related well-being from three different points of views. The first point of view, legitimate basis, is obligatory while the other two are the companies themselves and their employees. Companies are under pressure to fight the costs due to the limited attention towards their employees' well-being and, on the other hand, the costs of improving their employees' well-being.

Employees are the third party of the combination. They demand their employers to invest in financial and human resources to help the employees to achieve well-being at work. For this reason, it is usually more profitable to voluntarily pay attention to the employees instead of waiting for possible problems and dissatisfaction concerning their well-being (What's Happening with Well-Being at Work? 2007?).

4.2 Leading the Work-Related Well-Being

A good leadership plays an important role in work-related well-being. According to Juuti & Vuorela (2002, p. 18-41) the starting point for successful leadership supporting work-related well-being is that the leader simply discusses with employees and takes their opinions into account. These discussions increase the commitment and motivation of the employees towards the work and create new ideas. The leader is responsible for creating a clear vision for both, achieving goals and working together. The leaders should also remember that their actions have a visible role in the working community. They can either encourage the employees to be successful and promote the atmosphere at work by showing a good example or, on the other hand, poison the whole work environment in extreme cases.

Nowadays, various kinds of changes, for example new computer equipment or new colleagues, are common at work. In order to ensure that the employees will not see these changes as a threat, the leaders should take the role of a mentor. An ideal situation would be that they would act as cheering teachers who continuously take care of every individual's learning and motivation. This would ensure that all the employees would stay on track in changing situations and would have all the tools needed to manage the work successfully.

Competent leaders are able to see differences in their subordinates and share their tasks according to these differences in skills, natures and talents. In an ideal situation concerning the employees, the work is neither too easy nor too demanding but still offers challenges and is inspiring. The equality of the employees should also be self-evident to the leader because the employees will immediately notice if they are not treated in the same way. If this happens, the atmosphere in the working community may take a turn for the worse. Good leader takes conflicts with serious attitude but still not by over- or undervaluing them. Conflicts have to be solved as soon as possible and in a fair manner in the work place.

4.3 How do the Companies Benefit from Investing in Employees' Well-being at Work?

The definition and the meaning of work-related well-being are unfortunately still quite unclear in many companies, both successful and struggling ones. Some of the old-fashioned managers can see investing in employees' well-being as a threat and useless waste of money as the need for paying attention to work-related well-being is fairly new thing. Luckily, for the employees this way of thinking is forced to change;

the fact in today's business world is that companies have to pay attention on their employees or otherwise the employees will vote with their feet.

Naturally, productivity and sales are the most important factors when measuring the success of the companies. It has been seen that some companies that have not paid almost any attention to their employees well-being may have done good results and sales in short time but in a long-run failed. On the other hand, companies that have started wisely and appreciated employees' well-being from the early beginning may not have started the business as fast and successfully as the earlier mentioned ones but succeeded in a long-term much better.

Work-related well-being and productivity are not opposites and they both can be improved and developed at the same time. Investing only in one of these is short-sighted and may not end up in good results in the long-term. (Ahola, 2011, p.113)

According to European Agency for Safety and Health at Work (Improving Work Environment, n.d.) employees' well-being is worth of investing in as it brings various tangible and intangible advantages. Some of the tangible advantages are increased productivity, improved quality of work and more product and process innovations from the employees. These advantages can be measured by money and management level will see these immediately on the reports and financial figures, such as sale figures.

Usually, intangible advantages are valued higher than tangible advantages from the normal workers' point of view as they usually affect their daily working life more than the tangible ones. Most common intangible advantages of investing in employees' well-being are reduced staff turnover and absenteeism from work (for example sick leaves), improved job satisfaction and working conditions, improved relationship

between workers and managers and fewer occupational injuries and illness cases. Naturally, these also affect the companies' financial situations but are also beneficial for employees' minds and mental health.

4.4 Current Employee Benefits in Café & Bar Time Out

At the moment the employees of Café & Bar Time Out enjoy wide selection of employee benefits, some of them related to employees' well-being. As the hotel Rantasipi Laajavuori, where the café operates, is part of the Restel chain, the employee discounts are available in all restaurants, hotels, bars, cafés, stores and other places of business where YkkösBonus card is used. In addition to these noticeable benefits, Rantasipi Laajavuori offers quite many other benefits for its own employees. These are the free use of the spa, gym and bowling hall, discounts from the beauty salon and other wellness services (massages etc) and Smartum coupons (meaning coupons that can be used for cultural and exercise activities) once or twice a year. Also staff's recreational days are arranged a few times per year and are naturally free from charges for the participants.

With these benefits, the employer encourages employees to take care of their well-being and health in the environment where good physical condition and neat outlook are expected.

5 RESEARCH METHODS AND RESULTS

5.1 Aims for the Research

The purpose of the thesis was to survey work-related well-being among the employees of Café & Bar Time Out and based on the results offer development ideas for the company. In addition to these, the authors are willing to find and offer ways to enhance the atmosphere and employees' satisfaction towards the work. Also issues causing dissatisfaction at work wanted to be found out by designing suitable and extensive research questions. The questions are:

- What are the factors linked to work-related well-being that are found satisfactory in the work at the moment?
 - How can these factors be maintained and improved if needed?
- Which factors are seen as the negative sides of the work related to work-related well-being?
 - How can these negative factors be minimized or eliminated?
- In which ways it is possible to increase the employees' interest towards the job?

The authors believe that Café & Bar Time Out will benefit from the bachelor's thesis that points out the strengths and the weaknesses that appeared from the results of the questionnaire. (APPENDIXES 1 & 2) The results provide the picture of the current situation concerning work-related well-being. Based on these results, the authors have conducted development ideas that are possible to realize in Café & Bar Time Out and other similar place of businesses. These may be valuable for the company to ensure the success in the future.

