Saimaa University of Applied Sciences
Business and Culture, Imatra
Degree Programme in Tourism
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Emotional Welfare and Job Satisfaction in a Chain Restaurant

Bachelor's Thesis 2012

Abstract

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Emotional welfare is a topic which has received publicity and recognition from researchers just within the past few years. Yet it is a subject that has been out there for quite long. Emotional welfare and job satisfaction of the employees are nowadays part of the mission statements of most of the companies. The aim of this research-based thesis is to understand and highlight the importance of emotional welfare in work communities as well as to examine the main factors affecting it.

The theoretical part of the thesis concentrated on the general background information about emotional well-being at work, communication skills at work as well as the impact of leadership skills on emotional welfare of the staff. Theoretical information was gathered from literature, articles and Internet sources. The empirical part of the thesis concentrated on the current state of emotional well-being as well as on the job satisfaction within the past 5 years in the partner restaurant. Empirical data was acquired through in-depth interviews and job satisfaction questionnaires.

To conclude the results, it can be stated that the current state of emotional welfare in the partner restaurant is in good shape. The job satisfaction as well has risen remarkably during the past year. Within the previous four years job satisfaction figures were more or less going up and down every other year. The major change towards better happened from 2010 to 2011. The main factors affecting the emotional well-being of the staff in the partner restaurant were stated to be the change of management as well as partial change of the staff.

Keywords: Occupational well-being, job satisfaction, work community, leadership skills

Tiivistelmä

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Henkinen työhyvinvointi on vasta viime vuosina herättänyt kunnolla median ja tutkijoiden huomion vaikka kyseinen aihe on ollut ihmisten tietoudessa jo pitkään. Työntekijöiden henkinen työhyvinvointi sekä työtyytyväisyys ovat tänä päivänä osa useiden yritysten päämäärälausuntoa. Tämän tutkimuspohjaisen opinnäytetyön tarkoituksena on korostaa ja tuoda julki henkisen työhyvinvoinnin tärkeys työyhteisöissä sekä tarkastella päätekijöitä työpaikalla, joilla on vaikutus henkiseen työhyvinvointiin.

Opinnäytetyön teoreettinen osuus käsitteli perustietoa ja käsitteitä henkisestä työhyvinvoinnista, kommunikaatiotaidoista työyhteisössä sekä esimiestaitojen vaikutuksesta työntekijöiden henkiseen hyvinvointiin työpaikalla. Teoreettisen tiedon lähteinä käytettiin kirjallisuutta, artikkeleita sekä Internet – lähteitä. Tutkimuksellinen osio keskittyi henkisen työhyvinvoinnin tämänhetkiseen tilaan yhteistyöravintolassa sekä työyhteisön työtyytyväisyyteen viimeisen viiden vuoden aikana. Tieto näistä kerättiin yhteistyöravintolan henkilökunnalta syvähaastattelujen ja työtyytyväisyyskyselyjen avulla.

Opinnäytetyön tuloksena voidaan todeta, että henkisen työhyvinvoinnin tila yhteistyöravintolassa on tällä hetkellä hyvällä mallilla. Työtyytyväisyys on myös kasvanut ennätyksellisen paljon viimeisen vuoden aikana. Neljän edellisen vuoden aikana työtyytyväisyyskyselyjen tulokset heittelivät vuorovuosin ylös alas, mutta viimeisen vuoden 2010 ja 2011 välillä on tapahtunut suurin muutos positiivisempaan suuntaan. Suurimmiksi tekijöiksi, jotka vaikuttivat henkisen työhyvinvoinnin paranemiseen, mainittiin päällikön vaihtuminen sekä osittainen henkilökunnan vaihtuvuus.

Asiasanat: työhyvinvointi, työtyytyväisyys, työyhteisö, esimiestaidot

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1 Introduction

Emotional welfare at a workplace is a topic which has been out there for quite a while but just within the past few years it has received the recognition it deserves. Nowadays emotional well-being of the employees is part of the mission statements of several companies. A strongly related topic to emotional welfare of employees is the work place bullying which has been a frequent subject of discussion in Finland for the past twenty years. According to Vartia-Väänänen the first article on the subject in Finland was published in 1989 by Lindström and Vartia. Bullying at work has attracted growing public attention during the past few years. Researchers all over the world have become interested in this phenomenon. (Vartia-Väänänen 2002, 8.)

The working culture of today is very insecure due to several reasons from the near past. Just few years ago we were living the time of economical crisis and layoffs. Due to economical crisis people were naturally worried about their jobs. The world has still not yet recovered from the crisis and this is one of the main reasons for increase of occupational stress in work communities. (Vergara 2009.) Due to the Global Financial Crisis there has been the sharpest and largest drop in global economic activity of the modern era. In 2009, even the most developed economies found themselves in deep recession. Moreover, this phenomenon is causing the unemployment to rise sharply which has naturally its effect on the occupational well-being, hence employees feel insecure about their jobs. (McGibbin & Stoeckel 2009, 1.) In addition, banks are not lending money easily to citizens since their state of liquidity is in bad shape. For this reason governments are stepping in to provide liquidity to the banks in order to keep the economy from further contracting on itself. (Investment Contrarians.)

Work communities of today are under a lot of unfortunate pressure due to economical expectations such as profitability of the company. According to Finnish Institute of Occupational Health occupational stress can lead to employees having physical health problems. Usually stress has been proven to enhance the work performance but in case of lasting too long it can expose the workers to different health problems, burnout or depression. In the worst case occupational stress can lead to total inability to work. (Työterveyslaitos.)

1.1 Justifications for researching the topic

The research deals with emotional welfare and job satisfaction in a chain restaurant which will be left anonymous. The research is going to justify the high importance of occupational welfare, especially from the emotional viewpoint. Very often companies are more concentrated on the customer satisfaction figures than on the welfare of their employees. It is important to notice that occupational welfare is the starting point to high customer satisfaction so the well-being of the employees should be considered first. The thesis will give a good look about what is meant by emotional well-being at work in general and how it can be examined internally. The thesis will also include the analysis of the job satisfaction figures of the partner restaurant from the last 5 years since job satisfaction goes hand in hand with emotional well-being at work. The research questions of the thesis are: What kinds of changes have happened during the past 5 years in the state of job satisfaction in the partner restaurant? What is the present state of emotional welfare in the partner restaurant? What are the main factors that are affecting the well-being? What kind of improvements on emotional welfare matters can be made in the future?

