Employee satisfaction survey: Reippailuhalli Huimala

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Abstract

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This thesis is commissioned by Reippailuhalli Huimala, an indoor activity park located in Konala, Helsinki. The main objective of this thesis is to assess the current level of employee satisfaction and psychological capital in Huimala. The purpose is to add more strategic value to Huimala's human resource management activities by providing useful information about their employees' opinions, and giving practical recommendations that support further development.

The theoretical framework of this research is based on psychological capital, and the concept is introduced in the first part of the framework. Second part introduces the concept of employee satisfaction, and its connection to psychological capital is discussed.

The research was conducted with a quantitative approach, by creating an employee satisfaction survey. The survey measured employees' opinions on six different facets: nature of work, social climate, job appreciation, supervision, job performance and communication. The survey was public between April 21st and May 2nd, 2017. It collected 27 answers, which is 93% of the total population.

The results of this research show that Huimala's employees are generally satisfied with their work, have a positive mindset, and feel confident about their abilities. Undoubtedly the strongest asset of Huimala is the social climate: every single respondent felt they get along with their colleagues. The only general sources of dissatisfaction were inconsistent and ineffective internal communication, imbalance between positive and constructive feedback, and a few shortcomings in working conditions.

Based on the results development proposals were created, and they are presented at the end of the thesis. The proposals address both employee satisfaction and psychological capital. Furthermore, a suggestion for future research is provided.

Keywords

Employee satisfaction, job satisfaction, psychological capital, quantitative research, psychological resources

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1   Introduction

In today's business world, employee wellbeing is known to be one of the essential ingredients behind productivity and organizational success. Employees select their employers based on their wellbeing strategies, and businesses that completely disregard wellbeing are businesses that don't survive in the long term. Hospitality businesses have perhaps been slower with developing employee wellbeing strategies, but they're starting to catch up. It might even be this industry that could benefit from such strategies more than businesses in other industries: employees that feel well result in a decrease in staff turnover, and long-term employees are hard to find for places with irregular working hours.

Another good reason to focus on employee wellbeing is the future leaders of our society. Hospitality businesses are often the first places of employment for young people. Developing employees' personal and professional skills is an important responsibility, and a good start to a career develops a good work ethic. Showing young people the importance of employee wellbeing hopefully results in very long, healthy and uninterrupted careers as productive members of the society.

Reippailuhalli Huimala (hereafter "Huimala") was chosen to be the commissioning party for this thesis. Huimala is an indoor activity park, located on the top floor of a shopping centre in Konala, Helsinki. Huimala moved to Konala from Espoo in 2015, and a new, bigger location created the need for more employees. The new premises, together with a new staff structure, meant that many of the old working methods had to be redesigned. Since these changes took place Huimala has not investigated satisfaction levels among employees, and thus the idea for this thesis was created.

An employee satisfaction survey is typically conducted at larger corporations and organizations with more permanent staff. Businesses in the hospitality industry tend to have a constantly changing workforce and highly fluctuating seasonal activity levels. This may lower the motivation to focus on employee wellbeing in some smaller businesses, but this should not be the case, since employee wellbeing is an essential component in making a business more competitive. Current employees also act as brand ambassadors around future employees, whether one realizes it or not. The external image and perceived desirability of an employer is conveyed through their staff members, and good quality service would not exist without a dedicated staff. It is safe to assume that if an employee enjoys working at Huimala and is satisfied with their working conditions, it is directly shown in the quality of work performance and productivity, and ultimately in business profits. A study by Evanschitzky, Groening, Mittal & Wunderlich (2010) supports this idea; they found that

higher employee satisfaction directly leads to higher customer satisfaction, and it also indirectly strengthens the association between customer satisfaction and customers' repurchase intentions.

After opening its new location, Huimala has become a serious competitor to other similar indoor activity parks – in fact, in late 2016 *Helsingin Sanomat* published an article comparing Huimala with two other activity parks from a four- and six-year-old's point of view, and Huimala turned out to be the favorite. One way of staying on top of the competition is to ensure that Huimala has satisfied and committed employees.

The theoretical background of this research is based on positive psychological capital. Satisfaction surveys have often tried to identify things that are going wrong in an organization, whereas focusing on the positive aspects would allow the organization to capitalize on its strengths. One of the key founding contributors of psychological capital, Fred Luthans, has stated that employees' positive psychological resources can be developed and managed for better organizational productivity, and they are directly linked to employee satisfaction (Luthans, 2002b). Therefore, while measuring employee satisfaction, this research aims to also identify the current state of employees' psychological capital.

1.1   Purpose and objective of the study

The main objective of this thesis is to assess the current level of employee satisfaction and psychological capital in Huimala. The purpose is to add more strategic value to Huimala's human resource management activities by providing useful information about their employees' opinions, and giving practical recommendations that support further development. The commissioner has asked for recommendations that are 100% applicable to the daily operations; Huimala often has very limited resources, so any types of improvements or changes must be applicable to both the present and future. Improvements must also be applicable to both present and future employees, and they should be easy to implement even during busy times.

The overall goal is to help Huimala understand their employees better. As positive psychological resources can be developed and managed for a better work performance, some practical solutions will be created to help Huimala develop their employees' positive psychological capital even further.

1.2 Research problems and delimitation of the study

The main research question of this study is formulated as following:
What is the current level of employee satisfaction in Huimala?

Since this research will utilize the theory of psychological capital, a small portion of the satisfaction survey will aim to measure employees' psychological resources. The goal is to evaluate the level of the existing psychological resources of Huimala's employees and see how they could be developed further. Therefore, a sub-question was formulated as following:
What is the current level of psychological capital amongst employees?

Due to time constraint and the precise objective of the study, this research will only be limited to the first level employees and middle management, i.e. shift managers. These people all share the same type of employment contract and the shift managers very often work as first level employees, depending on the need.

1.3 Commissioning party

The next two subchapters provide a better overview of Huimala and the current state of business. The author has been a part-time employee at Huimala since October 2015; there is a good understanding of the nature of work in all areas, and understanding increases the chances of creating relevant recommendations at the end of this research.

1.3.1 Overview

Huimala was founded in 2006. It was located in Juvankartano, Espoo, until it moved to its current premises in Konala. Climbing corner is the park's newest addition, and it features activities such as zip lines, wall climbing, adventure trails and free falling. Rest of the park has a large variety of activities for the younger customers, such as trampolines, largest indoor slide in Finland, labyrinths and a laser cave. Huimala also hosts a large number of children's birthday parties, a smaller number of charity events, and with climbing corner being the newest addition, bachelor parties and companies' recreational events are expected to become more popular.

Huimala is open all year round, with a few exceptions during Christmas and midsummer. Busiest seasons are during the Finnish school year, weekends and school holidays being the most popular times to visit. During summer the business is highly dependent on weather conditions, as good weather often means people wish to stay outside.

Huimala's objective is to act as a springboard and help people adopt an active way of life. The CEO and owner of Huimala, Kimmo Stude, explains: "All the fun activities of the park – climbing, jumping, bouncing, sliding etc. - can be easily incorporated into the ordinary everyday environment. Huimala is a place where these activities can be tested in many exciting ways. A brisk exercise can be carried out unnoticed when having fun, and it helps with managing everyday life" (5 Sept 2016). Stude shares the ownership of Huimala with a number of private investors.

In 2015, Huimala had annual operating income of -71,000€, which is 23,66% less than in 2014. By the end of the year 2015 Huimala was nearly debt-free, so the net income and operating income were nearly the same. In 2016 Huimala aimed for zero profit. These numbers are not comparable with the company's earlier results, because in 2015 Huimala was closed for two months, and there were a large amount of one-time expenses and expenses unrelated to the business operations due to the planning and moving to a new location between 2014 and 2015. Staff expenses are the most central item of expenditure in addition to real estate expenses in the income statement of 2016.

Huimala's key customers are families with children, birthday groups and other groups of friends, kindergarten and school groups, associations, parishes, and businesses. The concept of Huimala is refined bit by bit based on customer experiences, but the current focus for development is targeted at marketing. Understanding customers is still at the initial stage, so the main goals of communication are making Huimala more known among the key customer groups and activating the customers. An attempt is made to crystallize the brand more clearly and to find a message that each of the customer groups can relate to. The staff has a central role in creating a positive customer experience, so the service processes (as well as products and pricing) will be carefully examined. (Stude, K. 5 Sept 2016)

1.3.2 Current state of Human Resources Management

Huimala is currently employing 33 people, out of which 29 are part-time employees (including the author, on May 11th, 2017). An average employee of Huimala is a female student under 25 years of age. The younger the employee, the more likely it is for them to be experiencing their first employment. Turnover rate of employees is not followed, but as the nature of business in Huimala is cyclical and most employees are studying, new people are recruited several times a year.

Huimala does not have a separate strategy for Human Resources. The top management understands the connection between employee satisfaction and a positive customer experience in a way that if the employees are satisfied with their working environment and with management, it'll lead to high-level customer service and appreciative customers that are willing to return and recommend the services further. The key to increasing profitability of the business is seen in efficient shift planning and managing performance.

2   Psychological capital

This chapter introduces the basic idea of psychological capital. A definition is presented, and psychological capital as a construct is examined. Furthermore, an overview of the four psychological resources involved in this area is provided together with some concrete examples.

2.1   Brief history and definition

The concept of positive psychology was coined at the beginning of 2000s by research psychologists Martin Seligman and Mihály Csíkszentmihályi. Researchers wanted to put more focus on the optimal human functioning, i.e. the strengths and more positive aspects of people, as by then most of the discussions had revolved solely around the negative and dysfunctional aspects (Seligman & Csíkszentmihályi, 2000). Since then, positively oriented concepts have started to appear and gain more attention among organizational psychology scholars and practicing managers.

Psychological capital was born as a result of this development. To understand the term better, positive organizational behavior will first be briefly introduced. This concept was created in 2002 in order to bring more focus to the positive development and management of human resources.

Positive organizational behavior (POB) is defined as "the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement" (Luthans, 2002b). In Badran and Youssef-Morgan's words, POB offers a scientific, integrative framework that can help measure, explain and develop generative aspects in the workplace. To differentiate POB from other positive approaches, an inclusion criteria was set: it is positive, theory based, measurable, developmental and performance related. Looking at these criteria, four positive psychological resources were identified to match the description: self-efficacy, optimism, hope and resilience (Badran & Youssef-Morgan, 2013).

When these four positive psychological resources – also referred to as positive constructs (Luthans, Youssef & Avolio, 2007) or capacities (Luthans, Luthans & Luthans, 2004) – are combined, we get what is called psychological capital.