5.2 Research Method

The main idea of the research was to find out the critical points of the work and working environment from the employees' point of view. The data was collected using a questionnaire (APPENDIXES 1 & 2) which had multiple-choice questions and one open-ended question. The purpose of the questionnaire was not to lead the employees' to any negative or positive answers but instead, see if there would be any similarities in opinions among the employees that would stand out in the analysis of the questionnaires.

An interview as a data collection method was seen unsuitable to this research even if the authors understood the strengths of it. In a case where the sample would have been unknown for the interviewers, interviews might have offered more in-depth answers to the questions compared to a questionnaire. In this particular case, where one of the authors works in the place in question, the risk for not receiving truthful answers was too high in the authors' opinion.

The authors believed that a quantitative research method would serve the research better than a qualitative research method after comparing them carefully. The decision was not easy as the size of the sample was small and would favour a qualitative research. As the authors wanted to sort out the opinions of the majority of the respondents, instead of concentrating on an individual's opinions, the chosen method for the research was quantitative research. Still, all the individual answers were carefully analyzed.

The purpose of quantitative research is to collect facts and study the relationships between two or more variables. It measures, by using scientific techniques, quantified conclusions that, at best can be generalized. A quantitative research method

aims at causal explanations and answers to questions such as “Why?”, “What?” and “How many?” In quantitative research the sample used is usually large in order to generalize the answers and results as reliably as possible. The most common data collection methods used in this research method are for example questionnaires, interviews, observations, text analyses and the use of secondary statistical data. (Bell, 1993, p. 5-8)

The strengths of a quantitative research method are that it is very suitable for a quantitative description and comparisons between groups and other variables, it can describe the reasons for change and it enables the description and research of social structures. One of the weaknesses is that it requires an extensive amount of background information of the topic and research skills in order to conduct every step of the research process correctly. This includes a proper way of gathering and interpreting the data collected. It may also be challenging to describe the actors’ meanings, intentions and perspectives. (Quantitative Research Methods, n.d.)

5.3 Research Planning and Implementation

Planning the research started from analyzing the research questions carefully. In the beginning the authors planned to conduct interviews with every member of the sample because it seemed to be the best way of receiving information. In short time the authors luckily realized the threats of this data collection method in this use. As the topic is quite sensitive, personal and touches every member of the sample, the possibility to get truthful answers would be challenging from the authors’ point of view. The employees might be afraid of the use of the answers and the promise of anonymity in the research. Also scheduling the time for the interviews was seen chal-

lenging as the number of respondents was quite large and the time used for every respondent would have been long.

After deciding the data collection method the planning of the questionnaire started. Naturally, the purpose of the questionnaire was to get answers to the research questions. Both of the authors were first-timers in conducting well-being questionnaire so it was wise to look for examples of this kind of questionnaires. The internet provided some tips that gave ideas about how the questionnaire could look like. Finally the questionnaire consisted of 12 multiple-choice questions including a few sub questions and one open-ended question.

The sample included nine employees of Café & Bar Time Out, some of them being normal workers, some shift managers and one being restaurant manager. Also the author working in the café answered to the questionnaire. At the time when the questionnaire was handed out, Time Out had hired some new employees. However, the authors did not see it was wise to include them in the research because their experience of working in Time Out was very limited at that time and their answers would not have been valid.

The authors understood their responsibility of implementing the questionnaire and receiving confidential material from the respondents. For that reason the authors wanted to conduct the research by following the ethical principles of research, which are:

- *Voluntary participation* – Members of the sample had a choice not to participate in the research
- *Informed consent* – Sample was informed about the procedures and risks related to the research

- *Risk of harm* – There was no possibility for the risk of physical or psychological harm
- *Confidentiality* – Authors promised that no identified material would be available for anyone directly involved in the research
- *Anonymity* – The most important principle which means that the respondents will remain anonymous throughout the study

(Ethics in Research, 2006)

The questionnaires were handed out in paper versions in Finnish in order to provide the questions for the respondents in their mother language. Questionnaires included envelopes and the employees were asked to return the questionnaires in closed envelopes without names to the noticeboard of Café & Bar Time Out. After receiving all the questionnaires from the employees they were translated into English and numbered from one to nine to make the information gathering easier for the authors. After that, the answers were registered and analyzed by using SPSS software.

5.4 Results

In this section the authors will go through the answers provided by the questionnaire. In order to make it easier for the readers to understand the results, each question is discussed separately. Some results are also illustrated with diagrams in addition to the actual text.

1. *Age of respondent?*

The ages of the employees were quite well-known to the authors before completing the questionnaire but still, the exact ages wanted to be found out

in order to see how the ages influence the answers. The age distribution in the questionnaire was + ten years which was equally divided into five categories. The majority (5 persons) of the respondents were aged between 26 and 28 years, while the ages of 20-22 years and over 28 years both had two respondents.

2. *Education?*

By this question the authors wanted to define the educational background of the respondents meaning that they wanted to know only the highest school degree, not all the degrees that they possibly had. This information was seen important and valuable in order to understand the level of the theoretical basis and general knowledge of the employees even though education may not be the most important factor affecting personal professional skills.

Most of the employees (seven persons) either have university or university of applied sciences qualification. One of the respondents has vocational school degree and one has high school degree.

3. *Average amount of working hours in a three- week period?*

In the hotel and restaurant field, three weeks is the most common period of the working schedule. This means that the employees get their roster for three weeks only at a time and the next roster must be launched one week before the current schedule will end. Usually in Café & Bar Time Out the maximum of working hours in three weeks is 111 hours for the superiors and other employees' hours vary usually from 100 to 0 hours depending on their working contracts and seasonal changes in the need of workforce.