Another reason for choosing this topic for this thesis was that emotional welfare in a work place is often considered kind of a taboo, a topic that is not so much discussed. This is mostly due to the reason that emotional welfare issues are quite sensitive and personal subjects. Employees tend to be ashamed if they feel uncomfortable in certain situations or working with certain people and that is why they very rarely talk about these issues to their superiors. The most common way to react to these conflicts is for the employee to leave the company without the managers ever knowing about the emotional problems the worker was suffering from in the work community.

This thesis aims to point out that these emotional factors really are a topic which should be discussed inside the work unit but of course remembering the subtleness and confidentiality when issuing these matters. This topic is challenging since it is difficult to know whether the results give truthful picture of the current

state of emotional well-being in the partner restaurant. The problem is that there is no way of knowing whether the interviewee is answering honestly or not.

As a result of this thesis the reader will overall gain valuable knowledge of the emotional point of view in occupational welfare. The partner company will gain valuable information concerning the factors affecting emotional welfare in the work place currently as well as recommendations how to improve well-being of the staff in the future.

1.2 Aims and delimitations of the research

The main aim of this thesis is to get familiar with the current state of occupational well-being in the partner restaurant in question, to analyze the state of job satisfaction during the past 5 years and to make recommendations how to improve these matters in the future.

The analysis of the job satisfaction during the past 5 years will be based on the results of job satisfaction questionnaires answered by the employees on annual basis. The improvement proposals will be based on knowledge gained from the bibliography used in the theoretical part of the thesis.

An in-depth interview will also be implemented among the staff of the case restaurant including the employees and the managers. The aim of the in-depth interview is to get more information from the employees and managers about the deal breakers of emotional well-being among the staff in the restaurant in question. The current state of occupational well-being in the partner restaurant will be stated according to the results of the in-depth interviews.

The aim of the theoretical part of this thesis is to familiarize the reader shortly to the concept of occupational welfare in general, emotional well-being in a work place, the importance of open communication at work and the effects of leadership skills on the emotional welfare of the employees. The concentration of the theoretical part will be mainly on emotional welfare and the matters affecting it. Overall the theoretical part will give valuable information about the topic in general so that it is then easier for the reader to understand the content of the re-

search. The theoretical part will also justify the reasons behind the propositions made for the case restaurant in order to enhance their occupational well-being.

Delimitation of this research is that it is done for a partner company and it concentrates only on their current state of occupational welfare and the changes that have happened during the past five years.

1.3 Research methods

This thesis is a research based thesis and there will be primary data as well as secondary data analysed in this research. The research method chosen to collect the primary data is the qualitative method since the focus will be more on the quality of the answers than the quantity. When examining emotional well-being in a work community the qualitative approach is the most suitable since due to the nature of the topic it would be very hard to categorise it into ready-made answers. (Tonder 2009.)

The research method chosen to collect the secondary data will be the quantitative method. The quantitative research method is commonly used when measuring something with numbers or statistical methods. (King et al. 1994, 3) The questionnaire is created with ready-made answers from which the respondents can choose the one closest to their personal opinion. The concentration will be on the numerical changes in these figures during the past 5 years. The analysis for the secondary data will be done by analysing the figure results of the job satisfaction questionnaires. The results will be put together and analysed by the company and results are given to the researcher in the form of numbers.

The in-depth interview is the tool which will be used to measure the current state of emotional well-being in this work place in question. It will be an open interview with diplomatic questions relating to emotional welfare issues in the partner restaurant but the interviewee will be the one leading the conversation. In this kind of interview the concentration will be more on the things beyond the statements. (Tonder 2009.) Basically it means that the most valuable information lie between the lines, so close observation and careful listening are required from the interviewer.

The interview will be of course voluntary and each person will be interviewed privately. The results of the interviews will be handled by the researcher and improvement proposals will be based on the knowledge gained from them as well as on the personal observations of the researcher. Interview was chosen to be the tool to measure the state of emotional well-being as interview does not exclude any answers out; it gives the respondent the opportunity to speak their mind and not having to choose the answer from ready-made options. (Tonder 2009.)

The stages of this research will be the concept of emotional welfare in a work place in general, job satisfaction analysis of the partner restaurant, in-depth interviews and analysis of the results, proposed improvements on the occupational well-being in the partner restaurant and conclusions. The partner restaurant has wished to stay anonymous so the company is introduced so that it cannot be recognized from this research.

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2 Emotional welfare at work

According to Law Dictionary the definition of emotional welfare is the following: "fact of being cared for properly and feeling happy and secure". (Law Dictionary) Another definition authored by Annette Colby states that "everyday emotional well-being also involves identifying, building upon, and operating from your strengths rather than focusing on fixing problems or weaknesses" (Colby). The concept of emotional welfare at work can be defined as the well-being of the employees from the mental viewpoint. Nowadays the word mental in English language refers more to having mental health problems so for that reason the term 'emotional welfare' will be used when talking about the staff's mental well-being at work. (Caffrey 2012.)

Well-being at its simplest is about one's personal happiness, feeling good and living safely and healthily. Basically this means not allowing work to undermine our basic needs and resources of happiness which is our families and friends. (Businessballs.) Occupational well-being can be defined as the compatibility between the worker and the actual work. This is when the work tasks and demands meet the needs and skills of the worker. When one enjoys the work he or she is doing it increases his or her well-being in the work place as well. (Luukkala 2011, 19.)

It is also very important that the external factors in the work unit support the work. These external factors can be named as the physical, social and financial factors. The physical factors can be understood as the condition of the tools and premises for working. When the worker has proper tools for working in proper premises, the physical factor of occupational well-being has been met. Social factors can be defined as the relationships between the worker and the colleagues, managers and clients. When the co-operation between all these parties is working well then the social factors are in good condition. Financial factors can be understood as the compensation the worker gets for doing the work. Compensation can also be understood as something else than the pay the worker gets, it can as well be the enjoyment of the work which the worker gains. (Heiske 2001, 155.)

When we examine occupational welfare from the psychological point of view we can see that it is quite of an emotional matter. We know deep down in us how we feel when our work shift is getting closer and when we actually enter the work place. We can either have good fulfilling feelings or stressful and distracting thoughts. How we feel is a sum of many different matters. The way we feel about our work depends mainly on the fact how competent we are to accomplish the tasks given to us at work. It has been said that work can either be a blessing or a curse depending on the way it makes us feel. (Luukkala 2011, 32.)