Psychological capital (PsyCap) or positive psychological capital is defined as:

> "An individual's positive psychological state of development that is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success" (Luthans, Youssef, & Avolio, 2007, p. 3).

In short, psychological capital is meant to address positivity in the workplace at the individual level (Youssef-Morgan & Luthans, 2013). It goes beyond both human capital, i.e. the skills and abilities of employees, or simply "what you know", and social capital, i.e. the resources of contact networks, relationships and trust, "who you know". Psychological capital is more about your reaching your potential, "who you are today"; the positive psychological resources you demonstrate at work (Luthans, et al. 2004).

2.2   Psychological capital as a construct

Deeper analysis of psychological capital reveals that it is "a state-like, higher order construct" (Luthans, Youssef, Avolio, 2007). The term 'state-like' refers to PsyCap being somewhat malleable and open to development: the four resources of confidence, optimism, hope and resilience fit in this description as they are momentary states rather than traits, that are very stable and hard to change (such as personality or strengths). Luthans et al. (2007) noted that although the four resources of PsyCap could have some stability over time, they are not as stable as personality traits or core self-evaluations; the key is being open to change and development.

When these four state-like resources are put together, we form what's called a higher order construct. The shared underlying mechanism among these four resources is "one's positive appraisal of circumstances and probability for success based on motivated effort and perseverance" (Luthans, et al. 2007, p.550). In short, each of these resources have something in common that contributes to accomplishing tasks and goals and driving motivation and behaviour. Each of them are important on their own, but studies have shown (Luthans, et al. 2007) that when put together they have a higher relationship with performance and satisfaction, supporting the idea of an overall core construct.

2.3 Four psychological resources

In this chapter the four psychological resources of self-efficacy, hope, optimism and resilience are presented, and concrete examples of how these resources contribute to work performance are provided.

2.3.1 Self-efficacy

'Confidence' is often used as a synonym to self-efficacy, but in fact there's a slight difference. Self-efficacy is about how much the employee believes they have what it takes to succeed at challenging tasks, i.e. "an individual's conviction (or confidence) about his or her abilities to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context" (Stajkovic & Luthans, 1998, p. 66). Self-efficacy is also the original and correct term when speaking of psychological capital, and therefore this research will be using the term 'self-efficacy' over 'confidence'.

Employee performance increases when employees demonstrate self-efficacy, because confidence to succeed makes individuals select challenging goals and put effort towards reaching them. Those who do not have confidence show very little effort to succeed. Self-efficacy can be developed at workplace through various ways; personal accomplishments provide direct positive feedback about one's abilities, but for creating a long-lasting feeling of confidence, success must not come too easily – nor can the goals be too overwhelming. Seeing colleagues' successful performance can help reinforce the belief that "I, too, can do this" – but similarly, seeing others fail might lead to doubting own abilities. Social persuasion can be a powerful tool for managers if used correctly; providing positive feedback to employees, telling them they "can do this", and help them on their path to success by being genuine and giving necessary information. Social persuasion can do a great deal of harm to one's self-efficacy if used negatively, through unkind words and negative feedback. Employee's physical and mental condition can also either deflate or build self-efficacy, because people assess their capabilities through their own feelings. Negative feelings (such as anxiety, illness, stress, fatigue) lead the person to believe they are less capable, whereas a person in good physical and mental condition has a better starting point for developing self-efficacy (Avey, Nimnicht & Graber Pigeon, 2010).

A few other practical methods of developing employees' self-efficacy include providing all the resources they need to perform, establishing clear objectives and following up on them, providing training, giving control over how they perform, providing information on

how things are done, and following up on new employees to see how well they've adjusted (Gruman & Saks, 2013). The survey of this research will investigate whether these methods are used in Huimala (see chapter 4.1.1, Facets of the survey).

2.3.2 Hope

Hope is seen as "a positive motivational state" that consist of "the willpower and determination to achieve goals" and "waypower or ability to generate alternative ways to overcome obstacles" (Badran & Youssef-Morgan, 2015, p. 355). Hope has not been researched or applied to the workplace as much as self-efficacy, but it is an important resource of psychological capital nonetheless. A study by Peterson and Byron (2008, p.1) found a positive link between employees with higher level of hope and better job performance; those with more hope were more determined to reach their goals and possessed a remarkable ability to maneuver through obstacles.

Some concrete ways managers can help to build hope in their employees is by creating and clarifying organizational and personal goals that are specific, measurable, and broken down into manageable sub-steps. Task difficulty should be adapted to each employee based on their personal development stage, and each goal should have at least one "plan B", an alternative action plan to help overcome unforeseen obstacles. It's also important to remember to enjoy the process (Avey, et al. 2010). When it comes to new employees, orientation programs can help boosting expectations for success by telling stories of earlier successes, and creating trusting and respectful relationships between supervisors and colleagues increases mutual commitment. Support from supervisors and follow-up on personal goals are also great ways to help the employee identify goal-related thoughts and thoughts that are self-defeating, and encourage regular hopeful thinking (Gruman & Saks, 2013). Supervisory support, task difficulty and the ability to overcome obstacles are measured later on in the survey.

2.3.3 Optimism

Hope and optimism are commonly used terms, but the two terms are in fact different. The theory on optimism is drawn from the views of Seligman (2002) that there are two crucial dimensions, permanence and pervasiveness, that determine one's style of explaining good and bad events. Permanence is about time; for example, an optimist sees bad events as only temporary ("work was tiring today"), whereas a pessimist feels they are permanent ("I'm a lousy employee"). In the case of good events the reaction is opposite:

optimist feels it is a permanent event ("I'm a talented employee"), and pessimist sees it as a temporary event ("I prepared myself well for this"). Pervasiveness is about space; in case of bad events an optimist would make a specific interpretation of the situation ("I had issues with this printer"), whereas a pessimist would generalize by saying "I cannot use printers". The opposite happens again when dealing with good events: optimist would make a universal interpretation and say they are talented, and pessimist would give all credit to a specific resource that enabled the success.

Optimism can also be divided into realistic and unrealistic optimism, where the key to success is in realistic optimism: when a person expects to be successful, they're more likely to persevere and not give up. When a group of employees demonstrate optimism, they put more effort toward achieving a goal and contribute positively to overall employee performance (Avey, et al. 2010).

Optimism can be developed while fostering hope, as when the employee plans to overcome obstacles and succeed, they set positive expectations that contribute to optimism. Newcomers' optimism about their ability to succeed at a new job needs support and validation in the beginning. Feedback from supervisors, personal planning with achievable goals, and received recognition and appreciation similarly foster optimism, and help connecting negative outcomes to external, temporary and situation specific factors instead of blaming oneself (Gruman & Saks, 2013). Feedback, recognition, appreciation and optimism are measured in the survey later on.

2.3.4 Resilience

Resilience is "the developable capacity to rebound or bounce back from adversity, conflict and failure, or even positive events, progress and increased responsibility" (Luthans, 2002a, p. 702). Resilient people are characterized by acceptance of reality, deep belief that life is meaningful, and a remarkable ability to improvise and adjust to big changes (Luthans, et al. 2004). The skill could also be needed amidst drastic positive changes, which are not at all uncommon in today's constantly changing business environment. Resilient people are seen to experience "little or no loss of functioning after major setback", and it is this ability that is seen as especially useful for enhancing employee performance during hard times and when performing in a stressful environment.

When developing self-efficacy, hope and optimism, it also influences the development of resiliency. Management can help by building awareness of personal resources that can be used in challenging situations, and awareness of thoughts and feelings during challenging

moments helps to adjust to changes. Supervisory support and proper training is especially needed with new employees who fail several times before getting the idea of things (Gruman & Saks, 2013). Resilience is measured in the survey later on.

3   Employee satisfaction

This chapter provides an overview of employee satisfaction and its measures. Later, a connection between employee satisfaction and psychological capital is discussed.

Between employee engagement, satisfaction and motivation, employee engagement and motivation are undoubtedly very popular approaches to human resource management. Employee satisfaction as a concept was chosen to be the focus for this research, as (for a small organization like Huimala) it serves as a better starting point for increasing strategic decision making in the field of HR. Once the organization has a concrete HR strategy and it knows what's going on among their employees, the question of how to make employees more committed and enthusiastic becomes more relevant. Motivation, however, goes hand-in-hand with employee satisfaction, and some of the existing employee satisfaction theories are in fact also motivational theories. Motivation is left out of this research simply for the sake of narrowing down the topic, and because employee satisfaction measures also other facets than just motivational factors – and its method of measurement is easier to combine with that of positive psychological capital.

3.1   Various definitions and measures

The concept of employee satisfaction (or job satisfaction) was born in the early 20th century and the first contemporary measure was created in 1935. Employee satisfaction was first, and is still most commonly defined as whether one likes their job, or whether one is content with their job (e.g. Spector, 1997). One of the most popular definitions is by Edwin A. Locke (1976): Employee satisfaction is "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences". It's also seen as an affective (emotional) reaction to one's job (Cranny et al. 1992). It wasn't until the 1980s before researchers recognized that employee satisfaction can also consist of cognitive responses, i.e. evaluation and judgement – commonly described as the "attitude one has towards their job" (Brief, 1998; Weiss, 2002).

Employee satisfaction today is separated into two different constructs: affective employee satisfaction and cognitive employee satisfaction. Affective employee satisfaction is alternatively defined as "a global feeling about a job", which means it embodies an overall positive emotional response to a job as a whole or in general (Thompson & Phua, 2012). Some researchers also call this a global job satisfaction (e.g. Spector, 1997). Cognitive employee satisfaction, on the other hand, is based on comparisons which don't rely on emotional judgements, but instead on evaluations of conditions, opportunities or outcomes

(Thompson et al. 2012). Paul E. Spector refers to this as the facet approach to employee satisfaction, as it's about measuring different facets of a job. According to him a facet approach is also more beneficial than a global approach, as it provides a more detailed picture of a person's job satisfaction (Spector, 1997).

The existing scales that measure employee satisfaction differ in ways that they assess affective employee satisfaction and cognitive satisfaction. Affective employee satisfaction scales measure the feelings one has toward their job, and cognitive scales are a more logical evaluation of different dimensions of a job. One of the most commonly used measure was created by Smith, Kendall and Hulin in 1969: The Job Descriptive Index (or JDI). JDI is a cognitive measure that focuses on five facets (work, pay, promotion, supervision and coworkers). However, as Brief and Weiss pointed out, employee satisfaction is often defined in affective terms, but typically only the cognitive aspects are measured. They stated that it "no longer should be acceptable to define job satisfaction one way (affectively) and measure it another (cognitively)" (Brief & Weiss, 2002, p. 283 – 284). As a response to this criticism, JDI was renewed and shortened (Abridged Job Descriptive Index, 2002), and a scale that measures mainly affective satisfaction was created (A Brief Index of Affective Job Satisfaction, 2012).