According to the results, the amount of hours was quite evenly divided among the employees. Two of the employees generally had over 110 hours, while three had 91-110 hours, two persons had 61-90 hours and the rest had 31-60 hours in three weeks. The enquiry was conducted during the high season when most of the employees have more hours compared to low season which means the number of hours may radically vary by season.

4. *How would you describe the amount of your current working hours?*

The idea of this question was to find out whether the employees are satisfied with their amount of working hours or not. The options for the answer were “*Too high*”, “*Quite high*”, “*Ideal*”, “*Slightly insignificant*” and “*Insignificant*”. Most of the employees (six persons) chose the “*Ideal*” option. Two of the employees experienced the amount of their working hours to be *slightly insignificant* while one of the employees felt her to be *insignificant*.

5. *How well do you manage the professional skills needed in the work based on the training for the job?*

None of the employees said that they do not manage the skills needed in the job *at all*. Instead, six of the employees thought they manage *well* the skills needed in the work and three persons thought they manage *excellent*.

6. *How often are you happy and satisfied on your work and working place?*

The options for the answers to this question were “*Every day*”, “*Mostly*”, “*At times*”, “*Rarely*” and “*Never*”. None of the respondents answered *never*

while three of the respondents answered *at times*. Most of the employees (five) are happy and satisfied *mostly* and one person is happy *every day*.

7. *How often do you use recreational and welfare services (spa, gym, bowling, Smartum-coupons, staff discount from the well-being center) provided by the employer?*

As the mentioned earlier in the chapter 4.4 *Present Employee Benefits in Café & Bar Time Out*, the employer provides excellent recreational services for the employees. The fact that this kind of services are available do not guarantee the use of them so by this question the authors were willing to see how much these services are actually used.

None of the employees use the services *daily* and one employee *weekly*. Two persons use the services *monthly* while the majority (six) use them *rarer than monthly*.

8. *How regularly do you maintain your health and condition during your spare time, for example by sufficient amount of sleep, working out, healthy diet and social relationships?*

In general it is known that healthy lifestyle improves the quality of life and helps to manage better also at work. According to the results the employees take care of themselves outside the work as four of the respondents maintain their health *daily* and the same amount answered *weekly*. One respondent answered *monthly* and none answered *rarer than monthly* or *never*.

The work is quite demanding physically which means the employees must be in good condition in order to be able to manage the work. The work is done on one's feet and for this reason it requires good physical condition.

9. *How do you see yourself as a member of the working community?*

There are always different kinds of roles in working community. Some people are naturally more outgoing and social while some people like to stay more on the side and not catch the attention on them. This kind of work requires a lot of social skills and nature to be able to be on discomfort zone, under pressure and visible for customers' eyes. If the employee is able to manage on this kind of situations daily at work, it is not enough. In addition to that, they have to be able to adapt on the working community. Like mentioned before, the work community consists of 20-30 years old women.

Seven respondents felt *normal members* of the working community. One person felt being *better than an average employee* while one person felt *unappreciated*.

10. *Set up next mentioned factors, based on your personal order of importance, in scale from one to eight, one being the most important and number eight being the least important for you in the work? If you do not come up with an answer on the open point you can leave it open and mark it by number eight.*

This question was seen as one of the most important questions in the questionnaire from authors' point of view. Seven different options were carefully chosen based on the assumptions and general ideas of what could be important factors in the work. One option was left empty in order to give the re-

spondents a possibility to reveal their own idea if it was not ready in the options. The results for this question would not reveal the general idea of respondents' "dream work", but instead what are the most important factors in this particular job and on what they are satisfied in and on what they are not.

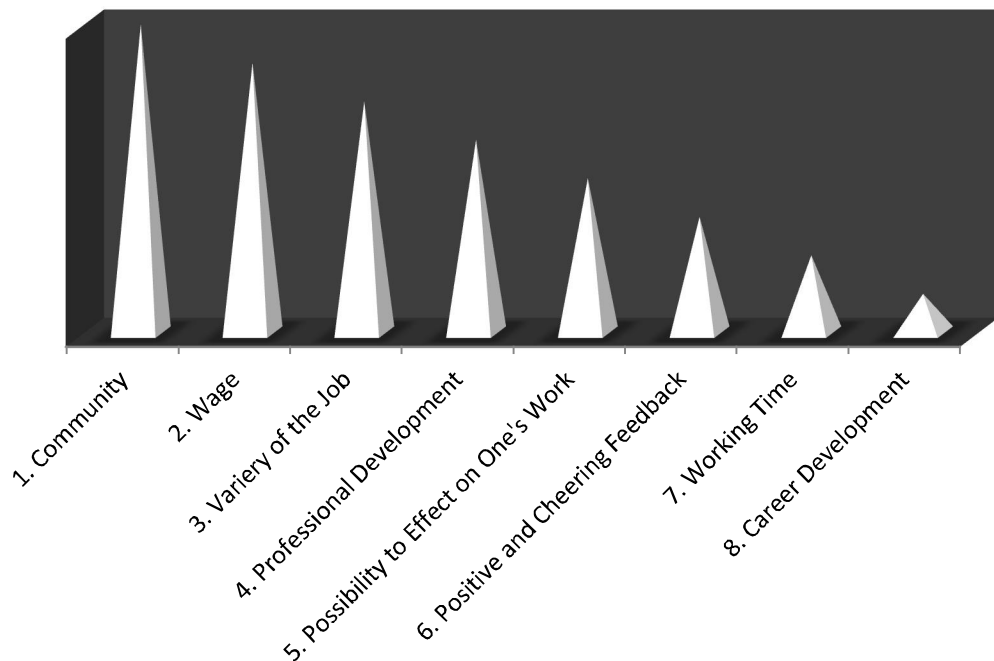


FIGURE 3 The Most Important Factors Affecting the Work in Café & Bar Time Out

The figure above indicates the results for the question. The number one in the figure was scored the highest, meaning the most important factor for the employees. Numbers from one to seven were given options for the respondents while number eight was empty option that received only one answer "Career development".