A personal opinion of the researcher is that the starting point to emotional welfare at work is the well-being of each individual separately inside the work community. For that reason this chapter will give valuable information about the main elements of emotional welfare on personal level as well as the most important factors affecting the job satisfaction of the employee. However, the research part concentrates more on emotional welfare on community level when it comes to the emotional well-being of the whole work community that consists of individuals with different personal traits.

2.1 Main elements of emotional welfare

According to Luukkala (2011, 31) emotional welfare at work consists of three main elements which are *know-how, requirements* and *social support*.

Know-how is a central factor in occupational welfare. This is because a competent worker has a feeling of control when working so he or she sees the occupational stress as a positive factor and his or her resources are being activated. A competent worker does not have to waste any energy into worrying whether he or she can complete the required tasks at work. The colleagues of a competent worker respect him or her and see him or her as a very responsible person which gives the worker the feeling of success in his or her work. (Luukkala 2011, 31.) The downside of this is when the other workers are taking advantage of the responsibility of the competent worker in question and give him or her some extra work pleading to his or her high know-how and responsibility. This might lead to the worker having too much work which easily results in tiredness. In most of the cases, this occurs when the competent worker in question is new

at the work place and easily is willing to take too much work for him or herself. (Pessi 1999, 49-50.)

On the other hand it does not matter how much know-how the worker might have in case the *requirements* are set too high. For the sake of emotional welfare it is very important to have know-how and requirements in balance. (Luukkala 2011, 31.) Even if the worker was for instance extra talented or otherwise really competent in his or her work, in case the requirements are set too high, at some point it will lead the worker to suffer from occupational stress (Pessi 1999, 50).

We can cope quite well with occupational stress when it is only for a certain period of time. One main factor affecting how a worker handles occupational stress is also the *social support* coming from the superior. When we get enough support from the closest supervisor we tend to feel that we are coping with the work tasks pretty well. (Luukkala 2011, 32.) It is very common for the company to have a certain annual season when it is particularly busy and the workers just have to adjust to it. This seasonal period usually last from a few weeks to a few months. It can be said that we can handle this kind of occupational stress quite well but it usually requires that we can separate work life and free time. When one can fully relax in his or her days off then the occupational stress is easier to handle. (Pessi 1999, 51.)

2.2 The impact of job satisfaction

Job satisfaction can also be mentioned as an important part of emotional well-being at work since it has an impact on the working atmosphere. Whether the worker is personally satisfied with his or her job description has a massive effect on the closest colleagues and the working atmosphere in general.

According to Hertzberg's Two Factor theory there are different factors that cause job satisfaction and different factors that cause dissatisfaction. The factors increasing job satisfaction can be for instance the following: personal interest towards the work, possibility to learn new things, possibility for self-actualization, feeling oneself useful and the functionality and value of the product or service of the company. Yet not having these factors in good shape at the

work place does not lower the job satisfaction. As mentioned above there are different factors affecting dissatisfaction of the employees which according to Hertzberg can be the following; technical problems, salary, interpersonal relations on the job, company policies or supervision. (Hertzberg et al. 1959.) Job satisfaction has been stated to be quite hard to measure due to the several reasons affecting it and the effect of personal traits of every individual. (Human Resource Career.)

Maybe the most important factor affecting job satisfaction is the personal interest towards the work. It is the starting point for good job satisfaction since personal interest towards something is what motivates individuals for achieving better results all the time. It can pretty much be stated that a person cannot be good at something that one does not enjoy doing. A good example of this can be the hobbies people have when they are young. These interests can turn into dream professions in the adult life. Of course there is also the opposite side of this when the favorite hobby does not feel so good anymore when it becomes a job with all responsibilities included. (Luukkala 2011, 26.)

Another important issue affecting job satisfaction is the development of professional skills required in the job. When the job has enough challenge and it gives the worker the opportunity to improve his or her professional skills it also gives the worker more self confidence towards the job and the feeling of success. If the job is too easy or routinized then the worker easily gets bored with it. In the worst case scenario this will lead to the worker becoming very cynical with the job and starting to think that he or she is only working for the money. Usually all jobs include a part which is quite routinized work and this is when the worker needs to have tolerance for routinization. But when the job in overall is interesting and challenging enough the worker usually gets the tolerance for routinization from only that. (Luukkala 2011, 26.)

The job description should include a certain amount of freedom for self-actualization. This basically means that the job allows the worker to improvise and use his or her own imagination when implementing the tasks. When the management has given a certain amount of freedom to the tasks, it makes the worker feel trusted and more motivated to the job. In case the instructions for

the job are too strict it makes the worker feel frustrated and powerless in case the tools needed to implement the job accordingly are missing for some reason. The main reason for the frustration is that even though the worker might have a solution how to go around the problem he or she cannot use his or her own imagination and cleverness because it has been prohibited to do so. To have the possibility for self-actualization is something that makes the individual feel useful and is for sure something that all individuals need to feel in order to get the right kind of satisfaction from their work. (Luukkala 2011, 26-27.)

When working in a company, one of the main starting points is for the worker to value the product or service which is provided for the customers. In order for this to happen the product or service has to function well and represent such a good quality that the worker can proudly promote and sell it to the customers. In case the product would not function as well as it should or the company would promote and sell it to the customers by false pretenses, it would put the worker into a hard position from the moral viewpoint and most likely result in affecting his or her job satisfaction negatively. (Heiske 2001, 162.)

To conclude how job satisfaction is related to emotional welfare at work is that job satisfaction entails how satisfied the worker is with the current job description, the state of open communication at work as well as the actions of the management. As my personal observation I would state that job satisfaction includes factors that are always related to the job itself one way or another, yet the concept of emotional welfare at work is more concentrated on the emotional matters between individuals that affect the behaving models of the workers and the work community as a whole. Emotional welfare matters are not concentrating on the working tasks but on the relations between the people inside the work community.

3 Workplace communications as a skill

"Without workplace communication, nothing would be accomplished. Instructions could not be given; equipment and supplies could not be ordered; progress could not be measured; and services could not be delivered to citizens. The five functions of management – planning, organizing, staffing, leading and controlling – are all dependent on communication. In fact, in surveys of highly successful managers across the nation, the ability to communicate effectively was identified as the most important skill a manager needs for success." (Slagle.)