The survey presented in this research is adapted from existing cognitive scales, to support the chosen definition and above all, to better integrate the measures of employee satisfaction and psychological capital. The popular JDI and its successor Abridged JDI are considered mostly cognitive, but their five facets serve the purpose of this research very poorly – they completely disregard communication, and as most of the existing scales, they measure office-type of work that is simply not realistic for a hospitality business. A Job Satisfaction Survey (JSS), created by Paul E. Spector (original from 1985, revised later in the 90s) was available, and although the survey contains both affective and cognitive statements, it measures nine different facets that are more adaptable to Huimala's working environment: pay, promotion, supervision, benefits, contingent rewards, operating conditions, coworkers, nature of work and communication. This survey was chosen to be the base framework. Besides JSS, satisfaction scale items used in Christen, Iyer & Soberman's research (2006) were used as a side reference.

3.2 Connection between employee satisfaction and psychological capital

The relationship between employee satisfaction and psychological capital has been a topic of interest in the past decade, and there's plenty of evidence suggesting they are

positively linked. A study by Luthans, Norman, Avolio and Avey (2008) indicated that employees' psychological capital is positively related to their performance, satisfaction, and commitment. Similarly, a study by Avey, Reichard, Luthans and Mhatre (2011) indicated "significant positive relationships between psychological capital and desirable employee attitudes (job satisfaction, organizational commitment, psychological well-being), desirable employee behaviors (citizenship), and multiple measures of performance (self, supervisor evaluations and objective)". There are also a number of other studies that form a connection between positive psychological capital, and employee satisfaction, increased performance and commitment (Luthans, et al. 2010; Peterson, et al. 2011; Çetin & Varoğlu, 2015; Avey, et al. 2010). These studies were able to show that psychological capital is positively connected to not only employee satisfaction but also other positive behaviors, which leads to a conclusion that organizations ought to pay more attention to developing employees' psychological capital.

3.3   Similarities between the two concepts

Psychological capital has a strong connection to employee satisfaction, but there are also similarities in the way they are conceptualized. Perhaps the clearest resemblance is that the word 'cognitive' can be used to describe both: Thompson and Phua (2012) indicated that employee satisfaction has two separate constructs, affective and cognitive satisfaction, whereas the shared underlying mechanism among the four essential psychological resources of hope, self-efficacy, optimism and resilience is described as cognitive, agentic and developmental (Youssef-Morgan & Luthans, 2013). Weiss (2002) stated that job satisfaction is "an attitude, a positive or negative evaluative judgement one makes about one's job or job situation", which is a great definition for cognitive employee satisfaction. The four psychological resources are defined in a similar way; self-efficacy is described as the ability to mobilize cognitive resources, among others, which indicates it's a cognitive resource. Another example is optimism, where one makes an evaluative judgement of a situation.

Employee satisfaction and psychological capital are also both described as "states", either emotional states (Locke, 1976) or momentary states (Luthans et al. 2007). The study by Luthans et al. mentions that self-evaluations are more stable, and cognitive employee satisfaction is about making an evaluation, but in this case evaluation is being made of a job instead of self, and job conditions can be considered less stable than for example personality.

4 Research methodology

The objective of this research was to assess the current level of employee satisfaction and psychological capital in Huimala. A quantitative approach for this research was thought to be most beneficial, as in any small business it is better to conduct researches anonymously to guarantee objectivity and reliability. Choosing quantitative research over qualitative is an obvious risk when the sampling is small, but quantitative research is the most suitable method for measuring different items – which is exactly the purpose of this research (Creswell, 2013). A mixed-method research, that would combine both quantitative and qualitative approaches, would also be ideal for a small sampling – however, in this case total anonymity was most essential.

4.1 Data analysis method

The following six facets were chosen to the final survey: job performance, social climate, nature of work, supervision, communication and job appreciation. Job appreciation serves as an alternative for the traditional benefits and rewards; it contains items that measure some of the intangible motivational factors that form an image of how much the employee and the people around them appreciate their work. Social climate was adapted from Spector's JSS facet 'coworkers', which measures the relationships and atmosphere employees have in Huimala. The titles 'job appreciation' and 'social climate' were adapted from Christen, Iyer & Soberman. Supervision, communication and nature of work are original facets from JSS that measure employee satisfaction towards supervisors, current state of working conditions and the level of internal communication. Job performance measures psychological capital, with questions adapted from Luthans, Youssef & Avolio (2007).

Facets like pay, promotion, and benefits/rewards were either left out or only slightly covered because they're simply not considered important. Most employees come to Huimala for the time of their studying, and the collective agreement in this field cannot offer a competitive salary, so the most common requirement for salary among first level employees is that it's "sufficient"; one may consider salary to be sufficient if it allows them to save money for an expensive purchase item, another may want to cover at least half of their living expenses. Promotion opportunities are also relatively small: one may become a shift manager, but it's rare to go beyond this. However, opportunities for developing one's professional skills is evaluated. As for benefits and rewards, these do not exist in Huimala the way they typically do in other corporations, but feedback and non-monetary recognitions are included in the survey.

4.1.1 Facets and survey items

Table 1 shows each of the six facets and their items. Each item represents one question in the survey, except in job performance, where two or three questions evaluate the same thing. Questions 1 to 3 are not included in the facets because they ask the respondent to evaluate their current overall employee satisfaction, and the answers are then cross tabulated with the facets. The survey is designed to begin with the easiest questions, i.e. nature of work where the respondent simply evaluates the current state of tangible working conditions, after which the survey slowly moves on to statements that evaluate respondent's opinion on intangible and psychological aspects of work. The survey then ends with a few easy questions about communication. The complete survey is listed in the appendices (appendix 1. Satisfaction survey).

Table 1. Employee satisfaction facets and survey items

	Nature of work	Social climate	Job appreciation	Supervision	Job performance	Communication
1-3. General satisfaction	4. Responsibility	13. Atmosphere	16. Meaningfulness	22. Satisfaction	28-30. Self-efficacy	39. Goals of the organization
	5. Workload	14. Coworkers	17. Challenge	23. Supervisory feedback	31-32. Hope	40. Amount of communicaiton
	6. Shifts	15. Equal treatment	18. Supervisor listening	24. Approachability	33. Resilience (R)	41. Speed of communication
	7. Breaks		19. Supervisor appreciation	25. Expectations	34-35. Resilience	42. Intranet
	8. Preconditions		20. Job autonomy	26. Salary	36. Optimism	
	9. Safety		21. Opportunities for development	27. Problem solving	37-38. Optimism (R)	
	10. Orientation					
	11. Occupational health					
	12. Equipment					

Job performance is measuring respondents' current level of psychological capital using statements that are adapted from Luthans, Youssef & Avolio's PsyCap Questionnaire (PCQ). Some statements were not applicable to a hospitality environment, so they were rephrased to better correspond with Huimala's reality. Finnish translation of PCQ was available in a publication by Rauhala, Leppänen & Heikkilä (2013). The letter R at the end of items 33, 37 & 38 indicate that they will be reverse scored upon analysis.

Items 5, 10, 14-18, 21-23, and 39-41 were adapted from JSS. Out of these, items 10, 21 and 39 (orientation, opportunities for development and goals of the organization) can also be used to evaluate how the development of self-efficacy is enabled in Huimala, as orientation, control over personal performance and clear objectives are considered important (see chapter 2.3.1 for developing self-efficacy). Items 17 and 18 (challenge, supervisor listening) can be used to evaluate Huimala's development opportunities regarding hope, as task difficulty and support from supervisors influence the development of hope. Item 23, supervisory feedback, on the other hand can develop optimism.

Items 4, 8, 13, 19-20, and 25-27 were adapted from Christen, et al. Out of these, item 4 (responsibility) can be used to measure development of hope, as it relates to task difficulty. Items 8, 20 and 25 (preconditions, job autonomy and expectations) can be used to measure development of self-efficacy; providing needed resources, having control over one's own work and employees knowing what is expected of them contribute to self-efficacy. Finally, item 19 (supervisor appreciation) is ideal for measuring the development of optimism, as feedback, appreciation and recognition increase optimism. The remaining items, 6-7, 9, 11-12, 24, and 42 were added because the author's personal working experience shows they have an influence on the overall satisfaction in Huimala.

4.1.2   Tools of the survey

With such a small population, it was crucial to make sure the survey collects as many answers as possible. Since the main method of contacting participants was via smartphone application, it was essential that the survey itself was easy to fill in via mobile. A short test survey was created using Webropol, SurveyMonkey and Google Forms. Webropol had the option of creating a mobile survey, but the layout and scaling of this survey was the most inconvenient. SurveyMonkey had a prettier layout, but answer options did not have a user-friendly presentation. Google Forms was chosen to be the survey tool for this research because it had the most user-friendly scaling, layout and text formatting, and it was the easiest to use when creating questions.

The survey itself was separated into shorter sections (one section per facet) to make answering less tiresome, and all questions were evaluated using a five-level Likert scale, to create consistency for the respondent. A five-level Likert scale was also chosen because it allows calculating an average score. Likert scale is a suitable method for cognitive satisfaction surveys, as it allows the respondent to evaluate their opinion and select an answer accordingly.