The most important factor in this job was chosen to be working community and working colleagues. This option being on the 1st place is excellent thing

from work-related well-being's point of view. This is also admirable for the employer as it seems that there are no spectacular problems among the employees at the moment. Still, this should not be seen as self-evident and is something that has to be maintained and paid attention to because unfortunately the situation can be changed very quickly. If there would come problems in the working community it might radically affect the work-related well-being as employees value it this high.

The 2nd most important factor was chosen to be wage. It is generally known that the wages in hotel and restaurant field are low. Taking into account many employees' low amount of working hours it is known that employees do not get high salary. Still, according to the results employees seem to be satisfied with the salary.

The 3rd place was for variety of the job. This indicates that the employees see the work as versatile and in their opinion it is also important in the work. Based on the job description this is easy to understand as there are many different kinds of tasks in the work. For a person that enjoys doing same tasks all over again with the same routine this would be unnerving as every day in this job is unpredictable. Naturally there are certain tasks that need to be conducted in every shift but the rest depends on the customers and varietal situations.

Professional development was located in the 4th place which gives the impression that employees are willing to improve their professional skills and be promoted in their future working life. This promotion may not necessarily have to be on this particular job but based on the results employees appreci-

ate the working experience they have got from this work and expect that it will benefit them in the future.

Possibility to affect one's work was on the 5th place. All the material linked to work-related well-being that the authors have read have pointed out the importance of the employees' possibility to effect on their work as one of the most important factor affecting on employees mental well-being. The results indicate that the employees are not satisfied with their possibilities to affect their work. Improvement in this matter could affect employees' work-related well-being in a positive way.

Positive and cheering feedback was located in the 6th place. Authors claim that there may be two reasons for this: employees in Café & Bar Time Out do not need positive and cheering feedback from their work or there is not enough positive feedback given to the employees from the superior level.

The 7th factor was chosen to be working time. Authors can imagine the reasons for this low succeed to be on the irregular working times and night and weekend shifts.

The empty space got only one answer which was "Career development" but this person located this option as her number one priority in the work. All the others left this option empty so based on the results it was the least important factor.

11. *How often do you feel next mentioned feelings while working in your job?*

With this question the authors wanted to figure out the possible grievances and also positive things. There were eight different points and all these points had four answer options which were “*Always*”, “*Mostly*”, “*Sometimes*” and “*Never*”.

Inspiration and motivation

Answers *mostly* and *sometimes* got evenly 4 persons’ support. One person answered *always*.

Happiness and joy in the work

The majority (seven) of the respondents answered *mostly* for this question. *Sometimes* option got support of one person likewise *always* option.

Stress / Business

The work has low and high seasons depending on the amount of customers. Naturally during the high season there is a lot of pressure and need for planning the time schedules very carefully. On the other hand, during the low season there may be even quite boring days at work if all the daily basic tasks are done and there is not a lot of customers. For this reason the answers for this question depend on the season.

Six respondents felt they have stress at work *sometimes*, two persons answered *mostly* while one person felt that feeling *never*.

Insufficiency

None of the respondents chose options *always* or *mostly*. Six employees answered they feel insufficient *sometimes* and three employees *never*.

Fear related to safety of the work and changes (customers, physical environment, machines and new matters and situations)

Six employees feel fear *sometimes* and three employees *never*. None of the employees feel fear *always* or *mostly*.

Satisfaction towards the possibility to effect on one's work

Like mentioned before, the work-related well-being professionals claim that possibility to effect on one's work is one the most important factors affecting employees' well-being and satisfaction towards the job. For this reason this question was asked. One respondent answered she feel she can effect on her work *always*, three answered *mostly* and five persons *sometimes*.

Feeling of developing in the work

None of the respondents answered *always* but two employees answered *mostly*. Six persons said they feel this way *sometimes* while the last respondent answered *never*.

Tiredness and exhaustion

The answers for this question tell that one respondent feel *mostly* tiredness and exhaustion in her work while six employees have these feelings *sometimes*. Two answered *never* and none of them said *always*.

12. How likely do you see yourself working in hotel- and restaurant field after three years?

This question was very interesting for the authors. They thought that the answers for this question would reveal the true state of the employees' interest and satisfaction towards the work. The time period, three years, was intentionally designed to be short in order to see whether the employees have willingness to stay in the field or not. As the employees are in general in young age, the authors understood the possibility of changing life situations, for example studying, moving to different city or mother leave. For this reason the authors did not ask about this particular work, but instead the hotel and restaurant field in general.