Slagle states here the importance of good workplace communication very well. Good communication at a workplace is very essential because it affects the well-being of the employees and job satisfaction. Communication seems like a simple process but one should not be fooled by this assumption. It is true that communication as a simple process is quite easy – one sends a message to another individual and the other receives it and there we have it; communication. Yet again for the communication to be successful we need more than that. This is where it gets hard since in order for the communication process to be effective the person who receives the message should receive it exactly as it was intended by the person who sent it. (Slagle.)

Slagle states that precision and clarity are the keys for effective communication. Precision means that the one sending the message is saying exactly what he or she is meaning to say so basically being really precise with the content of the message. Clarity means that the message is being said very clearly in a way that it is being understood by the receiver. Vague words and phrases that have no specific meaning should be avoided in workplace communication. (Slagle.)

It is a great benefit for the work community to recognize that workplace communication involves every individual part of the work community, hence not only the management (FM Link). Even in today's information overloaded society many work communities still suffer from the lack of good workplace communication. This can be shown in a way that the workers do not have enough

knowledge of their job description in order to complete the tasks they are required to do. (Anonymous employee.)

The opinion of the researcher is that the communication culture of today is very American in many ways or at least we would like to be very good at speaking our minds and it has actually become a kind of a virtue to have an aggressive communication style. In contrast in Asian culture listening is a virtue which is being respected and for that reason Asian people tend to not comment on presentations, they rather listen carefully and that is their way of showing that they agree. (Häkli 2009.)

The researcher states that in Finland the organizational culture is closer to Asian culture than the American but then again Finnish people also value the aggressive communication style since it is seen as the communication style of today's world. In my opinion this is one of the contradictions we have in Finnish organizational culture since the people are kind of forced to adopt the aggressive communication style in order to be good at their work. Then again Finnish people by nature are not built that way and it causes lots of stress for many workers since according to aggressive communication style one should always be ready to speak his or her mind in order to be valued at the workplace.

3.1 Open communication at work

The concept of 'open communication' can be understood both in a positive and negative way. When it is understood as a positive factor it practically means that a person is stating his or her own opinions and observations as an individual. In order to make this effective communication the person should also recognize the opinions of others and see them as positive matters in the conversation even though he or she would not personally agree with these arguments. The richness of good communication is the fact that there are as many opinions as there are people, and different observations make the conversation interesting and fulfilling. Yet sometimes it is hard for some people to state their personal opinions, especially in a workplace, and they find it easier to state the opinion in a way that it is the common opinion of a group of people. Open communication can as well be a negative thing and that usually is when people tend to state

their opinions or observations too directly. This is when the statement does not actually contain any constructive information and is usually just said with the purpose of insulting someone in the work community. (Heiske 2001, 94-95.)

Stating one's own opinion in a group of people might be difficult for many people in work communities. We have the culture of waiting for our turn to speak and sometimes your own turn might never come if there are people in the group who speak their mind easily and fast. It is actually quite usual that work communities have certain people who always state their opinions in staff meetings and the rest stay silent. (Heiske 2001, 97.) In my own opinion this is actually a pattern of behavior which repeats itself because everyone is so used to it and find it easier to let the people speak who have the need for it. Sometimes some of the best ideas are left unheard due to the reason that these people do not feel comfortable speaking in front of a large group of people. Here we come to the importance of different forms of communication between the employee and the manager. It is very beneficial for the manager to recognize that since all employees are individuals they need to have an individualized private conversation with the manager on regular basis.

Good conversation between two parties at a workplace is usually directed to a certain aim. When this happens the different viewpoints of these two parties are not the point of the conversation anymore, it is the common aim of the conversation that matters. One of the most important factors in the well-being of the work community is having a rational aim for the work. This helps the work community to solve problems by having useful conversations that are led to the direction which best enhance the common aim of the work. This is the ideal and respecful way of communicating at a workplace since the parties of the conversation are after a common goal even though sharing opinions from different viewpoints. (Heiske 2001, 97.)

3.2 The importance of feedback

In work life giving and receiving feedback happens all the time and there are various forms of feedback. Giving feedback seems as a simple routine but yet giving it constructively to the right person at the right time with right choice of words is truthfully quite complex. The principle of giving constructive feedback is to give it privately to the person in question and the subject should actually matter in the daily work in order for the feedback to have a meaning. Ineffective feedback can be hugely de-motivating for the employees. The feedback should also be given at the right time which basically means that in order for the feedback to have any point it should be given right after the incident that it involves. Feedback should also be given gently and with an attitude of trying to find a solution rather than blaming the person. (Luukkala 2011, 246.)

It is a great benefit for the company to maximize each employee's performance. This happens through delivering effective feedback to the employees so that they realize their fullest potential and are fully motivated. Also as mentioned earlier it is highly important to focus on finding solutions when giving feedback rather than trying to find someone to blame. Searching for solutions is related to the future which is still left unknown and then again there cannot be anyone to blame since the future has not happened yet. The future kind of thinking is very beneficial for the company. Then again trying to find someone to blame is related with the past and has a negative tone in it. This kind of negative way of thinking is mentally really burdensome and results in mental energy loss of the employees. (Argano.)

One very beneficial way of giving out feedback is the plus-minus-plus pattern. This pattern means that feedback is given in a way that first something positive is said before getting into the negative part, for instance telling the employee how well he or she has done something. After this the actual feedback is given which usually is seen as negative from the employees' point of view even though it would have been meant as constructive. In order to end the conversation in a way that the employee still feels motivated and is not feeling blamed of anything, it is good for the superior to state something positive at the end. (Luukkala 2011, 247.)

4 The impact of leadership skills on emotional welfare

The preferred qualities of the leader have been changing massively in past years. The way leaders treat their employees has a massive impact on the work result. It has been proven that when people are enjoying their work and feeling comfortable in their work environment, they will achieve better results in their work which will lead to a better profit for the company. It is highly important for the managers to be aware of the fact that an open relationship with their subordinates is the key to successful business. (Heiske 2001, 177.)

It is a fact that some individuals are born with a charismatic personality which usually makes them natural leaders but it should also be very well highlighted that all leaders should be trained in order to successfully lead a group and take into consideration the benefit of all individuals (Northouse 2007, 321). There are certain qualities that are considered as the ideal leader attributes in today's world. This research was made in 62 countries involving altogether 17,000 people. This research is a part of the well-known GLOBE study. (Northouse 2007, 321.)

The qualities that were seen as the most desirable were related to the ethics and attitude of the leader. It was also considered very important that the leader knows how to encourage and motivate the workers. When it came to problem-solving skills, it was considered really important that the leader knows how to find a win-win situation from the point of view of both parties. Ideal leaders should also be good coordinators in order to lead the group with success. Today's business world is concentrating on team building and leaders should be able to work as part of team as well as at the same time to have the authority to be the leader. (Northouse 2007, 322.)