Picture 1 shows a mobile view of the survey. A Likert scale usually has explanations underneath or next to each level – for example one means 'strongly disagree' and a five 'strongly agree'. In this survey, however, the titles had to be left out because the scales would've become very impractical and hard to read. Instead, each level was written out as a reminder in the beginning of each section (left side of picture 1), and a plus and a minus sign were added on both sides of the scale to indicate the positive and negative ends. This was so that the respondent would still remember the meaning of each level, after scrolling down enough for the instructions to disappear from view (right side of picture 1).
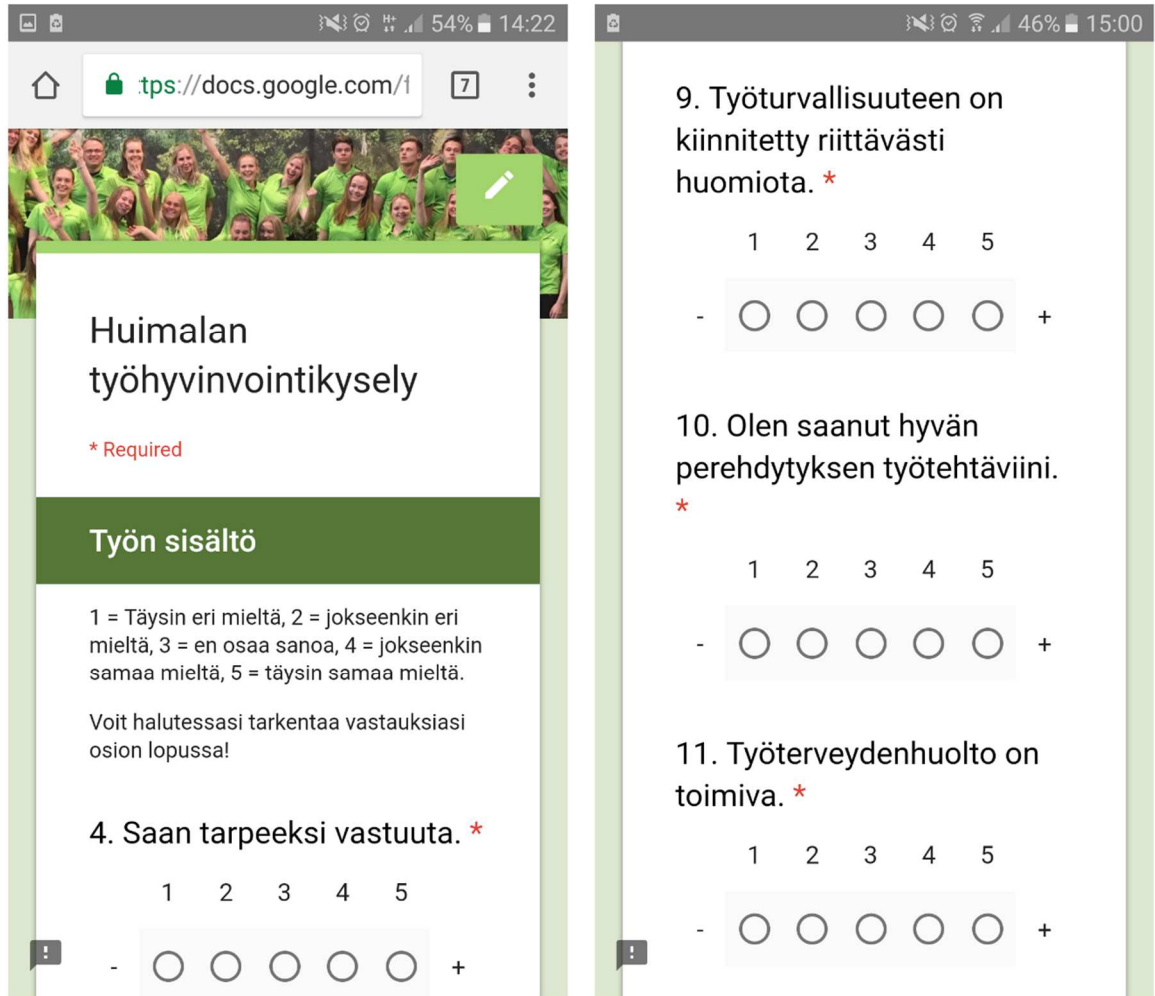
Picture 1. Mobile view of the survey

The final way of increasing response rate was to keep the number of facets and their items as low as possible, so the survey wouldn't take too much time to fill in. In comparison, JSS and PSQ combined would've had a total of 60 items, whereas this survey has 42 items. A decision was made to avoid repetitive questions, a technique that is often used to ensure that the survey is valid.

4.2   Reliability and validity of research

A reliable research means that it would generate similar answers if the research was duplicated. It needs to be objective and clear to understand. What makes a research valid, on the other hand, is ensuring that it measures what it was supposed to measure (Taanila, 2014). A small pilot study was conducted to ensure the survey questions were objective and easy to understand, and as a result five questions were rephrased and the survey layout was slightly altered. The survey was also approved by a member of Huimala's top management before it was launched.

Another way of ensuring the survey is clear to understand was to formulate sentences using phrases that had already been tested to be working. Items 1, 13-14, 22-24, and 40-41 were formulated according to questions used in an employee satisfaction survey by Köyhäjoki & Vuolle (2009). Items 5, 7-8, 10 and 25-26 were formulated according to an employee satisfaction survey designed for Linnanmäki amusement park, created by a service design company Palmu (Kontkanen, 2016).

Validity became a slight issue regarding survey items that measured psychological capital. Several of the questions existing in the template created by Luthans, Youssef & Avolio were not applicable to Huimala's working environment, so the questions had to be rephrased while trying to maintain the idea behind it. Pilot study revealed only one question that had to be reconsidered, but an understandable question is not a guarantee of a valid measure. There seemed to be no other way of ensuring that these newly phrased questions still measure self-efficacy, hope, resilience and optimism than relying on their definition. There seem to be no altered versions of the original PsyCap questionnaire that could've been used as a reference. Only item 32 was directly from the original questionnaire, all other job performance statements had to be modified.

In the end the survey measured employees' opinions on different job facets, just as planned. If it were to be repeated, it would generate similar answers. Some respondents provided positive feedback during the data collection period, saying that the survey was fast to fill in, clear to understand and it wasn't missing anything important. The survey was also treated as a welcome initiative, and it raised a lot of interest.

4.3   Limitations of the research

One of the biggest limitations of this research is the fact that the total population, and therefore the acquired sampling, are very small. Having too few respondents could jeopardize the validity of the research, and the fact that no interviews will be held to broaden the research makes the successfulness of the survey even more uncertain. It may not be possible to make strict conclusions or generalizations if the response rate is too low.

A conscious decision was also made regarding offering "undecided" as an answer option in the survey. Likert scale often provides a neutral option of "neither agree nor disagree", but it is questionable whether the option is truly neutral, as it's an easy option to choose when the respondent is undecided (Armstrong, 1987). Having a small population also raised a question whether a neutral option should be offered at all, and therefore ensure

that all respondents express either agreement or disagreement, but this could be interpreted as forceful behavior and result in a smaller number of responses.

It is impossible to predict what kind of reception this survey will have among Huimala's employees. There have been no satisfaction surveys since the opening of Huimala's new location and feedback is rarely discussed, so a question was raised whether people will answer truthfully. In general people may sometimes answer what they believe is expected to be answered, instead of what their true opinion is – a socially desirable answer is a typical bias when conducting surveys. People also often avoid selecting the extreme answer options, "strongly agree" or "strongly disagree" (Furnham, 1986). There's also a possibility of people not having the courage to express their possible negative opinions, as they don't know what type of reaction the management level will have – there's no previous experience. This may lead to a low response rate, or show as an excessive use of the neutral answer option "undecided".

A decision was made to include the shift managers into the total population. This may lead to biased answers in the section that covers supervision, especially in items that ask to evaluate shift managers and the top management. A specified instruction was given in the survey about evaluating colleagues for those that are shift managers themselves, in the hopes of this resulting in less biased answers.

Finally, this survey may not be best suited for measuring employee satisfaction in other small hospitality businesses – at least not without minor adjustments. Parts of the survey items were created specifically for Huimala, and the facets in general are applicable mostly if the business and working environment are similar. However, it serves as a good template, as hospitality businesses in general have a similar collective agreement, their operations are fluctuating and staff structure has its foundation in customer service (as opposed to office work that requires certain type of expertise).

4.4 Population

The survey was sent to a total of 29 employees (excluding the author), out of which 27 responded. The majority were contacted via instant messaging application WhatsApp, which is the main tool of communication in Huimala. One employee that was not using WhatsApp was contacted via text message. In the hopes of increasing reliability of the survey, one former experienced employee of Huimala (that had just recently ended their employment) was also asked to respond. A letter was also attached on a wall in Huimala's staff premises to remind employees. The letter included an icon, which one could scan

with their smartphone, and be taken directly to the survey address (see appendix 2). The survey was open for 12 days, from April 21st to May 2nd, 2017. During the first 24 hours 48% of the total population had already answered to the survey, and the remaining answers were collected within the next seven days.

5   Survey results

This chapter presents the results of the survey. The 5-level scale that was used to collect responses had the following options (score yielded from each option enclosed in parentheses): strongly disagree (1), disagree (2), undecided (3), agree (4) and strongly agree (5). In the following analysis answer options are referred to as level 1, level 2, etc. Average scores were calculated for each answer: if the score is more than 3, it means more people have agreed with the given statement on some level, and vice versa. Tables presented together with analysis indicate the most popular answer options in bold.

A quantitative analysis method called "Tilastoapu", created by Haaga-Helia's lecturer Aki Taanila, was used to analyze the data. This is an Excel tool that has pre-programmed commands of the most common analysis methods, and it runs the calculations on an Excel sheet with just a few clicks and presents the data in a clear and comprehensible way. In this particular analysis, the tool was used for cross tabulation, calculating averages and standard deviation, and creating summaries. Although standard deviations are useful for determining how much the given opinions differ from the average, these numbers were chosen to left out. The sampling is rather small, so standard deviation doesn't necessarily offer that much valuable information – and another conscious decision was made to report answers without grouping options 1 and 2, and 4 and 5 together. Given answers are shown for each of the five levels, and this also gives an idea of how much the answers have differed from the average, making standard deviation less necessary to report.

As the survey was published in Finnish, all questions and respondents' comments presented in this report are English translations of the originals. Translations are written to match the originals as closely as possible, but slight differences may occur; all comments are available in both English and Finnish in appendix 3. When referring to how a statement is understood by the respondents, only the Finnish version applies and the specific wording of the English translation is merely a reference. The Finnish version of the questions is available in appendix 1.

5.1   Background questions

No traditional background questions (i.e. demographics) were asked to protect the anonymity of the respondents. Instead, current overall level of employee satisfaction, possible changes to it and the direction of these changes were evaluated. Around 78% of the respondents stated that their satisfaction is at least somewhat good at the moment (see table 2). Only 11% of the respondents disagreed, and another 11% felt undecided.

Table 2. Responses to questions 1 and 2

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
1. My job satisfaction is good at the moment.	0,0 %	11,1 %	11,1 %	**63,0 %**	14,8 %	3,8
2. My job satisfaction has changed during my time in Huimala.	3,7 %	3,7 %	18,5 %	**51,9 %**	22,2 %	3,9
Number of respondents: 27						

Second question (see table 2) revealed that the majority feels there have been changes to their level of satisfaction during the time they've been in Huimala. A more specific timeframe was chosen to be left out, as it would potentially risk the anonymity of the survey. A total of 74% expressed agreeing to the statement.