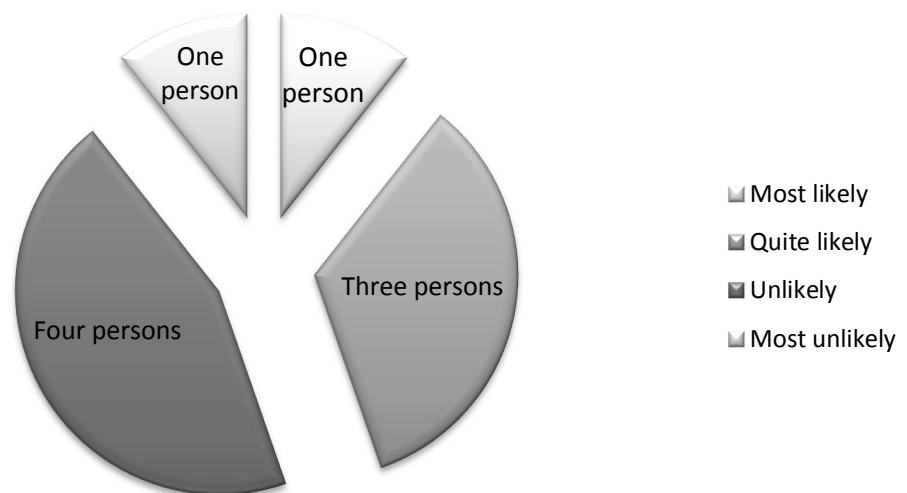


FIGURE 4 The Probability of Working in the Field after Three Years.

The figure shows that one employee answered she would see herself working in the hotel and restaurant field *most likely* in three years. *Quite likely* option got three persons' support among the respondents while four employees answered *unlikely* and one person *most unlikely*. This means that altogether five, which is over half of the respondents, said that they do not see themselves working in the hotel and restaurant field after three years.

13. *Mention five (5) factors related to your work that would improve your work related well-being if converted?*

This final question was the most important for the authors to help them innovate and figure out new ways and ideas to improve the work-related well-being in Café & Bar Time Out. Even though all the respondents had free word in this question and they did not see what other employees answered, the same issues stood out clearly from the answers. The results gave eight different matters that were above the others that got some stray votes. These eight matters were (not in the order of support):

- Equal treatment of the employees
- Equality and certainty of the amount of working hours
- Higher salary
- Stability of the staff
- Career development and promotion possibilities
- Encouraging and supportive feedback from the superiors
- Better working times (more day shifts, less weekend and night shifts)
- Team spirit and good relationships between colleagues and between employees and superiors

These factors help authors to come up with development ideas for Café & Bar Time Out. Naturally, some of the matters that were on the results cannot be changed by the authors, for example the wage and the fact that the hotel and restaurant field operates also in weekends and evening times. On the other hand, there are matters that can be improved if wanted to and the authors will do their best on innovating ways of doing that.

6 DEVELOPMENT IDEAS

In order to give the best possible development suggestions, the authors will discuss them separately under each research question. The answers were analyzed based on the whole questionnaire even though some topics received divisional answers. Still, the authors believe they were able to get the general idea of the situation in Café & Bar Time Out. Even though the development ideas primarily apply to this particular cafe, the authors think that they can be used also in other similar places when adapting them to companies' and their employees' needs.

6.1 Satisfying Factors Linked to Work-Related Well-Being in Café & Bar Time Out

The current most satisfying factors related to work-related well-being based on the results were the working community, the variety of the job, the wage and professional development. The authors are extremely happy that the working community was appreciated this high among the employees. Good relationships between em-

employees mean that they are able to communicate and share the good and the bad things. Similar interests and ages and social and open personalities of the employees enhance the team spirit and may be the reasons for good relationships between employees. This pleasant situation should not still be taken as self-evident.

There are many ways to maintaining and improve the team spirit. The authors believe in the power of simply discussing the negative issues among the employees immediately as they appear, avoiding negative gossiping behind one's back, doing cheering and common activities together and respecting each other. As the employees are quite at the same line based on their working experience, education, age and social skills they should treat each other's equally and take everyone's feelings and emotions into account.

In order to increase the team spirit, employees could organize, for example once a month or once in two months, activity hours. This means they could enjoy together the beautiful surroundings of the hotel and the spa like all the other companies who pay high prices for the Rantasipi Laajavuori to be able to offer recreational services for their employees. The employees of Café & Bar Time Out are free to do that as much as they want to if they could find and understand the value of it. Naturally, it is difficult to arrange a whole day that would suit to everyone but even a few hours in the daytime would be enough for this. The employees could for example go for a walk and have some fresh air and after that enjoy the spa together. This could happen during the morning time and would compensate the possible daily personal exercise of the employees. After the spa the employees could treat themselves with the tasty lunch in the Rantasipi Laajavuori's Salitintti restaurant in staff's discount price.

Variety of the job was also found positive in the work. The job itself is luckily very varietal but in addition to that the employees could pay even more attention to rotating the working tasks. This means everyone could do everything, including cooking, being at the front desk, invoicing companies and for example making accounts in the end of the day. This would also ensure that all the employees update their skills in daily working life.

The opinions about the wage were the ones that were contradictory. Based on the results of the question number 10, the wage was seen satisfying and valued high, but on the other hand wage promotion was hoped for many times in the final open question by the respondents. The reason for the respondents' varietal answers to the question concerning wage may be in misunderstanding. Respondents may have thought that the wage itself can be motivating in work in general, but not necessarily in this work. In general, the answers reveal that the employees are not that satisfied with the wage in this job because majority of them were wishing for raise in salaries.

Unfortunately the wage is something that the authors are not able to have influence on but maybe it would still be good to even inform the restaurant manager about this dissatisfaction. The wages of the hotel and restaurant field are stated in the collective labor agreement and they are adjusted at times.

Professional development possibilities were seen quite satisfying among the respondents. Still employees were willing to know more about the career development possibilities and this topic will be more discussed in *chapter 6.3 Enhancing the Work-Related Well-Being*. Luckily this gives the impression that in general the employees are ambitious and willing to progress on their career in the future.

6.2 Negative Issues Reducing Employees' Well-being

Discussing and analyzing the negative issues may feel uncomfortable for the authors and the reader as it would be more cheering to discuss only the positive issues. Still it should be underlined that paying attention and solving possible problems at the early stage are the ways to improve and maintain the employee satisfaction.

Results of the questionnaire revealed some grievances in the work. The uncertainty of the amount of working hours was clearly found the biggest problem in the work according to the results. This may cause stress and fear for the employees. For many employees the hours promised in the working contract are not enough high to pay the minimum costs of living. Luckily the case is quite often that they do have more working hours on the list than the minimum amount promised in the contract. Unfortunately, sometimes during the low seasons the employer is able to offer only the minimum amount of working hours.

On the other hand, during the high season the employees may work on their extreme limits. There may be need for double workforce compared to normal, which means employees day offs are rare. Also the shifts may be very long and employees' physical and mental flexibility is compulsory. These kinds of changes, in addition to sick leaves, in the need for labor force are sometimes difficult to forecast by the employer but still they should be somehow managed successfully to ensure employees' well-being.

To solve the sick-leaves and unexpected changes in work shifts it would be beneficial to have couple of extra employees who do not expect any shifts but are willing to work very rarely and only when needed. The amount of working hours promised for employees has sometimes caused disappointments and unfavorable image of the em-

ployer. In authors opinion the ideal amount of employees would be the one when the employees are able to work enough but they are not stressed on their free time by calls from work.

Equal treatment of the employees and positive feedback from the superiors was seen unsatisfactory in the work place by the respondents. If these two problems could be solved, the authors claim that the work-related well-being would improve. Treating employees equally and giving them positive feedback when they have deserved it demand professionalism from the superior level. This means that superiors could pay more attention to this matter. If the superiors see that the lack of positive feedback is employees' fault they could offer more training and education for the employees. On the other hand, if the employees are doing their work successfully and as expected, the superiors should see positive things of their employees and remember to cheer and thank them for good performances more often. This might encourage the employees to continue with good working performances.

In general many issues that have come out in the research would be quite easily solved if the employees and superiors could communicate more openly and the superior level would be more approachable. The employees should have the right and feeling that they are able to share their thoughts and ideas with the superiors, both positive and negative.

Fear towards new things, equipment and customers were also quite common in the questionnaire's answers. This may be due to unsureness of instructions and guidelines for new things that may change fast. In order to be able to minimize the fear, clear instructions on various situations and equipment should be provided by the employer. The general rule could be that none of the employees should risk their health regardless of the situation in authors' opinion.

6.3 Enhancing the Work-Related Well-Being

Based on the results of the question *“How likely do you see yourself working in hotel- and restaurant field after three years?”*, there is a truly need for enhancing the interest towards the job at this early stage. If the employees are wanted to be kept in the company there has to be actions to increase employees' well-being and interest towards the job. The first thing to admit is that the job itself cannot be changed radically but the surrounding factors can be affected.

In authors' opinion one way to enhance the interest towards the job would be to encourage the employees to commit to their work by giving positive image of the future working possibilities in the company. The employer should underline and tell more about the education and promotion possibilities in Restel company and show examples of persons who have succeeded in their careers. This would give the impression that there are many possibilities for the future and by showing one's value as an employee on the current work the goals for the future are possible to achieve. In yearly discussion between the employer and employee these matters could be more discussed individually.

Usually the interest and motivation increases and decreases fast at work and because of various reasons. For this reason the employer and employees should remember that even small things and positive changes may motivate the employee and make her to be better employee. Even a thought of free weekend, positive words from colleagues or new flowers in the restaurant can make one's day and motivate her. Satisfied and motivated employee would benefit both; the employer and the employees.

Trying to see the work and the working place from outsiders' and customers' point of views might help the employees to appreciate their work more and in this way encourage them to be more satisfied and motivated with the job. Also the number of the applicants for the job in December 2009 could be remembered at times for the original employees in order to be able to be thankful of the job. Happy and thankful customers are also one visible source of motivation for the employees and the power of a few nice words can be surprising.

7 CONCLUSIONS

The topic for the thesis was easy to come up with for the authors as both of them are interested in well-being issues and have personal experiences of it. There was also a need for this kind of survey. The employer had a very positive attitude towards the idea of the thesis from the beginning.

The motivation and interest were truly needed in the beginning as the literature and other sources of information of the topic were surprisingly hard to find, especially in English. For this reason the authors had to spend a lot of time and energy on translating the texts into English and looking for sources of information. Still, changing the topic was not an option for the authors as the interest in the topic was genuine. Many times they felt that it would have been easier to discuss work-related well-being issues from the authors' personal viewpoints than finding theory based information about this topic, as it felt was quite challenging at times. Also, the nature of the topic affected this as the work-related well-being is experienced differently depending on the person. This means that there is no final truth to be found about the topic.

Planning the data-collection method and conducting the questionnaire seemed quite easy but receiving truthful and unbiased information from the respondents was challenging because employees had their own suspicions about the questionnaire. That could be seen in the answers of the questionnaire in a way that the answers were quite cautious. Authors are able to claim this as the other author works in the place and is aware of the current situation at the work.

As one of the authors has her own experience of the pros and cons of the work and knows her colleagues very well, her experiences and discussions with other employees affected the analysis of the results and giving the development ideas. As the authors were aware of this, they wanted to be careful not to make too strict conclusions about the results, based on personal experience and informal observation. It was very important for the authors to appreciate the results received from the questionnaire and create development ideas based on them, which would help the employees and the employer to increase their work-related well-being.

Two important factors to discuss when doing research are validity and reliability. As mentioned before, the data collection method used in this research was a questionnaire. Reliability, which means the repeatability of the research with the same results, is difficult to achieve with this kind of questionnaire in the authors' opinion. First of all, the situation at work changes fast depending on the season and the employees' feelings. Also, the changes in the tasks and the staff might affect the results if the questionnaire were used again. Work-related well-being can be experienced differently depending on the person, which may also affect the reliability of the research. For this reason, the answers provided by the questionnaire are valid at the moment, but not necessarily after two years.

Validity, the truthfulness of the research, is also crucial in order to receive valuable results and answers. When making the questionnaire it was very important to pay attention to this matter. The questions had to be understandable in a way that all the respondents would understand them in the same correct way as the authors had meant them to be answered. The authors believe that majority of the questions were correctly understood, except the question related to wages. The authors are satisfied with the validity of the research as the results provided by the questionnaire were able to be used in giving the development ideas. Naturally, it is impossible to guarantee that there were no misunderstandings but at least the questions seemed to be understood by the respondents in the same way as shown by the respondents' answers.

The multiformity of work-related well-being, meaning the social, physical and mental aspects to it, was wanted to be emphasized on the questionnaire and in the development ideas. For this reason, most of the development ideas were planned to increase employees' well-being in all these areas. The theoretical basis supports the findings of the research in a way that there were no contradictions between the results and the theory concerning work-related well-being. A few examples of this are the importance of the working community, positive feedback and the variety of the job. Also, the answers to the open question, where respondents were able to give their own improvement ideas, revealed that they understood the meaning and nature of the work-related well-being in a correct way. The respondents suggested extensive long-term changes instead of for example one recreational day per year.

The questionnaire included questions also related to work motivation and satisfaction even if the authors are aware that they are seen as own fields of research. However, the authors wanted to slightly discuss these topics because they believe that these topics are strongly linked to work-related well-being.

As the work place of question is familiar to the authors, they truly believe that the development ideas can be used in practice and that they will help Café & Bar Time Out in enhancing the work-related well-being among all the employees. The authors hope that instead of getting offended by the negative issues that were included in the results, the employer will see the development suggestions as great opportunities that will guarantee the continuous success of Café & Bar Time Out.

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APPENDIXES

Appendix 1

Hei Time Outin työntekijä,

Kädessäsi on nyt Jyväskylän Ammattikorkeakoulun Facility Management- opiskelijoiden Elli Hämäläisen ja Sanna Muhosen työhyvinvointikysely, jonka teemme opinnäytetyöhömme liittyen. Opinnäytetyömme tarkoituksena on kartoittaa työntekijöiden työhyvinvointiin liittyviä seikkoja sekä löytää keinoja parantaa henkilökunnan työtyytyväisyyttä.

Olemme laatineet kysymyksiä, joiden vastausten pohjalta uskomme saamamme arvokasta tietoa. Täten toivomme, että vastaatte kysymyksiimme mahdollisimman totuudenmukaisesti ja rehellisesti.

Kysely on tehty noudattaen yleisiä tutkimuksiin liittyviä periaatteita, eli vastaajien anonyymiyttä, kyselyn eettisyyttä sekä vastausten tarkkaa käsittelyä liittyen niiden tallentamiseen ja julkaisemiseen.

Kyselyyn vastaaminen kestää muutaman minuutin ja toivomme Teidän harkitsevan ja pohtivan jokaista kyselyn kohtaa, jotta saamamme tulokset olisivat mahdollisimman hyödyllisiä Time Outille.

Kiitos ajastasi ja panoksestasi opinnäytetyössämme!

Ystävällisin terveisin,

Elli Hämäläinen ja Sanna Muhonen

Ole hyvä ja rastita mielestäsi sopivin vastausvaihtoehto seuraaviin kysymyksiin.

1. Vastaajan ikä

- alle 20 vuotta
- 20-22 vuotta
- 23-25 vuotta
- 26-28 vuotta
- yli 29 vuotta

2. Koulutustausta

- Peruskoulu
- Ammattikoulu
- Kauppaoppilaitos
- Lukio
- Ammattikorkeakoulu / Yliopisto

3. Keskimääräinen työtuntiesi määrä kolmen viikon aikana

- 0-30 tuntia
- 31-60 tuntia
- 61- 90 tuntia
- 91- 110 tuntia
- yli 110 tuntia

4. Minkälaiseksi koet nykyisen työtuntimääräsi:

- Liian suuri
- Melko suuri
- Juuri sopiva
- Hieman liian vähäinen
- Liian pieni

5. Arvioi, kuinka hyvin hallitset työtehtäviisi tarvittavat taidot, tiedot ja valmiudet työhösi saamasi perehdytyksen pohjalta.

- Erittäin hyvin
- Hyvin
- Kohtalaisesti
- Heikosti
- En ollenkaan

6. Olen tyytyväinen ja onnellinen työssäni ja työpaikallani:

- Joka päivä
- Useimmiten
- Välillä
- Harvemmin
- En koskaan

7. Kuinka usein käytät hyväksesi työpaikkasi sinulle tarjoamia hyvinvointia parantavia palveluita, kuten kylpylän ja kuntosalin palveluita, keilahallin käyttömahdollisuutta, Smartum-liikuntaseteleitä, hyvinvointikeskuksen palvelujen henkilökunta-alennusta tai muuta vastaavaa?

- Päivittäin
- Viikoittain
- Kuukausittain
- Harvemmin (muutaman kerran vuodessa)
- En koskaan

8. Kuinka säännöllisesti koet edistäväsi terveyttäsi ja hyvinvointiasi vapaa-ajallasi esimerkiksi riittävällä unensaannilla, kuntoilemisella, terveellisellä ja monipuolisella ruokavaliolla sekä sosiaalisilla kanssakäymisillä?

- Päivittäin
- Viikoittain
- Kuukausittain
- Harvemmin
- En koskaan

9. Minkälaiseksi työyhteisön jäseneksi koet itsesi:

- Arvostetuksi ja huomioduksi
- Normaalista paremmaksi
- Normaaliksi
- Riittämättömäksi ja epähuomioduksi
- Kiusatuksi

10. Aseta seuraavat tähän työhön liittyvät seikat henkilökohtaiseen tärkeysjärjestykseeni asteikolla 1-8, numero yhden (1) motivoidessa sinua eniten ja numero kahdeksan (8) motivoidessa sinua vähiten työssäsi. Mikäli et keksi avoimeen kohtaan vastavaihtoehtoa, voit jättää sen tyhjäksi ja merkitä sen numerolla 8.

- Palkka
- Työyhteisö/ Työkaverit
- Työaika
- Ammatillinen kehittyminen
- Työn mielekkyys ja vaihtelevuus
- Mahdollisuus vaikuttaa työhön
- Positiivinen ja kannustava palaute
- Joku muu, mikä _____

11. Kuinka usein tunnet seuraavia tunteita työssäsi:

11.1 Into ja motivaatio

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.2 Työn ilo

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.3 Stressi / Kiire

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.4 Riittämättömyys

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.5 Pelko liittyen työturvallisuuteen ja muutoksiin (asiakkaat/ fyysinen ympäristö/ laitteet ja koneet, uudet asiat)

- Aina
- Useimmiten

- Joskus
- Ei koskaan

11.6 Tyytyväisyys mahdollisuuteen vaikuttaa omaan työhön

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.7 Tunne, että kehityt työssäsi

- Aina
- Useimmiten
- Joskus
- Ei koskaan

11.8 Väsymys/ Uupumus

- Aina
- Useimmiten
- Joskus
- Ei koskaan

12. Kuinka todennäköisesti näet itsesi työskentelemässä hotelli- ja ravintola-alalla kolmen (3) vuoden kuluttua?

- Erittäin todennäköisenä
- Melko todennäköisenä
- Melko epätodennäköisenä
- Erittäin epätodennäköisenä

13. Mainitse viisi (5) työhösi liittyvää seikkaa, joiden muutoksen uskoisit parantavan työhyvinvointiasi :

Appendix 2

Dear Employee of Time Out,

Here you have a questionnaire related to work-related well-being made by the students of Degree Programme of Facility Management from Jyväskylä University of Applied Sciences. The authors, Elli Hämäläinen and Sanna Muhonen, made this questionnaire as part of their Bachelor's Thesis. The aim for the thesis is to survey factors related to employees' well-being and find ways to improve staff's satisfaction towards the work.

We have conducted questions which we hope will help us to get beneficial information based on the results. For this reason we hope that you will answer truthfully and honestly to the questions. The questionnaire is made by considering ethical principles, meaning anonymity of the respondents and answers' precise handling related to their saving and publishing.

It only takes few minutes to answer to the questionnaire and we do hope you to consider every question carefully in order to help us to receive truthful and beneficial answers. Thank You for your time and help!

Best Regards,

Elli Hämäläinen and Sanna Muhonen

1.Age of the Respondent?

- Under 20
- 20-22 years
- 23-25 years
- 26-28 years
- Over 28 years

2. Education?

- Elementary School
- Vocational School
- Commercial Institute
- High School
- University of Applied Sciences / University

3. Average amount of working hours in three weeks period?

- 0-30 hours
- 31-60 hours
- 61-90 hours
- Over 110 hours

4.How would you describe the amount of your current working hours?

- Too high
- Quite high
- Ideal
- Slightly Insignificant
- Insignificant

5.How well do you manage the professional skills needed in the work based on the training for the job?

- Excellent
- Well
- Ok
- Weakly

Not at all

6. How often are you happy and satisfied on your work and working place?

Every day

Mostly

At times

Rarely

Never

7. How often do you use recreational and welfare services (spa, gym, bowling, Smartum-coupons, staff discount from the well-being center) provided by the employer?

Daily

Weekly

Monthly

Rarely (few times a year)

Never

8. How regularly do you maintain your health and condition during your spare time, for example by sufficient amount of sleep, working out, healthy diet and social relationships?

Daily

Weekly

Monthly

Rarely

Never

9. How do you see yourself as a member of the working community?

Appreciated

Better than average

Normal

Unappreciated

Bullied

10. Set up next mentioned factors, based on your personal order of importance, in scale from one to eight, one being the most important and number eight being the least important for you in the work? If you do not come up with an answer on the open point you can leave it open and mark it by number eight.

- Wage
- Working community
- Working time
- Professional development
- Variety of the job
- Possibility to effect on one's work
- Positive and cheering feedback
- Something else, what?

11. How often do you feel next mentioned feelings while working in your job?

11.1 Inspiration and Motivation

- Always
- Mostly
- Sometimes
- Never

11.2 Happiness and joy in the work

- Always
- Mostly
- Sometimes
- Never

11.3 Stress / Business

- Always
- Mostly
- Sometimes
- Never

11.4 Insufficiency

- Always
- Mostly
- Sometimes
- Never

11.5 Fear related to safety of the work and changes (customers, physical environment, machines and new matters and situations)

- Always
- Mostly
- Sometimes
- Never

11.6 Satisfaction towards the possibility to effect on one's work

- Always
- Mostly
- Sometimes
- Never

11.7 Feeling of developing in the work

- Always
- Mostly
- Sometimes
- Never

11.8 Tiredness and exhaustion

- Always
- Mostly
- Sometimes
- Never

12. How likely do you see yourself working in hotel- and restaurant field after three years?

- Most likely
- Quite likely
- Unlikely
- Most unlikely

13. Mention five (5) factors related to your work that would improve your work related well-being if converted?