4.1 The service approach

The aspect of service is a good example of altruism because when a leader is acting with the service approach he or she is putting the well-being of the employees first. Leaders who act in altruistic way are more concerned with their employees' welfare than the profit making of the company. In a work environment good examples of this kind of service behaviour are for example mentor-

ing and building up teams among the workers. Altruistic service approach is often compared to health service actions because they have similar aims. In both cases the professionals are expected to make choices according to what is the benefit of others. (Northouse 2007, 351.)

Senge is well recognized by his writing on learning organizations and according to him one of the most important tasks of a leader in a learning organization is to be the servant of the vision within the organization. This basically means that the leader is aware that the vision is greater than oneself. In order for one to be an effective leader, one must see his or her personal vision as an important part of the organization which is larger than oneself. For some leaders it is really hard to come down to the same level with the subordinates and share ideas and experiences as equal human beings. Some leaders get too great satisfaction from their position and they are blinded to see that this kind of behaviour is very dangerous for the success of the company and the effectiveness of their leadership. (Infed.)

The gap between leaders and workers will not be beneficial for the leader in the long run. Nowadays the power distance is getting lower, of course depending on the cultural area, in many companies because leaders have noticed it to be a way to success. When the employees feel valued, they will show their gratitude by working with great motivation which will certainly be for the benefit of the company. (Northouse 2007, 352.)

4.2 Respect

One of the most important duties of a human being is to respect others in a way that they should never be treated as the means to someone else's goals. Respecting other people means that one also respects the values and principles of the other individual. When it comes to leadership, respect is a huge issue and this should be always remembered. By respecting the employee's values and allowing one to freely be oneself, the leader gains the trust and respect of the employee. (Northouse 2007, 350.)

Leadership of today is all about human relations and one should realise that the most important factor is to respect the workers enough to be honest and open

with them at all times. Even in situations of failure the leader should keep in mind that in the long run the workers will appreciate honesty. Usually the easiest way to escape responsibility is by changing the facts and this is the mistake many leaders do when they happen to fail in something. (Luukkala 2011, 265.)

Leaders should encourage the followers to express their own opinions and create new ideas according to their personal values, attitudes and beliefs. When a leader encourages the employee to be creative and express his or her own thoughts and opinions, at the same time also the trust grows between employee and the leader. The employee can feel that his opinions are being valued and it also increases massively the self confidence of the individual. (Northouse 2007, 350.)

The respect in business life can be referred to the kind of respect children and parents share because there are many similarities, yet these two are not identical. A good leader listens to his or her subordinate closely with empathy and does not get offended if the employee has a different point of view about something. These kinds of 'chat sessions' have been proven to have a massive effect on self improvement of the leaders as well as the employee. (Northouse 2007, 351.)

When sharing ideas and thoughts, even on a quite personal level, leader and employee are getting closer to each other on an emotional level. It would be an ideal situation if the leader had a possibility to reach some sort of emotional level with all of the employees. Here the similarities can be seen quite clearly about what was mentioned earlier of relationships between children and parents. In a family with many children, parents need to find their "own thing" with all of the children separately in order for them to feel that they are being loved as they are. This applies to business world as well; the leaders should find some way to communicate with all the employees in a way that makes them feel that they are individuals. (Northouse 2007, 351.)

4.3 Justice

Fairness and justice are matters that everyone has been taught when one was little. It is something you assume to receive in all areas of life. Ethical leaders make it their top priority to treat their subordinates in an equal manner, and fairness is in the centre of their decision making. When it comes to justice in leadership, the main rule is not to give special treatment or special consideration for anyone except if they are in a situation that demands it. In case of special treatment, the grounds for this must be reasonable and based on moral values. (Northouse 2007, 352.)

Ethical leaders do not have favourites and they have the same rules that apply for everyone. Favouritism is one of the biggest problems in many work societies. Without even giving it an extra thought, leaders pick favourites among the subordinates according to their abilities and personal features. Maybe the most common case in this area is when the leader gets along with one of the subordinates better than with the others, for example they are friends outside the work place. This usually automatically gives the one subordinate an advantage inside the work place as well because he or she knows the leader on personal level. It has been proven to be very challenging for a leader to separate friendship with work. Usually in these kinds of cases the subordinate receives some extra attention or benefits from the leader. This is very likely to end up in a situation where other workers notice this extra attention given and lose the image of fairness of their leader. Also in the case of punishments, the rules being used and the way they are being implemented give a straight statement to followers how the leader approaches issues of fairness. (Northouse 2007, 353-354.)

The ideal way of dealing with failure for a leader is not to lose the excitement for changing the things for the better. Leader should never start complaining and searching for someone to blame. This applies both in the case of the leader failing and the case of employees failing. The main concentration should never be on finding the person to blame. Instead one should concentrate on doing his or her own thing and focusing on how to change things for the better in the future. Ideal leader would handle this situation by concentrating on the reality they

have at the moment and not stopping to worry too much of the mistakes. By stopping one most likely would be stuck in there for quite some time which will end up being unbeneficial for the leader, followers and the whole organization. (Luukkala 2011, 268.)

4.4 Honesty

Honesty of the manager is something that has a massive impact on the emotional welfare in the work place. It is one of the most important bases for emotional welfare. Good leader is always truthful. Dishonesty is something that will certainly make people lose their trust on what the leader says and promises. This results very negatively because soon the leader will lose all his or her power on the subordinates because of the lack of trust. (Heiske 2001, 179.)

The challenge in honest leadership is the fact that honesty is not only about telling the truth. It consists of many different ways of behaving. The leader must be authentic but at the same time he or she must take into consideration the feelings and attitudes of others. There are situations when the leader must balance between telling the complete truth and the consideration of what is appropriate to tell in that particular situation. In some situations it might even be very counterproductive to tell the truth and this is when the leader must make hard choices so that he or she will not lose the trust of the workers but at the same time is thinking about the profitability of the company's business as well. (Northouse 2007, 354-355.)

5 Analysis of empirical data

This research entailed analysis of secondary data as well as collecting and analysing primary data. Job satisfaction questionnaires as secondary data were conducted by the company on annual basis and the results were analysed by the researcher. In-depth interviews as primary data were conducted and analysed by the researcher.