A small error was found in question 3 that aimed to measure the direction in which the respondent's job satisfaction has gone during their time in Huimala. The question asked the respondent to reply *only* if they chose answer options 'agree' or 'strongly agree' in question 2 – normally the survey can be programmed to reveal further questions based on earlier answers, but in Google Forms this would've taken the respondent to a whole new page. The goal was to keep the survey as user friendly as possible, so a decision was made to keep question 3 visible to all respondents regardless of their answer. As a result, two people answered to question 3 despite not agreeing with the statement in the previous question. This does not jeopardize the validity of the question, however, as it was easy to isolate these errors. In the following analysis these two responses are left unconsidered, as they have less than 5% influence on the results and therefore considering them would still lead to the same outcome.

74% of the respondents answered 'agree' or 'strongly agree' when asking if their satisfaction has changed. Out of these respondents, 60% answered that their job satisfaction has gone in a worse direction, and 40% answered it has gone in a better direction. Cross tabulation reveals these 40% had all either agreed or strongly agreed with question 1, meaning they all evaluated their current overall satisfaction to be on a good level. The survey did not ask the respondents to evaluate their starting point, so it is unclear whether these people felt dissatisfied at first, or if their satisfaction has gone from good to great, but the 40% that reported a positive change, now evaluate their satisfaction to be positive. Most of the 60% that felt their satisfaction had gone worse had evaluated their current satisfaction to be somewhat positive (level 4 in Likert scale), which may indicate that it used to be

higher, but it's also reasonable to consider the influence of response biases – such as providing answers that are socially desirable. The remaining respondents that reported a negative change evaluated their satisfaction as somewhat negative (level 2, three responses) or they were undecided (two responses).

5.2   Nature of work

Table 3 presents an overview of the nine questions and the given answers that were used to evaluate opinions on current working conditions. In this section of the survey all except one statement have an average score of more than 3, which indicates that people are generally satisfied with their working conditions.

Highest average scores were given to preconditions for good quality service (4,3), occupational safety (4,1) and orientation (4,1). Question 7, *"I get enough breaks during my shift"*, had the lowest average score of the entire survey (2,1). Question 11*, "Occupational healthcare is functional"*, received (together with question 27) the highest number of level 3 answers in the entire survey (40,7%), which indicates some respondents cannot say or have no experience regarding how Huimala's occupational healthcare is organized. A short comment on this topic was provided by one respondent: *"Occupational healthcare should be more broadly communicated to the employees."* This comment suggests that there are one or more employees who do not know how to use these healthcare services. However, 48% of the respondents gave an answer of 4 or 5, meaning that a slight majority has most likely used Huimala's healthcare services and agree that it's at least somewhat well organized.

Questions 4, 8 and 10 also showed signs of how well Huimala is developing their employees' psychological capital. Getting an appropriate amount of responsibilities, proper orientation and good preconditions for a successful goal delivery are developing the employee's self-efficacy and hope, and in this case, at least 70% of the respondents agreed that these are taken care of.

Other comments provided in this section mentioned that work is versatile, level of customer service tends to suffer during busy days, and that a 15-minute break is not considered enough during busy and long days. Occupational safety was said to be questionable when fixing the elevator of the Rollglider, shifts were said to be too short when they're less than six hours, and one respondent wished they could get orientation for more than just one task. For details see appendix 3, nature of work.

Table 3. Responses to nature of work

Nature of work	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
4. I get enough responsibility.	3,7 %	14,8 %	11,1 %	**48,1 %**	22,2 %	3,7
5. My workload is suitable.	0,0 %	11,1 %	14,8 %	**63,0 %**	11,1 %	3,7
6. I get a suitable amount of shifts.	14,8 %	7,4 %	11,1 %	**48,1 %**	18,5 %	3,5
7. I get enough breaks during my shift.	29,6 %	**40,7 %**	18,5 %	11,1 %	0,0 %	2,1
8. When taking care of my tasks, I have what I need to be able to provide good quality customer service	0,0 %	7,4 %	3,7 %	40,7 %	**48,1 %**	4,3
9. Enough attention has been paid to occupational safety.	0,0 %	7,4 %	11,1 %	**48,1 %**	33,3 %	4,1
10. I have gotten good orientation to my work.	3,7 %	7,4 %	7,4 %	33,3 %	**48,1 %**	4,1
11. Occupational healthcare is functional.	3,7 %	7,4 %	**40,7 %**	22,2 %	25,9 %	3,6
12. The tools and premises used by the staff are suitable.	7,4 %	11,1 %	14,8 %	**48,1 %**	18,5 %	3,6
Number of respondents: 27						

5.3 Social climate

Social climate only consisted of three questions (see table 4). Question 14 about getting along with colleagues received the highest average score in the entire survey, as no one disagreed nor even felt undecided about the statement. Work atmosphere received the second highest scores of the whole survey, where only roughly 3% felt undecided, but no one disagreed. The question that divided answers the most (together with question 26) was also in this section, as question 15 (*"employees are equally treated"*) received an average score of 3,0. If this question's answer options 1 and 2 are combined and the same is done with options 4 and 5, the result is exactly 40,7% on both sides; an equal number of people expressed both disagreement and agreement, leaving the rest 18,5% undecided. Conclusions for this are drawn in chapter 6.1.

Comments given in this section addressed a great atmosphere and nice colleagues despite somewhat high employee turnover, and unequal treatment regarding task division and supervisors having "favorites" (see appendix 3, social climate).

Table 4. Responses to social climate

Social climate	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
13. The work atmosphere is good.	0,0 %	0,0 %	3,7 %	44,4 %	**51,9 %**	4,5
14. I get along well with my colleagues.	0,0 %	0,0 %	0,0 %	25,9 %	**74,1 %**	4,7
15. Employees are equally treated.	18,5 %	22,2 %	18,5 %	**25,9 %**	14,8 %	3,0
Number of respondents: 27						

5.4   Job appreciation

Job appreciation measures mostly the appreciation, experienced by the employee, which is coming from the direction of the management. Only one question (16) measured the employee's own appreciation towards their work. Average score for each question in this section is on the positive side. Highest average is in question 20, where a combined total of 70,3% expressed agreement regarding the ability to affect their working environment. Second highest average is in question 16, where 74,1% of the respondents feel as if their work is at least somewhat meaningful. Roughly one fifth of the respondents expressed disagreement in questions 18 and 19, indicating that their opinions and thoughts aren't always heard, or work contribution isn't always appreciated (see table 5).

Having control over one's own work is one of the components of developing self-efficacy, and between 66% and 70% of the respondents feel they have the opportunity for it. More than 70% feel they get support from the supervisors and have enough challenges, which develops hope. 66% also feel their work is appreciated, and this is important in the development of optimism.

The comments given in this section mentioned getting enough feedback, finding tasks at Huimala somewhat unimportant due to being easily replaceable, and same people taking care of same tasks making work less versatile (see appendix 3, job appreciation).

Table 5. Responses to job appreciation

Job appreciation	Strongly disagree	Disagree	Unde-cided	Agree	Strongly agree	Average
16. I find my work meaning-ful.	0,0 %	3,7 %	22,2 %	**59,3 %**	14,8 %	3,9
17. I get a suitable amount of challenges at work.	0,0 %	14,8 %	14,8 %	**63,0 %**	7,4 %	3,6
18. My thoughts and opin-ions are heard.	3,7 %	18,5 %	3,7 %	**51,9 %**	22,2 %	3,7
19. My work contribution is appreciated.	7,4 %	14,8 %	11,1 %	**44,4 %**	22,2 %	3,6
20. I can affect my working environment.	0,0 %	11,1 %	18,5 %	33,3 %	**37,0 %**	4,0
21. I have the opportunity to develop my skills.	3,7 %	7,4 %	22,2 %	**40,7 %**	25,9 %	3,8
Number of respondents: 27						

5.5   Supervision

Average scores given for supervision are again mostly positive (see table 6). Highest scores were given in question 25, *"I know what is expected of me at work",* which indicates the supervisors have been able to communicate their expectations appropriately – knowing the expectations has a positive influence on self-efficacy. Then again, such awareness can also come from the experience of working in Huimala long enough to know what needs to be done. Question 26, *"The salary of my work is reasonable"*, was the second question of the whole survey that had an average of 3,0 – there was a 7,4% differ-ence between those that disagreed and those that agreed. Question 27 (*"Any detected flaws are quickly intervened"*) gathered level 3 answers the most, 40,7%. This indicates most people don't know or do not wish to comment whether the statement is accurate. A combined total of 26% of respondents disagreed with this statement, and 33,3% agreed, making it a third of the total number of respondents (27). One fourth of the respondents felt they do not get enough feedback (which hinders the development of optimism), and an equal amount expressed dissatisfaction towards supervisors, but more than 80% felt su-pervisors are easily approachable. Being easy to approach may be interpreted two ways: either the supervisor is easy to reach via phone or email or they're physically present, or the supervisor's personality and openness makes the employee feel it's easy to come and talk to them. The respondents were not asked to specify the type of approachability they evaluated, but all in all the question has gathered a positive response.

Comments given in this section showcased both satisfaction and dissatisfaction towards supervision. Respondents said supervisors are nice, competent and easily approachable,

but they do not offer enough feedback and some have "an incorrect image of their job description" (see appendix 3, supervision).

Table 6. Responses to supervision

Supervision	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
22. I am satisfied with the superiors.	3,7 %	22,2 %	18,5 %	**29,6 %**	25,9 %	3,5
23. I get enough feedback from my work.	3,7 %	22,2 %	18,5 %	**33,3 %**	22,2 %	3,5
24. It is easy to approach my superiors.	3,7 %	3,7 %	11,1 %	**48,1 %**	33,3 %	4,0
25. I know what is expected of me at work.	0,0 %	0,0 %	14,8 %	**44,4 %**	40,7 %	4,3
26. The salary of my work is reasonable.	11,1 %	29,6 %	11,1 %	**40,7 %**	7,4 %	3,0
27. Any detected flaws are quickly intervened.	3,7 %	22,2 %	**40,7 %**	14,8 %	18,5 %	3,2
Number of respondents: 27						

5.6   Job performance

Job performance was the section of the survey that aimed to measure respondents' psychological capital. Questions 28-30 measured self-efficacy, 31-32 measured hope, 33-35 measured resilience and 36-38 measured optimism (see table 7). Each category therefore had three questions, except one: two questions were designed to measure hope, as question 30 was considered partly suitable to measure the hope category as well. The average score in questions 33, 37 and 38 (highlighted in yellow) are the result after reversing the scores.

Responses in this section were wildly positive. Each question measuring self-efficacy had an average score of more than 4, indicating that people feel confident about their competence also during busy days, they often get a feeling of success from what they do, and they trust their ability to find solutions when problems are presented. Hope category also collected average scores of 4 or higher, indicating that employees have the willpower to achieve goals and they're able to think of ways to overcome obstacles. One in every four employees felt that it's sometimes challenging to recover from a difficult customer interaction, but otherwise difficulties were approached with a positive mindset: 89% felt they can get through difficult situations. Questions 37 and 38 demonstrated a pessimistic mindset, so disagreeing with the statement was an indication of an optimistic attitude. Around 60% of the respondents disagreed with these two statements, but surprisingly almost 40% felt undecided.

Comments given in this section were short but concise. Respondents felt they are competent and have succeeded in their tasks, but one respondent felt they aren't given the chance to do more. Difficult situations are handled well, and trust among colleagues is perceived to be high. Communication issues were also addressed (see appendix 3, job performance).

Table 7. Responses to job performance

Job performance	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
28. I feel confident about my competence in moments of haste.	0,0 %	0,0 %	7,4 %	**48,1 %**	44,4 %	4,4
29. I often feel successful.	0,0 %	11,1 %	7,4 %	**48,1 %**	33,3 %	4,0
30. I know I can find solutions to a problem presented by a customer.	0,0 %	0,0 %	11,1 %	**48,1 %**	40,7 %	4,3
31. I can think of many ways to guarantee the satisfaction of our customers.	0,0 %	3,7 %	22,2 %	**44,4 %**	29,6 %	4,0
32. Right now I see myself as being pretty successful at work.	0,0 %	0,0 %	11,1 %	**48,1 %**	40,7 %	4,3
33. Recovering from a difficult customer interaction is challenging for me. (R)	**33,3 %**	**33,3 %**	7,4 %	22,2 %	3,7 %	3,7
34. I usually take stressful things at work in stride.	0,0 %	3,7 %	18,5 %	**55,6 %**	22,2 %	4,0
35. I can get through difficult situations at work because I've experienced difficulty before.	0,0 %	0,0 %	11,1 %	**66,7 %**	22,2 %	4,1
36. I always try to look on the bright side of things regarding my work.	0,0 %	0,0 %	18,5 %	**55,6 %**	25,9 %	4,1
37. If something can go wrong during a shift, it probably will. (R)	29,6 %	33,3 %	**37,0 %**	0,0 %	0,0 %	3,9
38. My success is caused by good working conditions, rather than my own contribution. (R)	11,1 %	**48,1 %**	37,0 %	3,7 %	0,0 %	3,7
Number of respondents: 27						

5.7 Communication

This section contained four questions about the current state of communication (see table 8). Answers were quite even in questions 40 and 41. The same number of people (44%) stated there is, and is not enough communication, and when asking if important information was arriving on time, answers were again equal – 44% felt information comes at

least somewhat on time, whereas 37% stated the opposite. Highest scores were given in question 42 (*"shift management system is easy to use"*) with an average score of 3,9, and second highest were in question 39 – 63% felt they know the goals of the organization, and around 22% stated they didn't. Knowing the goals of the organization is crucial for developing employees' self-efficacy.

Longest comments were provided in this section. WhatsApp and staff notebook received positive feedback, but important information was said to be often missing or coming late. One respondent also expressed their concern for the lack of knowledge new employees have regarding collective agreement, employee benefits and occupational healthcare, and suggested orientation should include these topics (see appendix 3, communication).

Table 8. Responses to communication

Communication	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Average
39. The goals of Huimala are clear to me.	3,7 %	18,5 %	14,8 %	**33,3 %**	29,6 %	3,7
40. There is enough communication.	3,7 %	**40,7 %**	11,1 %	29,6 %	14,8 %	3,1
41. Information about important matters comes in time.	11,1 %	**25,9 %**	18,5 %	22,2 %	22,2 %	3,2
42. The shift management system (My MaraPlan) is easy to use.	7,4 %	3,7 %	11,1 %	**48,1 %**	29,6 %	3,9
Number of respondents: 27						

6 Discussion

This chapter presents a conclusion of the results, and recommendations are provided. Finally, thesis process and learning will be assessed.

6.1 Conclusions and recommendations

The objective was to assess Huimala's current level of employee satisfaction and psychological capital, and this was accomplished: responses were mostly positive, with 78% stating their satisfaction is at least somewhat good. 27 responses out of a possible 29 is also an excellent result (considering how small the total population is) so it's safe to say the overall opinions match those of the entire staff.

Breaks received the worst reviews of the survey. The general rule in Huimala is that an employee gets a 15-minute break if their shift is 6 hours or longer, smaller breaks are given if necessary and if there's an opportunity for it. As the survey did not ask the respondents to evaluate their desired number and length of breaks, nor the reasons why they feel they're not enough, no conclusions can be drawn from the question other than that the majority of the respondents feel dissatisfied. Concrete recommendations also cannot be provided without more details on the issue. However, one comment was given on the topic. The respondent did not provide an opinion on what could help, but pointed out the reasons they think the breaks are not enough: too few employees on duty during busy days, and the number of breaks during long shifts. Without knowing the management's take on the issue, perhaps the best recommendation is to strive for transparency by communicating the reasons to the staff members. Understanding the reasons helps the employees to not only form a more educated opinion, but possibly also become more accepting towards the topic. This could have a significant impact on the satisfaction employees feel regarding the matter.

Social climate, and especially how well employees get along with each other, turned out to be the strongest asset of Huimala. This may be because employees are all young and can relate to each other, but also because those that thrive working in a fast-paced environment doing customer service are usually considered socially active and good at teamwork. One of the goals of recruitment should be (if it already isn't) to recruit employees that fit into the current social climate, as it seems to be the biggest reason people stay in Huimala for as long as they do.

Responses regarding equal treatment were interesting and difficult to interpret, mainly because the question failed to specify *by whom* the employees are equally treated – colleagues or management, or both. Treatment (as a social element) is also a very personal experience, and one's perception may not reflect the reality. If a person feels they receive equal treatment, they may not notice a difference in how others are treated – unless people discuss their experiences with each other. In this case, it's impossible to tell whether an individual had answered based on their own personal experience, or based on the image they've formed in their minds when discussing with other colleagues. The comment section provided insights on how some respondents perceived the situation. For two respondents the source of dissatisfaction seemed to be the fact that shifts in the hall are done by the same people, so perhaps an easy solution for this is to increase staff rotation during shift. This has already been implemented by those that work in the climbing area; employees switch with each other if the employee with the hall shift is capable of handling the climbing duties, but this is not yet an established practice. Another comment was made about some supervisors having "favorites" – this is a highly subjective interpretation, but perhaps the management can review the comment and see if they recognize any behavior patterns that might seem as having favorites. These three comments represent only about 10% of the total population, so further investigation about equal treatment would be required if reliable conclusions wanted to be drawn from the views of the total population.

Supervision was evaluated to be mostly positive, but salary divided opinions, an imbalance between (or the lack of) positive and constructive feedback were reported, and addressing problems raised a lot of confusion. The perception of a reasonable salary was addressed in chapter 4.1, where it was stated that it's subjective and means something different for everyone. What people have most likely evaluated in this question is whether the salary is sufficient enough for their personal purposes, and perhaps also whether the compensation is appropriate regarding the type of work they do – sometimes first level employees take care of shift management duties. One must also remember that with this industry's collective agreement salary expectations cannot be too high, especially if one does not have an education – which is the case with many, as they're still students.

Question 27 showed possible signs of too vague a question – idea was to ask if arising problems were taken care of instead of left hanging. An active (or preferably proactive) approach to solving problems and issues is saving time, money and resources, and if left hanging, it's a message to the employees that the management doesn't care about maintaining good quality. Although as much as one third of the respondents felt that issues are taken care of, most of the respondents claimed they didn't know or couldn't say whether

the statement was correct. This raises suspicions of some type of confusion in the way the statement is understood. First level employees are faced with such issues every day: a machine stops working, some device needs upgrading, or something just simply isn't working the way it should – whether it's a faulty item, or an inefficient working procedure. Employees have all experienced how the management reacts to such cases, so it's a surprise to have 40% of respondents feeling undecided. Perhaps people don't pay attention to such things, or perhaps the question would've needed further explanation – the way the statement was formulated in Finnish was very carefully thought through, so the sentence structure itself shouldn't have had any issues. No recommendations are given regarding this matter, as there was no proper conclusion.

One respondent raised a concern about some supervisors avoiding the tasks first level employees are doing. This is a sign of a mismatch between the expectations set by employees and supervisors. The expectation of what a supervisor does is hazy when all current shift managers work also as first level employees, meaning that on some days they are in charge, and some days they work the normal shifts. Normal first level duties are still taken care of also when you're in charge: when striving for both profitability and productivity, shifts are planned so that there are no extras on duty, and supervisors cover some of the first level tasks. When a supervisor suddenly isn't taking care of the first level duties, the employees are one man down and their workload increases. This is potentially where the dissatisfaction and the ivory tower perception comes from. The mindset of "everyone does everything" is often common in small organizations, and supervisors lead by their own example – if supervisors aren't all acting the same, and if employees don't have clear expectations regarding their supervisors' job descriptions, abnormal behavior is seen as avoiding responsibilities. A more transparent and open communication and having the space for discussing these views are the key for setting expectations between employees and supervisors: clear expectations lead to better team work, group cohesiveness and increased commitment and ultimately to better results.

Psychological capital wasn't easy to measure, as the questions had to be mostly reinvented, but the answers provided valuable information. Employees have an optimistic attitude at work, they trust their capabilities and they have the willpower to succeed, and difficulties are never seen as impossible to overcome. There is, of course, the possibility of a social desirability bias, which occurs when people choose the socially desirable answers instead of the truthful ones. However, as the social climate in Huimala is so strong, it must have a great influence on how employees feel about themselves at work. Some views on how Huimala is already developing their employees' psychological resources were also briefly evaluated, and results were positive: the development of self-efficacy was best

taken care of, whereas the development of optimism (mainly getting feedback and appreciation from supervisors) still has room for improvement. Concrete ideas on how to develop the four psychological resources are described in chapter 2.3.

Resilience received the weakest scores of the four constructs: every four employees sometimes find it hard to bounce back from dealing with difficult customers, but this is something they can be supported with. Knowing how to deal with difficult customers is the first step: listening to the customer, knowing what to say and how to say it, and knowing Huimala's stand on different situations so you know what type of solutions can be offered. If the employee has no previous experience with handling such situations, Huimala could go through the basic steps of how to act in these situations. Instructions should be given to all employees regarding how to protect yourself: for example your or your colleague's full name should never be given to a customer at any moment, and there are limits to how much you should handle – there's a difference between an angry customer and a verbally abusive customer, and sometimes, although rarely, back up is needed either in the form of another employee or the security. Support for a faster recovery after the incident is also important. If the encounter has left the employee in a state of shock, it's essential to offer the chance to talk about it, and offer a small break for them to calm down. Going through what happened allows the employee to put things into perspective, deal with their emotions and thoughts, learn what they did right and what went wrong, and go back to normal.

Current level of communication sparked the lengthiest comments, and they all expressed the need for an improved communication system. The staff notebook that was mentioned in one of the comments has been a welcome addition, but it is available only for those that are at work, and sometimes there's no time to read it. As WhatsApp is used by almost every employee, perhaps the most important changes could be mentioned in the WhatsApp group – such as changes to the pricing structure, or any ongoing campaigns one should be aware of. An intranet would be a convenient and easily accessible method for storing important documents such as employee's handbooks, and providing the latest news, all in one place.

In general, the questions measured what they were designed to measure, but more detailed conclusions could've been drawn with a different style of questions or just by adding specifications. There were a few occasions where lack of specifications made drawing conclusions rather difficult because it wasn't known what caused people to give the kind of answers they gave. The scale from strongly agree to strongly disagree was also complicated in the end, because it was different in Finnish. The literal translations of levels 2 and 4 were "somewhat disagree" and "somewhat agree", but in English they're not used with a

5-level Likert scale, so this had to be remembered when writing the results. A scale from 'poor' to 'excellent' would've provided more concrete answers in some cases, but it might have worsened the user friendliness of the survey. Comment sections added great value to the answers as they revealed what some respondents thought, and this lead to more concrete recommendations.

As a final recommendation, the results of this survey should be communicated to the employees. A staff meeting provides an ideal opportunity for going through a summary of the results, as it allows employees to ask further questions and alleviates possible misunderstandings or misinterpretations. Allowing the space for an open discussion is also a sign of transparency. A summary of the results should also be available for everyone to read in the staff premises, so that the ones not attending the staff meeting have a chance to be informed. In the future, a follow-up survey would be useful to see if any of the recommendations have been tested, if productivity has increased and if overall employee satisfaction has gone higher.

6.2   Thesis process and learning

This process has been a long yet rewarding one. Initial conversations about making a thesis for Huimala began over a year ago, and literature search began half a year later. Topic was chosen according to my own personal interests in human resource management and especially occupational wellbeing, and the commissioner accepted my proposal as this type of research hadn't been done in Huimala yet. Choosing positive psychological capital as the theory base made the research even more interesting, but I must admit it was a challenge to find ways to connect the views into the research – no pre-existing researches were found that attempted to measure employee satisfaction from the perspective of psychological capital. In the end, the survey measured both employee satisfaction and psychological capital, but I felt less confident about being able to tie them neatly together. I was also not able to formulate proper, scientific research questions, and the final conclusions may have less strategic value than what was originally intended.

Literature search taught me to think critically when finding suitable sources. Out of all the articles I went through, only a handful ended up having the kind of content I could utilize in my research. I encountered my biggest challenges while writing the theoretical framework, and often felt stuck and ashamed of not being able to move forward. The support I received from my thesis supervisor taught me an important lesson of asking for help. Another important lesson was related to managing personal workload and setting expectations; my tendency to strive for great results often made me expect too much from myself.

Creating a clear and realistic plan with the supervisor taught me to be more forgiving and accepting towards myself, and from empirical part onwards writing the thesis was completed independently with this new attitude.

Being an employee in Huimala myself was a real benefit, although at first I was worried if I'd be able to be objective. It was easier I had imagined, and I feel I was able to analyze the results without expressing any of my personal opinions. Understanding the needs of the organization enabled me to adjust the research accordingly, and thinking of practical solutions was easier because of being familiar with the current reality. I was especially happy to receive feedback about the survey from the respondents, as it validated my feelings about doing this research; I was doing the right thing.

The results of the survey will hopefully have some real value to the commissioner. I feel as if this thesis is the first step towards my future career with occupational wellbeing, and I'm excited for the opportunity to use my newly acquired skills and knowledge in something that makes the people around me feel better at work.

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Appendices

Appendix 1. Satisfaction survey

Hei Huiskilainen!

Toivon että sinulta löytyy hetki aikaa vastata muutamaan kysymykseen Huimalan työstä ja työhyvinvoinnista! Kaikki kysymykset ovat pelkkiä monivalintakysymyksiä, joita voi sitten halutessaan tarkentaa avoimissa kentissä.

Meidän vakkarityöntekijät Kimmo, Mikael, Juha ja Markus eivät vastaa tähän kyselyyn. VASTAAMINEN TAPAHTUU TÄYSIN NIMETTÖMÄSTI! Vastaukset raportoidaan myös niin, ettei yksittäistä vastaajaa voida tunnistaa.

Kysely on osa Anninan opinnäytetyötä, joten vastaamalla et vaikuta pelkästään Huimalan työhyvinvoinnin kehittämiseen, vaan myös työkaverisi valmistumismahdollisuuksiin - joten käytäthän äänesi! ;) Vastaathan myös, vaikkei sinulla olisi ollut hetkeen työvuoroja.

Kyselyn tulokset valmistuvat loppukevään aikana, ja löytyvät ainakin osoitteesta theseus.fi kesäkuun alkuun mennessä. Lisätietoja saa nykäisemällä Anninaa hihasta!

Vastausaikaa sinulla on 2.5.2017 asti.

YLEINEN TYYTYVÄISYYS

Arvioi seuraavat väittämät asteikolla 1-5 oman mielipiteesi mukaisesti.

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa mieltä, 5 = täysin samaa mieltä.

1. Työtyytyväisyyteni on tällä hetkellä hyvä.
2. Työtyytyväisyyteni on muuttunut Huimalassa oloni aikana.
3. Jos vastasit samaa mieltä, mihin suuntaan tyytyväisyytesi on muuttunut?
   a. Parempaan suuntaan
   b. Huonompaan suuntaan
   c. Muu: _____

TYÖN SISÄLTÖ

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

4. Saan tarpeeksi vastuuta.
5. Työni kuormitus on sopiva.
6. Saan sopivasti työvuoroja.
7. Työni tauotus on riittävä.
8. Minulla on tehtävääni hoitaessani edellytykset hyvään asiakaspalveluun.
9. Työturvallisuuteen on kiinnitetty riittävästi huomiota.
10. Olen saanut hyvän perehdytyksen työtehtäviini.
11. Työterveydenhuolto on toimiva.
12. Työvälineet ja henkilöstön käytössä olevat tilat ovat tarkoituksenmukaisia.

Vapaa sana työn sisältöön liittyen:

_____

ILMAPIIRI

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa

mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

13. Työilmapiiri on mielestäni hyvä.
14. Tulen hyvin toimeen työkavereideni kanssa.
15. Työntekijöitä kohdellaan mielestäni tasavertaisesti.

Vapaa sana ilmapiiriin liittyen:

_____

TYÖN ARVOSTUS

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa

mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

16. Koen työni olevan merkityksellistä.
17. Työni on sopivan haasteellista.
18. Ajatuksiani ja mielipiteitäni kuunnellaan.
19. Koen, että työpanostani arvostetaan.
20. Koen voivani vaikuttaa työympäristööni.
21. Minulla on mahdollisuus kehittää omaa osaamistani työtehtävissäni.

Vapaa sana työn arvostukseen liittyen:

_____

TYÖN JOHTAMINEN

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa

mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

22. Olen tyytyväinen esimiehiin.
    "Esimiehiin" lukeutuvat kaikki Huimalan vuoropäälliköt sekä vakituiset työntekijät (Kimmo, Mikael, jne). Jos teet itse vuoropäällikön tehtäviä, arvioi omaa mielipidettäsi suhteessa muihin esimiehiin.
23. Saan työstäni riittävästi palautetta.
24. Esimiehiäni on helppo lähestyä.
25. Tiedän työskennellessäni mitä minulta odotetaan.
26. Mielestäni tehtäväni palkkaus on kohtuullinen.
27. Havaittuihin epäkohtiin puututaan ripeästi.

Vapaa sana työn johtamiseen liittyen:

_____

OMA OSAAMINEN

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

28. Luotan omaan osaamiseeni kiiretilanteissa.
29. Koen usein olevani onnistunut.
    "Jee, mä tein sen!"
30. Uskon siihen, että löydän ratkaisun asiakkaan esittämään ongelmaan.
31. Pohdin aktiivisesti erilaisia keinoja taatakseni asiakkaiden viihtyvyyden.
32. Juuri nyt koen pärjääväni työssäni varsin hyvin.
33. Hankalasta asiakaspalvelutilanteesta toipuminen on minulle haastavaa.
34. Suhtaudun yleensä tyynesti rasittaviin asioihin.
35. Selviydyn hankalista tilanteista hyvin, sillä olen ollut hankalissa tilanteissa ennenkin.
36. Yritän aina nähdä asiat positiivisesta näkökulmasta.
37. Jos jokin voi työvuoron aikana mennä pieleen, se luultavasti menee.
38. Oma onnistumiseni johtuu hyvistä olosuhteista, ei niinkään omasta työpanoksestani.

Vapaa sana omaan osaamiseen liittyen:

_____

TIEDONKULKU

1 = Täysin eri mieltä, 2 = jokseenkin eri mieltä, 3 = en osaa sanoa, 4 = jokseenkin samaa mieltä, 5 = täysin samaa mieltä.

Voit halutessasi tarkentaa vastauksiasi osion lopussa!

39. Huimalan tavoitteet ovat minulle selkeitä.
40. Viestintää on riittävästi.
41. Tieto tärkeistä asioista tulee ajoissa.
42. Työvuorojärjestelmää (My MaraPlan) on helppo käyttää.

Vapaa sana tiedonkulkuun liittyen:

_____

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Appendix 2. Cover letter

VASTAA HUIMALAN TYÖHYVINVOINTIKYSELYYN!

Nyt sinulla on mahdollisuus vaikuttaa Huimalan työhyvinvoinnin kehittämiseen! Kysely toimii Anninan opinnäytetyönä, joten vastaamalla autat myös työkaveria.

Kaikki kysymykset ovat monivalintakysymyksiä, ja kysymyksiin on helppo vastata puhelimella. Aikaa kuluu noin 10 – 15min.

Kyselyyn vastaaminen on täysin luottamuksellista. Vastaukset ovat nimettömiä, ja ne raportoidaan niin, ettei yksittäistä vastaajaa voida tunnistaa.

Tutkimuksen tulokset julkaistaan kesäkuun alkuun mennessä osoitteessa theseus.fi, ja lisätietoja saa nykäisemällä Anninaa hihasta.

Kysely löytyy osoitteesta: https://goo.gl/forms/MqQXsvBMjoY2n0X23

Voit myös seurata tätä QR-koodia. →

Vastausaikaa on **2.5.2017** asti.

Käytäthän äänesi! ;)

Appendix 3. Survey comments

Nature of work

- *It'd be good if orientation was given for more than just one task.*
- *Shifts are too short (less than 6 hours).*
- *Preconditions for a good customer service are bad if we're busy and there's not enough employees. Occupational safety in the climbing area sometimes feels questionable, for example when fixing the* [elevator of the] *rollglider. ***
- *There's enough variety* [at work].
- *Employees should be told more about the occupational healthcare system. The current system we have for breaks is flawed especially during busy days, when we often have too few employees on duty and for example a 10-hour shift with one 10-15min break is just very tough.*
- *Work is versatile. Sometimes there can be some difficulties in customer service situations e.g. when food items run out.*

* Although the comment mentions repairing the Rollglider (zip line rollercoaster) itself, a specification is given because no first level employee nor a shift manager is ever doing any maintenance on the Rollglider. However, employees often fix the elevator system that is used to operate the Rollglider, and this process can be dangerous. Employees usually speak of "fixing the Rollglider" when they refer to fixing the elevator of it.

Original comments in Finnish:

- *Olisi hyvä, jos voisi saada perehdytystä myös muihin Huimalan työtehtäviin kuin vain yhteen.*
- *Liian lyhyitä työvuoroja (alle 6h)*
- *Edellytykset hyvälle asiakaspalvelulle on huonot jos on kiire ja liian vähän henkilökuntaa. Työturvallisuus tuntuu välillä kyseenalaiselta kiipeilypuolella, esim liitorataa korjatessa.*
- *Sopivan monipuolista.*
- *Työterveydenhuollosta tulisi kertoa laajemmin työntekijöille. Tauotus ei varsinkaan kiirepäivinä toimi, kun usein on liian vähän työntekijöitä töissä ja esimerkiksi 10h työpäivä yhdellä 10-15min tauolla on todella rankka.*
- *Työ on monipuolista. Välillä asiakaspalvelutilanteissa voi olla hankaluuksia esim. elintarvikkeiden ollessa loppu.*

Social climate

- *Tasks at work are different. Would be good if everyone was treated equally despite their age, and this way for example the same people wouldn't be standing just by the trampolines or race cars for 9 hours.*
- *Shifts in the hall are not divided equally. ***
- *It's nice to come to work each time, because the atmosphere is good and colleagues are really nice.*
- *In my opinion Huimala has an excellent group of employees and work atmosphere, and everyone gets along very well with each other :)*
- *The employee turnover is fairly large, so sometimes there's no time to get to know everyone properly. Of course trainees and TET-trainees** are a different matter. Some of the supervisors have clear "favorites" among the first level employees, which is why treatment doesn't always feel equal.*

* The so-called "hall shift" means that the employee is often stationed for example by the trampolines or race cars, supervising activities. The shift includes also other responsibilities.

** TET is a Finnish middle school program that allows 13-16-year-olds to get acquainted with working life. One TET training normally lasts 1-3 weeks.

Original comments in Finnish:

- *Työtehtävät erilaisia, olisi hyvä jos kaikkia kohdellaan tasavertaisesti iästä riippumatta ja näin esimerkiksi samat henkilöt eivät seisoisi 9 tuntia pelkillä trampoliineillä tai autoilla.*
- *Hallivuorot eivät jakaudu tasaisesti.*
- *Joka kerta on mukavaa tulla töihin, koska ilmapiiri on hyvä ja työkaverit ovat todella mukavia.*
- *Huimalassa on mielestäni todella hyvä työporukka sekä ilmapiiri ja kaikki tulevat hyvin toimeen keskenään :)*
- *Vaihtuvuutta henkilöstössä on melko paljon, joten kaikkiin ei aina ehdi kunnolla tutustua. Tietenkin tet:iläiset ja harjoittelijat ovat asia erikseen. Osalla esimiehistä on selkeämmät "suosikit" työntekijöistä, minkä johdosta kohtelu ei aina tunnu tasavertaiselta.*

Job appreciation

- *There's no chance to do different types of tasks and get more responsibility, the same people always end up doing the same things.*
- *I get to hear enough feedback about my work, which gives me ideas on how to improve or it gives me more energy to keep going.*
- *I like working at Huimala, but I don't find it exactly challenging or meaningful considering the fact that anybody could replace me and I don't see my work as too important.*

Original comments in Finnish:

- *Ei ole mahdollisuutta tehdä töitä monipuolisesti ja saada lisää vastuuta vaan samat ihmiset tekevät samoja asioita.*
- *Saan kuulla mukavasti palautetta työstäni, josta saan joko ideoita kehityksen kohteisiin liittyen tai lisää puhtia työn tekoon.*
- *Pidän Huimalassa työskentelystä, mutten koe sitä järin haastavaksi tai merkitykselliseksi siinä mielessä, että sinänsä minut voisi korvata kuka tahansa enkä nää työnkuvaani periaatteessa kovinkaan tärkeänä.*

Supervision

- *Positive feedback is rarely given, but there's plenty of negative.*
- *Supervisors know their job very well.*
- *Communication is really poor sometimes, first level employees are informed about stuff mainly in spoken and with vague pieces of paper. It'd be nice to receive feedback about the quality of work, as hard as it may sometimes be. Would be nice to hear feedback more often, both the positive and the constructive. However, supervisors are easily approachable and great people that are nice to work with :)*
- *Supervisors are all nice, but unfortunately some of them don't have the right image of what they're supposed to do. Some seem to forget that a supervisor is also an employee, not some "supreme god". The supervisors should also be doing the same tasks as the first level employees. Of course they also have their own tasks to deal with. Would be good for the supervisors to go through some small training or something similar, that would give a better orientation to the job.*

Original comments in Finnish:

- *Positiivista palautetta saa harvoin, negatiivista kyllä löytyy*
- *Työnjohtajat osaavat hommansa oikein hyvin.*
- *Tieto kiertää välillä todella huonosti, työntekijöille tiedotus on lähinnä epämääräisten lappusten sekä suullisen tiedon varassa. Palautetta työn laadusta olisi kiva saada vaikka sen antaminen voikin olla hankalaa, niin kehuja kuin kritiikkiäkin olisi kiva kuulla useammin. Esimiehet ovat kuitenkin helposti lähestyttäviä ja mukavia, hyviä tyyppejä joiden kanssa on kiva työskennellä :)*
- *Esimiehet ovat kaikki mukavia, mutta valitettavasti kaikilla ei ole oikeaa kuvaa tehtävästä. Jotkut unohtavat, että myös esimies on työntekijä, ei mikään "ylijumala". Myös esimiesten kuuluu tehdä samoja työtehtäviä kuin muiden. Tottakai heillä on omiakin hommia. Esimiesten olisi varmasti hyvä käydä jokin pieni koulutus tms. mikä perehdyttäisi enemmän tehtävään.*

Job performance

- *I can do more than they let me.*
- *So far I feel I've been pretty successful in my job. Hopefully also in the future!*
- *I have a strong trust towards my own competence and our group of employees, for example at least in my opinion difficult situations are handled well. Although, difficult situations or situations that are hard to solve are often caused by beforementioned poor communication, if for example the employee at cash register doesn't have all the latest information.*

Original comments in Finnish:

- *Osaan enemmän kuin minun annetaan tehdä*
- *Mielestäni olen onnistunut työssäni hyvin tähän mennessä. Ja toivottavasti jatkossakin!*
- *Luotan omaan osaamiseeni sekä työporukkaamme todella vahvasti, esim hankalat tilanteet hoidetaan ainakin oman kokemukseni mukaan hyvin. Aiemmin mainitsemani huono tiedonkulku vaikuttaa tosin usein siihen, ettei esim. kassalla oleva henkilö välttämättä ole aina ajan tasalla ja näin ollen syntyy hankalia tilanteita tai niitä on vaikea selvittää.*

Communication

- *WhatsApp group is really good.*
- *Sometimes I feel like communication is not working. Some employee might know a lot about something that the others have no clue of. I've anyway come to the conclusion that this is because of having too few staff meetings.*
- *For example surprising discount campaigns aren't always communicated to employees well enough. If you haven't had a shift in a long while, there is no channel for reading about latest updates that influence the employees, so you might feel pretty confused because there are sudden changes that haven't been communicated in a while. The staff notebook downstairs was a great invention! Getting the latest information relies pretty much on this notebook and on shift managers remembering to mention the updates.*
- *I've noticed, that at least the newer/younger employees aren't necessarily aware of our industry's collective agreement, employee benefits or occupational healthcare. Surely it'd be good if the new employees received a "Huimala-orientation". In this orientation topics could include e.g. employment matters and other matters everyone should know about. This way you wouldn't have to act based on rumors or hearsay. In my opinion orientation has gone well regarding how to do your work, help and instructions are available. And people have the courage to ask for them.*

Original comments in Finnish:

- *Whatsapp ryhmä on tosi hyvä*
- *Välillä tuntuu ettei tieto kulje hirveän hyvin. Joku työntekijöistä saattaa tietää paljon joistain asioista joista muilla ei ole tietoa. Olen kumminkin tullut siihen päätökseen, että se johtuu vähäisistä palavereista.*
- *Esimerkiksi yllättävistä alennuskampanjoista ei tiedoteta aina työntekijöille riittävästi. Jos ei ole ollut pitkään aikaan töissä, ei ole mitään kanavaa, josta voisi käydä lukemassa Huimalan uusimmat muutokset jotka vaikuttavat työntekijöihin, joten töihin tullessa saattaa olla aika kujalla koska on voinut tulla yllättäviä muutoksia joista ei olla tiedotettu hetkeen. Alakerran uudehko viestivihko oli hyvä keksintö! Uuden tiedon saaminen on aikalailla tämän viestivihkon sekä sen varassa, muistaako VP sanoa uusista asioista.*
- *Olen huomannut, että etenkin uusilla/nuoremmilla työntekijöillä ei ole välttämättä ollut tietoa esim. alan tes:istä, henkilökuntaeduista tai työterveyshuollosta. Olisi varmasti hyvä, että aloittaville työntekijöille pidettäisi "huimala-perehdytys". Perehdytyksessä voisi käydä läpi mm. henkilöstöasioita ja muita asioita, jotka kaikkien on hyvä tietää. Näin ei tarvitsisi toimia huhu-/kuulopuheiden perusteella. Työtehtäviin perehdyttäminen on mielestäni sujunut hyvin, apua ja ohjeita saa. Ja niitä uskalletaan kysyäkin.*