The job satisfaction questionnaires during the past 5 years were conducted by the company at the end of each year from 2007 to 2011.The questionnaire was filled in online and all the employees got individual usernames and passwords for the questionnaire. However the employees were given the right to answer the questionnaire anonymously so they were not identified by the usernames. All employees were obligated to fill in the questionnaire since it is a part of the company's annual procedure.

The in-depth interviews were conducted in the wished premises of the interviewees. The interviewees were given the opportunity to choose the place for the interview so that they would feel most comfortable since the in-depth interview dealt with such sensitive subjects. In-depth interviews were conducted in Finnish since all participants were Finns. This enabled the interviewees to express their feelings and opinions concerning the matter in a natural way since they could communicate in their own native language.

5.1 Job satisfaction questionnaire

The results of the job satisfaction questionnaires were handled and handed out to the researcher by the HR department of the partner company. The participants were required to answer the questions on a 1 to 5 scale regarding how they felt responding to the questions. Since the result figures were wished not to be published I will only state whether the job satisfaction has risen or gone down during the years of 2007 to 2011. I will also state the main topics in the job satisfaction questionnaires to give a good view of what the questionnaire entailed.

5.1.1 The main topics

One of the topics examined in the job satisfaction questionnaire was for instance how the employee sees *the goal of the actual work.* Basically what this means is that the company wanted to know if the worker sees that his or her work actually has a certain goal and to recognize this goal is very important. This subject is closely related to work motivation as well.

Another topic that was examined in the questionnaire was *how enjoyable the work* is for the employee. This can be understood as how much the worker enjoys the work he or she is doing and how the work and work community support his or her personal traits in order for it to be enjoyable.

The questionnaire was also examining what is *the state of teamwork and workplace communication* at the moment from the employee's point of view. The main aim of this topic was to find out the current state of workplace communication between the management and the employees as well as inside the work community as a whole. The questionnaire was also aiming to find out how well teamwork has been operating in the partner restaurant.

One of the topics under examination as well was *how the management functions* from the employee's point of view. The questions under this topic were aiming to find out for instance how the management plans ahead with work shifts and how efficiently they take care of work related matters which the employees come to inform. It was also examined how well the management gives feedback from good work performance to the employees. Also the matter of giving constructive feedback and finding ways to motivate the workers were handled under this topic. The topic of *equality* was also examined by asking how equal the leaders of the workplace are for instance when it comes to planning the vacation schedules or giving out Sunday hours to workers.

As already mentioned earlier the partner restaurant is a part of a national chain in Finland. Due to this reason the questionnaire also entailed questions about how the employees see *the chain as an employer.* The employees were asked how satisfied they are with the employee benefits which the company offers for them in order to have staff with highly motivated work performance.

The last topic of the questionnaire was dealing with matters relating to the employees' *own learning and development processes*. Employees were asked how they are keeping their motivation to improve their working skills all the time. It was also asked whether they have enough knowledge of the chain as a whole so that they are capable of selling products that are common for all the units of the chain.

5.1.2 Result figures

The difference in the results of job satisfaction questionnaires between the years of 2007 and 2008 was 0.38 units. It can be stated that the job satisfaction in the partner restaurant in 2008 had risen 0.38 units from 2007. Yet the job satisfaction figure went down again in 2009 with 0.31 units. However in 2010 the job satisfaction figure had risen again with 0.24 units. During these four years the job satisfaction figure appeared to go up and down every other year. Any clear explanation for this phenomenon cannot be stated since there is no way of knowing the reasons for this. What is interesting is that during this time the restaurant in question was having the old management since the change of management happened in 2011.

The difference of job satisfaction figures from 2010 to 2011 was 0.48 units. Job satisfaction rose from 2010 to 2011 with 0.48 units which is the biggest difference to either direction during this five years' time. As it was stated according to the in-depth interviews, it can also be stated according to this result that the job satisfaction in the partner restaurant rose after the change of management. Of course it cannot be stated that the change of management was the only reason but at least it had its impact on this matter.

5.2 In-depth interview

The qualification for the interviewees in the in-depth interview was that the person had been working in this restaurant in question for more than two years. The justification for this is that this research deals with the changes happening during the past 5 years and due to this reason the interviewee must have worked at least two years in this restaurant to be aware of the changes that have happened. Both employees and management were interviewed. However, the questions prepared for the management differed from the ones prepared for the employees since the management's point of view naturally differs from the employees'.

The main topic of the in-depth interview was the change of management and staff in the restaurant in question and how it had affected the working atmosphere and the work community. The interview also entailed questions relating to the current state of working atmosphere and emotional well-being at work on personal level.

5.2.1 Working atmosphere

According to the interviews the work community had earlier been divided into groups according to the department where the employees worked. The restaurant in question consists of different departments and quite many workers were only working in a certain department at the time. The result was that the work community was divided and the employees did not feel that the restaurant was united. Even competition occurred between the departments and it resulted in dividing the staff even more.

The interviewees were asked how they were welcomed by the staff as well as the management when they started working in the restaurant in question. The answers were quite diverse since some of the interviewees stated that they were welcomed and instructed to the job very well, yet some felt unwelcome and even felt that old employees were intentionally not instructing the new employees. These results did not have any connection to the year of starting the employment in the restaurant, however workers that had started working in the restaurant as trainees or summer workers at first mostly felt that they were wel-

comed well. There is a very likely connection to the fact that some of the old staff might have felt insecure about their job when new workers arrived since the salary in restaurant work is based on the working hours. Another issue that refers to this is that trainees are usually working for free and summer workers are only working on seasonal basis so these two groups are not a threat to the staff. So, when a new worker, without being a trainee or a summer worker, started to work in the restaurant, some of the old staff might have felt that person as a threat to their income when management is giving out hours for the new worker.

The current state of the working atmosphere was characterized to be very good by the interviewees. According to the interview results it appeared that the change to better regarding working atmosphere had happened just during the past few years. The main factors affecting work atmosphere were mentioned to be the change of staff and the management which were also the key topics of the interview.

5.2.2 Emotional welfare at work on personal level

To measure the state of emotional welfare at work on personal level, the interviewees were asked questions about the state of satisfaction of their job description and the work community in general.

Majority of the employees were satisfied with their current job description and did not feel the need to develop it into any direction at the moment. There were few answers where the employees felt satisfied at the moment, yet in the future they might seek for more challenges. In my opinion it is very important from the mental viewpoint that the workers are satisfied with their job description since it has a massive effect on the work atmosphere and the work community at large. In case employees are not happy with their job description they do not have the drive and motivation to do their best every day at work.

It is a part of the company's procedure to hold private development discussions between the managers and every employee individually on annual basis. These discussions are held at least once a year but according to the procedure they should be held twice every year. Development discussions issue the growth and

development of the employee as well as the managers when it comes to tasks and duties at the workplace. The purpose of the discussions is also to have feedback from one party to another whether it issues personal or work related matters. The main aim of these discussions is to advance open communication between the managers and the employees.

The interviewees were asked whether they find development discussions useful and if the discussions are held frequently enough. According to the interviews it was very clear that the development discussions were found useful by the employees as well as the management. The main reason why development discussions were found beneficial was the fact that the employee and manager had an opportunity to have a private conversation where personal feedback was given from one party to another. According to the interviewees it was also a chance to talk about personal issues outside the work place which might have an effect on the motivation of the worker or on emotional well-being matters at work in general. Some of the interviewees stated that since the new management is so easy to approach even during the work duties, it is easier to get and give feedback even outside the development discussions. Due to this reason some of the employees found that there was no need to hold development discussions as frequently as twice a year.

5.2.3 Change of staff

The change of staff of the partner restaurant in question has been quite massive during the past few years. Due to this phenomenon the interviewees were asked whether they find the change of staff a positive or a negative matter when it comes to the working atmosphere. According to the interviewees the change of staff has been mainly a strongly positive factor, yet this is only when right kind of people with suitable personal traits are being hired. Basically this means that change of staff is always positive when the new employees have the right kind of attitude towards restaurant work and are team players. Yet according to the interviewees during the past few years only these kinds of employees have been hired so it can be stated that the change of staff has recently truly been a positive factor.

According to the interviewees in the past there used to be certain employees in the restaurant that were not at all improving the team spirit in the restaurant. It was even stated that these employees were building up groups that were against a certain individual or another group inside the work community. According to the interviewees this phenomenon made all the workers to choose their group and all of the staff was more or less divided into groups either according to their working unit or the people they found as their friends. This phenomenon was naturally not building up the team spirit at all and it was even stated that it made the employees compete with each other. What made the working atmosphere even worse was that some of the workers wanted certain individuals to leave the work place and deliberately made the work place emotionally impossible environment to work in.

From the management's point of view the change of staff was stated to be a positive factor in any situation. According to the management interviewees what makes the change of staff truly a positive matter is that whenever there are new workers coming in, the old employees usually train them and by doing this they also get to examine their own ways of working. Very often this leads to changing some of the old working methods to more efficient ones.

5.2.4 Change of management

As the restaurant manager of the partner restaurant in question has changed within the past year, the change of management was one of the key questions of the interview. The management of the restaurant has also changed in a way that there are currently more shift managers due to the amount of different departments in the restaurant. The interviewees were asked whether they find the change of management positive or negative and what are the grounds for that. The main difference in change of management was the fact that after having one restaurant manager the restaurant is currently having two. The interviewees were also asked what the pros and cons are in having two restaurant managers.

It can be clearly stated that the change of management has been a positive factor for the emotional well-being of the employees in the partner restaurant. Ac-

cording to the interviewees earlier there used to be a lack of communication between the restaurant manager and the employees. According to the interviewees the information flow in the restaurant was not functioning properly during the earlier days. Earlier there were not shift managers for all the departments in the restaurant which made the work load of the restaurant manager heavy. Yet there were two shift managers that time but they were not given that much responsibility. Due to the lack of communication between the superior and the subordinates, and the work load of the restaurant manager, the relationship between these two parties grew tenser.

According to the interviewees the communication between superiors and subordinates is much more open after the change of management. One crucial reason for this can as well be that the current restaurant managers were already working in the restaurant in question so they already have the trust of the other employees. However, the main reason for this was stated to be the fact that the current restaurant managers are communicating with the staff on daily basis. According to the management interviewees they are aiming at having more humane and personal way of leadership. This has proven to be beneficial since the work community is stated to be more united nowadays.

According to the interviewees it was stated to be a positive factor that nowadays the shift managers can have more part in helping with the managerial matters. As well the fact of having two restaurant managers is helping to ease the work load that would easily be too much for one person. This enables the restaurant managers to concentrate fully on the matters that only they can handle. In addition they have time to communicate with the employees on daily basis and are not too stressed since the work load is not too much to handle. When the restaurant managers are delegating managerial matters to shift managers it is a sign of trust towards the shift managers which gives them a feeling of being valued and trusted. So, overall it is a win-win situation when delegation is done successfully.

When the interviewees were asked about the downsides on having two restaurant managers instead of one, the answers were quite cohesive. Even though the present restaurant managers are liked and appreciated by the employees

still the employees sometimes feel that it would be easier to have just one manager. The main reason for these statements is that the work community is starting to split into two groups again according to the restaurant manager. Since both managers are responsible for certain departments, the employees are easily divided according to the department they work in. The management is aware of this dilemma as well and it was even stated that they see this situation as temporary and most likely it will be changed within some time.

6 Conclusions and recommendations

Emotional welfare at work is quite of a sensitive topic for many work communities and therefore as a research subject it is quite challenging. There is more research done about physical well-being at work since it is easier to measure due to the reason that people are quite open about the physical well-being matters. Measuring the state of emotional well-being at work is always a tricky task since the stress is mainly on the word of the employees.

The first research questions for this thesis were the following: What is the present state of emotional welfare in the partner restaurant? What are the main factors that are affecting the well-being? The partner restaurant in this research has gone through a lot of changes during the past few years which of course always shake the work community in its own way. The changes this restaurant has gone through have been quite major but in a positive sense. Regardless the massive change of staff the work community has become more united and the employees feel emotionally well at work. There are always several reasons that have their effect on the working atmosphere and the work community as a whole. For this reason there should be no pointing fingers when the work community is not functioning the way it should be.

People reflect to each other in a complex way which cannot be explained with any scientific proof. Usually it is the chemistry between two individuals which is just not right and this leads to having problematic situations. The partner restaurant in question was having problems with the old management when it comes to communication between the management and the employees. Obviously the leading style of the old management was not effective from the point of view of the employees and this led to the management and employees having a tense relationship. These kinds of situations are hard to handle when the problem is with the communication since open communication is the key factor in work communities. Therefore without having communication at work there is no solving the problems.

After the change of management the situation changed massively towards better since for one the new restaurant managers were already working in the res-

taurant. Therefore new restaurant managers were aware what was wrong with the old management style and tried to make it better in which they succeeded quite well according to the in-depth interviews and job satisfaction questionnaire results. It seems that the restaurant made a good decision in having the new management chosen from the employees that already worked for the restaurant. This is because they were already familiar with all of the staff members and in that sense were already trusted. In case new management would have been chosen from outside it might have led the work community having similar problems with the management again. Moreover the work community of the partner restaurant has recently received a lot of positive feedback from the highest management in the chain about the good atmosphere among the staff. It has been recognized by the highest management that the team spirit in the restaurant is now well in order.

The next research question of this thesis was: What kinds of changes have happened during the past 5 years in the state of job satisfaction in the partner restaurant? As mentioned earlier in the chapter of the job satisfaction figure results, the changes in the state of job satisfaction can be explained by figures, yet it is hard to explain the actual changes that had their impact on the figures mentioned. It appeared that the job satisfaction figure went up and down during the years of 2007 to 2010 when the restaurant in question was still having the old management. The most important change in job satisfaction towards better happened from 2010 to 2011 when also the change of management took place. Therefore it can be stated that the change of management had its impact on the job satisfaction.

The last research question for this thesis was the following: What kind of improvements on emotional welfare matters can be made in the future? In order for the restaurant to maintain and improve the working atmosphere they have at the moment depends on every individual in the work community. The responsibility of maintaining and improving the team spirit is not only on the management but on every person who is a part of the work community. Of course the management plays a big role in this since they have to make sure that all the

employees feel that they are treated fairly by the management with honest and respective actions.

Since restaurant work is based on hourly salary the workers are strongly aware of the amount of working hours they and the other workers have in every roster. In order for the management to maintain the respect and trust of the employees they should plan the rosters always carefully with fair and reasonable actions. A concrete example of this is when a new worker enters the workplace, he or she should not get more benefits or better hours than the old workers since otherwise the old employees feel threatened. This might seem as a small matter but usually it leads to having its effect on the working atmosphere.

When it comes to employees, what they can do to improve the emotional wellbeing at work is that they keep up the open communication with each other as well as with the management. In my opinion the best basic rule for this can be stated as the following; whichever matter that is significant enough to be stated aloud to a third party should be at first stated to the one that it involves. If the whole work community operated according to this basic rule, there would be no irrelevant gossiping or lack of communication between parties. The reason why no one single person is in charge of the state of emotional wellbeing matters at work is that it is a matter where every individual is his or her own boss.

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In-depth interview questions (employees)

The participants chosen for this interview have worked in this restaurant in question for minimum of 2 years.

Background questions:

How long have you worked for this company?

How were you welcomed by the other employees/by the management when you started working in this restaurant?

1. Has the emotional well-being at work risen or gone down during the last 2 years? How?

2. Do you feel that there is a clear reason for the change in the state of emotional well-being?

3. Do you think that the change of staff has a positive or negative impact on the working atmosphere?

4. Are you satisfied with the current state of your job description?

5. If not, how would you like to change it?

6. Do you think that the development discussions are being held frequently enough? (Twice a year)

7. Do you think that the development discussions are beneficial? Why?

8. Do you feel that the actions of the management have a positive or negative impact on the working atmosphere? Why?

9. Change of management in 2011, thoughts and observations:

In-depth interview questions (management)

The participants chosen for this interview have worked in this restaurant in question for minimum of 2 years.

Background questions:

How long have you worked for this company?

How were you welcomed by the other employees/by the management when you started working in this restaurant?

When did you start working in the management position in this restaurant? How did the employees react to that?

1. Has the emotional well-being at work risen or gone down during the last 2 years? How?

2. Do you think that the change of staff has a positive or negative impact on the working atmosphere?

3. Do you think that the development discussions are being held frequently enough? (Twice a year)

4. Do you think that the development discussions are beneficial? Why?

5. How, as a member of the management team, are you capable of affecting the working atmosphere in a positive sense?

6. Change of management in 2011, thoughts and observations:

Syvähaastattelukysymykset (työntekijät)

Haastatteluun valitut henkilöt ovat työskennelleet ko. yrityksessä vähintään 2 vuotta.

Taustakysymykset:

Kuinka kauan olet työskennellyt tässä yrityksessä?

Kuinka sinut otti vastaan muut työntekijät/esimiehet kun aloitit työt tässä työpaikassa?

1. Millä tavoin työhyvinvointi on parantunut/huonontunut viimeisen 2 vuoden aikana?

2. Onko työhyvinvoinnin parantumiseen/huonontumiseen mielestäsi jokin selvä syy?

3. Vaikuttaako henkilöstön vaihtuminen positiivisesti/negatiivisesti työilmapiiriin? Miksi?

4. Oletko tyytyväinen nykyiseen tämän hetkiseen työtoimenkuvaasi?

5. Jos et, miten haluaisit muuttaa/kehittää sitä?

6. Pidetäänkö kehityskeskusteluja mielestäsi tarpeeksi usein? (2krt/vuosi)

7. Koetko kehityskeskustelut hyödyllisiksi? Miksi?

8. Vaikuttaako päälliköiden toiminta positiivisesti/negatiivisesti työilmapiiriin? Miksi?

9. Ravintolapäälliköiden vaihtuminen 2011, mietteitä:

Syvähaastattelukysymykset (esimiehet)

Haastatteluun valitut henkilöt ovat työskennelleet ko. yrityksessä vähintään 2 vuotta.

Taustakysymykset:

Kuinka kauan olet työskennellyt tässä yrityksessä?

Kuinka sinut otti vastaan muut työntekijät/esimiehet kun aloitit työt tässä työpaikassa?

Milloin aloitit esimies-asemassa työskentelyn tässä yrityksessä? Kuinka työntekijät suhtautuivat siihen?

1. Millä tavoin työhyvinvointi on mielestäsi parantunut/huonontunut viimeisen 2 vuoden aikana?

2. Vaikuttaako henkilöstön vaihtuminen positiivisesti/negatiivisesti työilmapiiriin? Miksi?

3. Pidetäänkö kehityskeskusteluja mielestäsi tarpeeksi usein? (2krt/vuosi)

4. Koetko kehityskeskustelut hyödyllisiksi? Miksi?

5. Miten päällikkönä pystyt vaikuttamaan työilmapiirin parantamiseen?

6. Ravintolapäälliköiden vaihtuminen 2011, mietteitä: