Caring from the core

– A case study of employee percieved motivation and job satisfaction as a response to organizational change

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The social and healthcare sector is facing several challenges in the future, on both global and national level. The aging of the population, shortage of nurses, digital transformation and in Finland Sote reform, are a few of the most prominent changes in the near future. Also, occupational and organizational wellbeing, and their link to organizational performance, gain attention in the media. Job satisfaction and motivation of the employees are being recognized as means to improve organizational performance and even profitability.

Municipal mergers are very common and small municipalities face these in the future. Lapinjärvi municipality has introduced the strategy of Ihmislähtöinen Kunta, as an unique approach to stay viable and attractive for inhabitants. The strategy regards the whole municipality, and includes organizational changes in many working communities. In the elderly care, these changes relate to the introduction of the Person Centerd Care- model.

The objective of this research was to identify aspects that prominently influence employee job satisfaction and motivation in elderly care in Lapinjärvi, during this strategic change process. Theories and previous research on motivation are presented as a conceptual framework for the research. The data collection of this research was conducted by using focus group interviews at three occasions during March 2017. The most prominently influencing factors were seen to be good co-workers, shown appreciation, communication, and leadership. The job in itself was experienced as demanding, but simultaneously as a resource for motivation and job satisfaction.

The employees perceived change to be necessary and appreciated the efforts from the municipality to cope with contemporary challenges relating to elderly care. However, the employees felt that leadership skills and communication skills were inadequate, and wished for possibilities to participate in planning and decision-making processes.

This research provides information on the current state of the motivation and job satisfaction of employees in elderly care Lapinjärvi. The results can be used to improve job satisfaction and as guidelines when planning future changes and strategy implementation. The results are also consistent with previous research on factors promoting or decreasing perceived motivation and job satisfaction.

Keywords	Job satisfaction, Motivation, Person Centered Care, Change management, Leadership

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1 Introduction

To begin with a few considerations of the contemporary field of health care will be presented. This will be followed by an introduction of the theoretical background used in this research, before introducing the data collection methods and the results.

1.1 Contextual challenges

Ageing of the population is one of the biggest challenges in health care today on a global level. The age structure is changing, bringing the need for changes in health care systems (United Nations, 2015). Another global challenge is the high turnover and shortage of nurses that may jeopardize the quality of health care (Utriainen and Kyngäs, 2009) and the retaining of qualified staff remains the prevalent challenge faced by nursing managers (Toode et al., 2015). The health care sector is faced with numerous changes, among others the advance in technology, restructuring, possible downsizing and re-engineering, and these changes highlight the importance of a healthy work environment, in order to cope with changes successfully (Benson and Dundis, 2003). Syväjärvi et al. (2012) emphasize the need of wellbeing at work and work satisfaction as ways of securing the public health care sector as an attractive employer. An intrinsically motivated, innovative and committed employee can be seen as the most vigorous competitive advantage for an organization, and also the most difficult one to imitate (Elinkeinoelämän keskusliitto, 2010). Occupational wellbeing and job satisfaction has also gained a lot of attention in the media recently. The focus has been on holistic organizational wellbeing as a base for organizational performance (Turunen, 2017). Further, the effect of compassion, caring and acknowledgement, on job satisfaction has gained attention. (Rinta-Tassi, 2017)

In Finland, Sote, the health, social services and regional government reform will lead to considerable changes in the healthcare and social services sector. The objective is, in addition to cost management, to bring equality in the aspect of health care and wellbeing. The steering and operating models in health and social care will undergo a comprehensive modernization, targeting a more customer-oriented, effective, cost-efficient, and better coordinated services. The financing of these services will be facilitated, resulting in more freedom of choice, regarding the health care and social services. The responsibility of providing public health care and social services will be reassigned from municipalities

to larger, autonomous regions or counties from the beginning of 2019. Municipalities will continue to exist, and they will still be responsible for, for example handling and promoting employment and urban planning, and health care promoting (Health and Social Services Reform, 2016). Terveys 2050 (Korhonen et al., 2015) explores different scenarios in health care section and from these, different solutions to improve health and wellbeing in the future without increasing costs. One of the concepts mentions several times in Terveys 2050 (Korhonen et al., 2015) report is human driven approach.

1.2 Case Lapinjärvi

Lapinjärvi is a small municipality in Uusimaa with a population of 2 739 in 2016, (Tilastokeskus, 2017) and the number has been decreasing for the last few years. The change from 2015 to 2016 was -1,3%. 27,9% of the population in Lapinjärvi is over 64-years old, see images 1 and 2 below (Tilastokeskus, 2017).

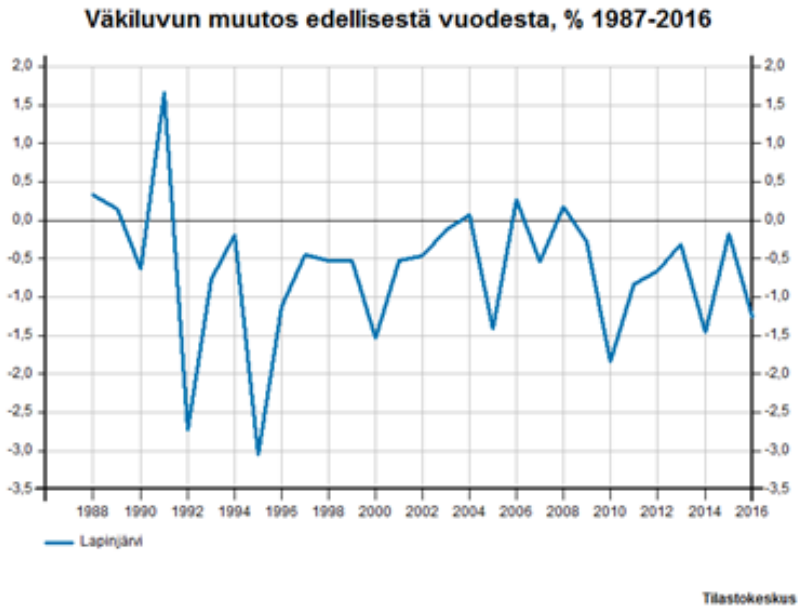

Image 1, Change in population from 1987-2016

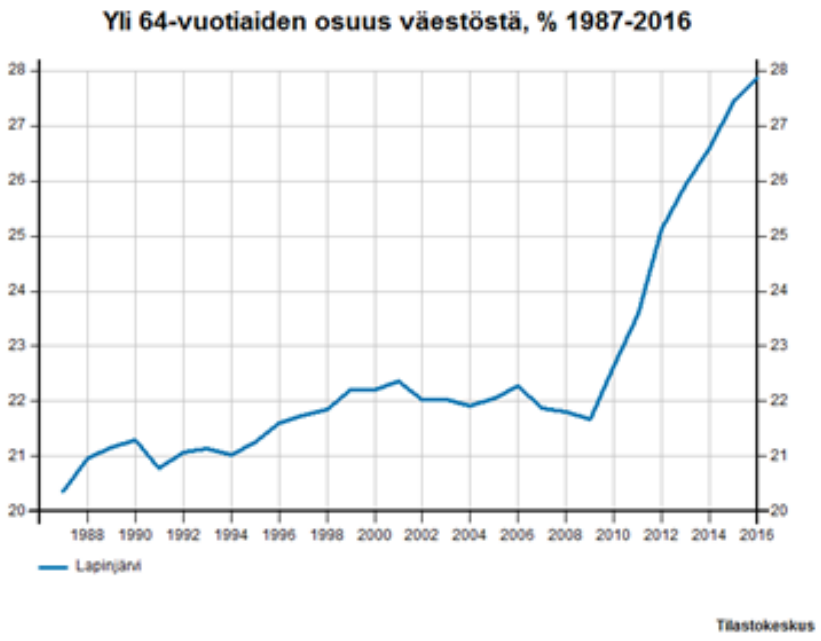

Image 2, Population over 64 years, %

To stay viable and attracting Lapinjärvi has developed the strategy of “Ihmislähtöinen kunta”, freely translating to person centered municipality. Lapinjärvi is the first municipality in Finland to introduce this concept (Ihmislähtöinen kunta, 2017). By definition, the concept of Ihmislähtöinen means people originated, however in this study the concept of person centered will be used in accordance with previous research (Pietikäinen et al., 2016). The strategy involves values like honesty, individuality, a sense of community and involvement. The focus is on the wellbeing of the residents as individuals. The idea of Ihmislähtöinen kunta, is based on the outcomes of several workshops performed among the employees of the municipality in 2014. The results of the workshops were gathered in a document Lapinjärven Laatu 2020, describing the factors valued in Lapinjärvi municipality (Lapinjärven Laatu 2020, 2014).

Ihmislähtöinen kunta- strategy brings a whole new perspective on care. Health care has been an area where the client is more of an object than a subject and this strategy aims to change that. This means that the focus of health care services in the future will have a holistic view on the client as an individual. Health care professionals will be treating a person, not an illness. The client and/or the client’s family will be more involved in decision making than before. This brings along a lot of changes in the health care working field, especially elderly care (Interview with Tiina Heikka, 2017). The concept of client will

be used in this thesis, when referring to the subject of care, as it is the concept used by the employees in elderly care in Lapinjärvi.

In an interview with Tiina Heikka, the commissioner of Lapinjärvi, employee motivation was discussed as a challenge regarding implementation of this new strategy. Heikka was concerned with how the new strategy can successfully be implemented in elderly care, since it is going to be quite different from previous practices. The care is to be more patient centered and focusing on what the client sees as needed. The client will be the decision-maker of his or her own health and care. Heikka was interested in how motivated the employees are regarding this change and how their motivation could be supported, and further how to consider this in strategy implementation (Tiina Heikka, 2017).

1.3 Objective and scope

The objective of this research is to explore the employee standpoint to, and perceptions of, these strategical changes relating to the person centered care model and how these changes affect the motivation of the employees. The research questions addressed in this research are the following:

1) What aspects do the employees in elderly care identify to be prominently influencing their job satisfaction and motivation during the implementation of Ihmislähtöinen kunta strategy in elderly care?

2) What do the employees in elderly care perceive as prerequisites for successful implementation of a strategy, like the person-centered care model, in the elderly care in Lapinjärvi municipality?

This thesis does not consider the content of the strategy itself, as the focus is on the job satisfaction and motivation of the employees, during the beginning of the implementation period of the person centered care model, relating to the Ihmislähtöinen kunta strategy. The output of this study will be a view of the employee job satisfaction and motivation, and the critical success factors regarding strategy implementation, perceived by the employees. The results can be used in future project or strategy implementation, change management, as well as in enhancing employee motivation and job satisfaction. The following chapter considers theoretical background, regarding motivation and leadership

theories, together with previous research. The methods and material of this study will be discussed in chapter three. Results of this study will be discussed in the end, together with previous research, with a positive perspective on how to improve and succeed, rather than on what to avoid and how to fail.

2 Theoretical background

Theories and previous research is introduced in this chapter with a general view for a holistic understanding of the concepts relating closely to motivation and job satisfaction. The theory will then be linked to the results of this study in an ulterior chapter. This chapter begins by introducing the concept of Person Centered Care and explaining the backgrounds behind this concept. This concept is highly relevant in the implementation of Ihmislähtöinen kunta strategy in elderly care.

2.1 Person Centered Care (PCC)

In this thesis, the concept of person-centered care is used. There are various other concepts referring to the same subject, like patient-centered care, person-directed care, or person-focused care (The American Geriatrics Society Expert Panel on Person-Centered Care, 2015) and human driven care or human driven approach (Korhonen et al., 2015). Person-centered was chosen because the implication of reaching beyond the clinical and medicine context (The American Geriatrics Society Expert Panel on Person-Centered Care, 2015). Person-centred was also used in another project in Lapinjärvi municipality, regarding humane language (Pietikäinen, Mäntynen and Lehtonen, 2016). Person centered health care model brings a shift from traditional biomedical centered care to a care model that emphasize client´s choice and autonomy, and can be seen as increasingly recognized as a part of quality health care. The focus of person-centered care is often older adults as they are more likely to have manifold health care related needs that affect their daily lives. This care model can be identified with concepts like holistic, dignity, purposeful living, values, and respect. The emphasis is on the individual needs and preferences of the customer (Kogan, Wilber and Mosqueda, 2016).
The American Geriatrics Society (The American Geriatrics Society Expert Panel on Person-Centered Care, 2015, p. 2), together with Keck School of Medicine of the University of Southern California provides a definition of the concept:

“ “Person-centered care” means that individuals’ values and preferences are elicited and, once expressed, guide all aspects of their health care, supporting their realistic health and life goals.”. This definition is based on a literature review, environmental scan, qualitative interviews, and an expert panel, consisting of different professionals, review of the findings.

The American Geriatrics Society further describe the care model as being characterized by a dynamic relationship between the customer or person and his or her relatives or other important persons, and all service providers relating to the care of the person. Further characteristics are collaboration, communication, flexibility, and adoptability. The care should be individualized, goal-oriented and based on the person´s preferences and the care plan should be reviewed continuously, to accurately address the person´s needs. Coordination between health care and support services, as well as education and training of health care personnel and important persons are other considerations regarding person-centered care. Performance measurement and quality improvement based on feedback from the person are crucial as well (The American Geriatrics Society Expert Panel on Person-Centered Care, 2015).

From a service provider perspective, the patient-centered care model has been seen to result in less burnouts among nursing staff, lower job turnover, greater job satisfaction and less stress of conscience (referred to as what workers feel when they are not able to do their works at the level they want). There has also been an increasing interest in applying the concept of person-centered to other areas, beyond health care, as well (Kogan, Wilber and Mosqueda, 2016). This can be seen to be what Lapinjärvi municipality is striving for with the Ihmislähtöinen kunta-strategy.

2.2 Motivation and job satisfaction

Job satisfaction has been seen to be a valid predictor of nurse’s intentions to stay employed, which is a considerable factor due to the global shortage of nurses and turnover among nursing employees (Utrianinen and Kyngäs, 2009). In this thesis, the concept of motivation is used together with the concept of job satisfaction. The objective of this thesis is to provide insights to the perceived job satisfaction and motivation of employees in elderly care in Lapinjärvi. To better understand the complexity of the aspects relating to job satisfaction and motivation, a brief introduction of theory and previous research is provided in the following chapter. These specific theories were chosen because they

represent the aspects that most prominently appeared in the discourse in the research data.

2.2.1 Self-determination theory and job demands-resources model

Self-determination theory (SDT) (Ryan and Deci, 2017, pp. 4-17) describes the concept of motivation trough examining the different types of motivation, different sources for motivation, and how these factors shape behaviour. Motivation is defined as what moves individuals to action. In SDT, motivation is seen as varying in the degree of being of extrinsic or intrinsic origin, and being in varying degrees autonomous or controlled. A person is seen to be intrinsically motivated when the primary reason for action is the satisfaction of the action itself, whereas, extrinsic motivation is of a more instrumental nature and originates from an external source, like a reward or fear of punishment. Intrinsic motivation is always seen to be autonomous, but extrinsic motivation varies in the degree of autonomy versus controlled (Ryan and Deci, 2017, pp. 4-17, 2000). For example, an employee might attend an education program because his boss told him, or he might attend the program because he wants to learn new skills that will help him perform better in his work and get better paid. This is described as extrinsic motivation being internalized to different degrees, becoming more and more internally controlled. This happens when a person accepts and identifies with the values of a specific, externally controlled behaviour. Total lack of motivation is recognized as amotivation (Ryan and Deci, 2017, pp. 4-17).

Motivation is seen as a dynamic state, driven by the perceived satisfaction, values and rewards awaiting a performance, or on the other hand, costs, punishments or frustration. SDT emphasizes the subjectivity in motivation, it is the perception of the affects of an action that drive people to perform (Ryan and Deci, 2017, pp. 4-17). The significance of positive affect as a component of intrinsic motivation has been researched also by Vandercammen et al. (2014). Their research is in line with SDT and state that need satisfaction lead to positive affect, and positive affect leads to intrinsic motivation. Vandercammen et al. (2014) emphasize the subjectivity of contexts, not the objective appraisal, and their research show that organizations can influence the motivation of employees by adapting the work environment to fulfil the needs of employees and by changing the employee’s perception of the working conditions and environments by for example enhancing communication. Vandercammen et al. (2014) also recognize the importance of negative affect perceived by employees, for its ability to block the benefits of positive affect on intrinsic motivation.

SDT assumes that it is in human nature to strive for active and social behaviour. The SDT emphasize that there are three basic psychologic needs of autonomy, relatedness, and competence, and when supporting these, people will strive for excellence. Autonomy is defined as the need to be able to regulate one's experiences and actions by oneself and autonomous behaviour is characterized by authentic interests, values, and self-endorsed actions. The need of competence refers to the need of feeling capability and skilfulness regarding one's actions, and relatedness refers social contexts and to the feeling of being significant to others, belonging and contributing to social contexts (Ryan and Deci, 2017, pp. 10-12). It is recognized that people's behaviour is most easily affected by addressing people's goals and expectations, or the environment that give rise to the expectations, and that social contexts that support the fulfilment of the psychologic needs inspire people to curiosity, creativity, efficiency, and benevolence. SDT research is focused on the social and contextual factors that promote or prevent the fulfilment of these basic needs (Ryan and Deci, 2017, pp. 5-7). SDT research show that social contexts that support the fulfilment of the three psychological needs enhance autonomous action and thereby, more effective performance and wellness. Research also show that when employees are intrinsically, and thereby autonomously, motivated, the work more efficiently and produce high-quality performances (Trépaniera et al.,2015). The support of competence and autonomy, like opportunities for choice and positive feedback, enhance intrinsic motivation, whereas the perceptions of external regulation and feeling incompetent, impair intrinsic motivation. The need for relatedness makes people internalize values and goals of the social context, in order to be connected with the desired group (Ryan and Deci, 2017, pp. 16-17).

The nature of today's work, especially in health care require high-quality work engagement and output and these are often driven by both extrinsic and intrinsic motivation. SDT research show that more autonomy supportive management styles result in more autonomously motivate employees that internalize the values of their work and both perform better at work, and experience higher job satisfaction and well-being, thereby being beneficial for both the organization and the employees. Empowering employees is seen as more beneficial than managing by outside control, in the style of carrot and stick, because empowering, but still not overpowering, has been seen to be leading to intrinsic motivation and fulfilment of the basic psychological needs. By focusing on leadership styles, compensation strategies, work design, performance evaluations and organizational values that enhance employee motivation, engagement and overall well-being, an

organization might considerably increase the organizational effectiveness and profitability. Examples of factors that enhance employee performance trough fulfilment of the basic psychological needs are opportunities for choice and to be heard, and receiving meaningful feedback. Especially fulfilment of the basic need for autonomy is seen as necessary for high quality work performance and engagement. Autonomy support during organizational change has also been seen to result in less resistance to change and for successful change management managers need to be supportive and responsive to employee needs and efforts (Ryan and Deci, 2017, pp. 532-537).

Another related motivational model is the job demands-resources model (Bakker and Demerouti, 2006). In this model, job demands are seen as those aspects of work that require continuous psychological and/or physical effort or skills and can be seen as arduous for the employee. Job resources on the other hand are seen as those aspect of work that either reduce job demands, stimulate personal growth and development or are functional in achieving work related goals. Job resources may be located at different levels of the organization and found for instance in social relations, the task at hand or the organizing of work. Job resources are valuable in essence, and have motivational capacity, either intrinsic or extrinsic, and can thereby be seen to enhance performance. Bakker and Demerouti (2006) further state that job resources have a buffering effect regarding job demands, thereby a job classified as high in demand, may be less arduous if there a great amount of job resources available. This model was tested in a study conducted among primary teachers in Croatia (Tadic et al., 2015) and the results were consistent with the hypothesis of the model. In this study, the demands were classified as hindrance demands and challenge demands, and regarding both, job resources were seen as instrumental assets for dealing with the demands. Regarding hindrance demands, job resources were experienced as buffering the negative affects of the demands and easing the meeting of these demands. However, work demands that were categorized as challenges were seen to increase efficiency and work engagement by encouraging employees to proactively seek job resources and utilize them. This could also be seen as linking to the SDT and the need of competence (Ryan and Deci, 2017, pp. 10-12), as the researchers state that challenging demands, and meeting them lead to the feeling of competence and satisfaction of reaching work goals. The study also showed that the challenge and hindrance demands vary significantly between individuals (Tadic, et al., 2015).

Trépaniera et al. (2015) combined the SDT and job demands-resources model and proposed that job demands, by leading to need frustration and controlled motivation, would lead to psychological distress and psychosomatic symptoms. On the other hand, they proposed that job resources, by the satisfaction of needs and autonomous motivation, would lead to higher work engagement and job performance. The proposed model was tested in an extensive research among 699 nurses in Canada. The research supported the proposed model and also, showed that job resources not only promoted need satisfaction, but also prevented need frustration and thereby play a significant part in promoting overall work motivation and performance, in line with Bakker and Demerouti (2006). Trépaniera et al. (2015) research also found that job resources cultivate the feeling of competence in work and in an environment where employees have the possibility to review experiences and thoughts with superiors and colleagues, the feeling of relatedness would be facilitated. On the other hand, job demands were found to possibly hinder the successful accomplishment of work tasks and thereby reducing the feeling of competence and instead promoting need frustration. The researchers emphasize the need for focusing on increasing job resources to promote job performance, especially in health care where poor job performance may have severe negative effects on patients.

Fernet et al. (2012), studied the job demands-resources model together with SDT, in an extensive, longitudinal research among 586 school principals in Canada and found similar results as Trépaniera et al. (2015). Job resources where found to have an increasing effect on autonomous motivation and further autonomous motivation was found to have a positive effect on commitment while reducing the risk for exhaustion. Controlled motivation was found to increase the risk for exhaustion. Fernet et al. (2012), also emphasize the quality of motivation and the importance of job resources for high-quality job performance and overall well-being. The authors conclude that an environment that supports the fulfilment of the basic psychologic needs is essential in striving for optimal work performance and employee well-being.

2.2.2 Maslow`s Hierarchy of Needs

Abraham Maslow`s Hierarchy of Needs is a model presented to better understand human behaviour. The model is visualized in the shape of a pyramid, with five levels. When the needs on one level are satisfied, people move on to the next level. The base, the Physiological level, is made from the basic needs for survival, i.e. water, food, and shelter. The second level, Safety, concerns both mental and physical safety and the need for freedom from uncertainty and stress. The third level is the Social level, concerned with

the need for companionship, relatedness, and love. Both the second and third level needs to be considered from the individual perspective and it is to be kept in mind that what is necessary for one person, may not be of relevance for the next one. The fourth level, Self-esteem, is related to the needs of feeling competent and self-assured. The peak of the pyramid, the last level, is the level of Self-actualization, describing the need to be as good as on can possibly be. (Benson and Dundis, 2003, Maslow, 1970, pp.35-47)

Maslow´s model of hierarchical needs has also been modified to fit in to the organizational context. The first level is Wages, also relating to the original model since wages today provide satisfaction of the basic needs, i.e. shelter, food, and clothing. It is seen that an employee who is satisfied with his or her wage is able to perform better on the upper levels of the model. The second level is Safety, as in the original one, here considered with both mental and physical safety on the job. Training is a related factor on this level, since training ensures safety and assures the employee that the organization values the employee since it invests in training them. However, new, and innovative training methods together with rapid technological changes can be seen to cause an increase of stress and anxiety, if they require a lot of new knowledge or skills. The third level is the level of Social belongingness, i.e. the needs for pleasant working relationships with peers but also with superiors. The fourth level, Self-esteem, considers the needs for recognition of successful performance and rewards and incentives. Self-actualization, the fifth level, is the level where people develop their potential, knowledge, and skills and thereby, feel even more confident about their performance (Benson and Dundis, 2003).

Maslow (1970, p. 49-53) did recognize the fact that there might be individual variance in the hierarchy and intensity of the needs, due to different reasons. According to Maslow´s theory, the needs do not vary between people, but the expression of them might. He also states that the lower level needs do not need to be completely satisfied for the higher level needs to emerge.

2.2.3 Promoting motivation

Utriainen and Kyngäs (2009) describes job satisfaction as a positive concept relating to work that particularly describes attitudes relating to work. Syväjärvi et al. (2012) describe job satisfaction as a dynamic and diverse concept that encompasses the expectations,

attitudes, and opinions towards work. They further recognized that environmental and social factors also affect job satisfaction, e.g. opinions of colleagues. Motivation on the other hand, has been described as concerning what moves people to action and motivation theories regards the factors that energize and direct people towards different behaviour (Ryan and Deci, 2017, 200).

In their literature review Utriainen and Kyngäs (2009) analyzed previous research on factors that promote job satisfaction. Their research focused on nurses working in hospitals and found that job satisfaction varies between different types of nursing work, affected by for instance, location and area of expertise. The research shows that nurses are most satisfied with intrinsic factors rather than extrinsic factors, even though some studies showed that benefits, rewards, and salary, may affect the satisfaction in some cases. Toode et al. (2015) demonstrate this same phenomenon in their study of Estonian nurses. Their research show, that Estonian nurses were moderately motivated by extrinsic factors such as salary or prestige, yet strongly motivated by intrinsic factors like the satisfaction of doing their specific jobs. One of the researches reviewed in Utriainen and Kyngäs (2009) paper was Smith et al. (2005), which found that salary and benefits were not related to the satisfaction with the working environment and thereby, not a significant factor regarding job satisfaction.

Utriainen and Kyngäs (2009) found that three factors in particular, promote job satisfaction, interpersonal relationships, patient care and organizing employees work. Good interpersonal relationships between nurses, but also collaboration between different professionals, promote job satisfaction and functions as a source of strength. Teamwork is also mentioned as a promoting factor, together with the social climate, organizational culture, and opportunity to affect decision-making. Good relationships and connections with patients and their families are a promoting factor. According to the research, nurses also experience high-quality care and the ability to provide high-quality care, as job satisfaction promoting factors. Regarding organizing nurses work, the relationship between work and family and working times is an affecting factor. Based on Utriainen and Kyngäs (2009) research, nurses also perceive the practice environment, a balanced workload, an appropriate staffing level, time for doing tasks properly, autonomy, variety of work, work area leadership and supervisor support as promoting factors. Nurses value professionalism and the opportunity of independent thinking, opportunity for organizational input and opportunity for professional growth (Utriainen and Kyngäs, 2009). Toode et al. (2015) also noted, that nurses who received over eight days of occupational education

or training, were more motivated than nurses in the comparison group who received less education. Smith et al. (2005) further emphasize the importance of a supporting and favourable working environment in promoting job satisfaction. In their research, characteristics of the job, management style and the emphasis on service quality were noted as significant factors relating to job satisfaction. Recognition for a job well done, respect and support, encouraging creativity, making employees part of decision making and initiating continuous process improvements, among others, were seen as ways for managers to improve job satisfaction among employees.

Relating to the Humanly Effective Leadership research project, conducted by the University of Lapland in collaboration with the Lapland Hospital District, Syväjärvi et al. (2012) examined employee work satisfaction and how it is manifested in the working environment. Syväjärvi et al. (2012) used individual interviews and focus group interviews for data gathering. Work satisfaction is seen as a holistic and conscious concept that is constructed from several different elements, among others, personal expectations, attitudes, knowledge and skills, working environment and organizational culture. Examining the personal experience of work satisfaction enables the consideration of the employees, and listening to them. By examining the personal experiences, the researcher can get an authentic and holistic picture of the well-being and work satisfaction in a practical sense.

The researchers state, that the continuous changes in the health care sector and an increasing insecurity, foster negative feelings and experiences, and inhibits employees from focusing on their own work, which in turn, affects the work satisfaction negatively. The perceived elements are often twofold, affecting both negatively and positively. Their research show that on the individual level work satisfaction is affected by personal resources, attitudes, the experience of doing significant work, patient satisfaction and gratitude, the feeling of being in control of one's own work, recognition of one's strengths, succeeding in work and personal work-related growth. In the working community, the most affecting elements are the working climate and functionality. The working climate is composed of openness, trust, belongingness, leniency, and collegiality. Functionality on the other hand is composed of clarity of tasks and their management, proper training and introduction, and flexibility regarding working hours and working times. On the organizational level, the nature of the work is considered to be the most influencing element, with both positive and negative aspects. Other elements are constant hurry, need for industrial peace, the expectations of patients and their relatives and organizational

changes. The role of leadership is recognized as important and affective on all levels. Employees expressed the need for leaders to listen, be considerate, openness, active line management, human resource management, employee development, coordinating changes and functions, decision-making and management. The role of leadership is also considered as most important when considering employee commitment and operating models supporting commitment. Syväjärvi et al. (2012) emphasize the need for positive leadership and encourages to openness, trust, and communality, by stating that organizations that listen to their employees, show openness and trust, communality and optimism, perform better than other organizations. On the other hand, dealing with dilemmas is also considered important but since an individual experience and feels both positive and negative elements, positive and negative aspects need to be researched together instead of separate (Syväjärvi et al., 2012).

Ryan and Deci (2017, pp. 532-549) recognize that both extrinsic and intrinsic motivation are required for extraordinary performance and work engagement. They recognize that pay, as an extrinsic motivator, is an important factor in the work context, and should be used as a support element, together with motivators that can be seen as intrinsic. However, using pay as a tool of control, might undermine the autonomous motivation and should be avoided. Autonomous motivation, as in opposite to controlled motivation, comprises both intrinsic motivation and sometimes also extrinsic motivation, and is in SDT seen as to be depending on the satisfaction of the basic psychological needs. Autonomously motivated employees perform better and show higher job satisfaction and well-being, thereby benefitting the whole organization. In study mentioned in Ryan and Deci (2017, pp. 536-537), an intervention focusing on management autonomy support in a U.S. Fortune 500 company, was analysed. This study showed that the return on investment, for this kind of intervention with positive influence on autonomy support and autonomous motivation, was over 3:1 (Ryan and Deci, 2017, p.536).

Toode et al. studied nurse´s motivation in Estonia and found that nurses expressed more autonomous and intrinsic motivation than extrinsic motivation, e.g. salary, even though both were present. The researchers state that nurse´s full potential will not be discovered if employers only rely on extrinsic motivators. Toode et al. suggest that managers should encourage the nurse´s intrinsic motivation and show appreciation for their work, making the nurses feel valuable. Further, autonomy of the nurses should be supported, according to this study. One way to increase high level intrinsic motivation could be occasional professional education, which was shown to increase motivation among Estonian

nurses. The researchers also emphasize the need for reducing work overload and making the work environment functional.

2.3 The importance of leadership in promoting motivation

This chapter discusses the importance of leadership in promoting employee motivation and job satisfaction. Leadership has a high impact on both motivation and job satisfaction, as will be presented in this chapter. Further, leadership was considered to be one of the aspects to focus on in the Lapinjärven laatu 2020 workshop, and there highly related to the quality of performance. Especially communication skills were recognized as an area of focus (Lapinjärven laatu, 2014).

Bass and Riggio (2006, p 32) state that leadership constitutes an important factor in enhancing commitment and loyalty in organizations, and e.g. job satisfaction or intentions to quit can be seen as depending on commitment. There is significant correlation between transformational leadership and perceived work satisfaction. Transformational leaders have also been seen to increase intrinsic motivation among followers and to satisfying the psychological needs of their followers (Bass and Riggio, 2006, p 43-54, Kovjanic, Schuh and Jonas, 2013) and can be linked to SDT-theory trough employees need satisfaction (Ryan and Deci, 2017, pp. 552-553). Followers of transformational leaders have also been found to be coping better with stress and organizational changes, to be more creative and more flexible (Bass and Riggio, 2006, p 56). Here, the concept of positive leadership is examined, and the leadership model of transformational leadership discussed as a tool in promoting job satisfaction, motivation, and performance.

2.3.1 Positive leadership

Positive leadership has emerged from the field of positive psychology. Positive psychology differs from traditional psychology, by focusing on how to support human behaviour, with the aim of performance that is positively deviant from what is considered standard (Clegg et al., 2016, pp. 77-80). Positive psychology has its roots in the work of Maslow (Maslow, 1970, p. 33), where he claims that the understanding of outstanding performance cannot be found by studying mistakes, poor performance or sickness. He sees health as more than just the absence of disease, and this can be related to deviant performance as well. Maslow (1970, p.33) claims that the attention needs to be turned to

outstanding performance, health, and vigorous behaviour, to get an explanation of greatness and success.

Cameron (2008, pp. 1-4) introduces the concept of positive leadership by describing the three characteristics connected to positive leadership, the facilitation of positively deviant performance, a focus on strengths and capabilities, and facilitating goodness. Cameron (2008, pp. 1-11) summarises that positive leadership emphasises that which raise people and organizations up, successful outcomes and performance and, that which is invigorating, inspiring and extraordinary. Cameron (2008, p. 22) presents four, interrelated and mutually reinforcing, strategies on how to enable positively deviant performance and outcomes in organizations. These four strategies are positive climate, positive relationships, positive communication, and positive meaning. A positive climate is strongly related to positive performance. In the interest of developing a positive climate a leader needs to emphasize positivity instead of negativity, for example by concentrating on positive emotions or positive opportunities. A particularly important activity is the act of cultivating compassion, forgiveness, and gratitude within the organization. Research has shown that organizations that foster these virtues, have increased profitability, efficiency, quality and customer satisfaction compared to other organizations. Collectivity can be seen as a means to increase compassion. Cameron (2008, pp. 36-39) describes forgiveness in this context as moving pass negative incident, still acknowledging possible harm or trauma, but focusing on a higher purpose and a positive future. Support and communication are imperative elements regarding forgiveness and leaders need to pay special attention in these. Humanizing harmful events and fostering language that include words like humility, courage and compassion may increase forgiveness after harmful events. Gratitude has been found to have both psychological and physiological benefits for the individual and can in organizational context lead to a positive cycle where shown gratitude leads to extra effort and thereby more gratitude. Gratitude can be shown by personal visits, letters or even journals. Showing gratitude makes the receiving individual feel appreciated and can be linked to feeling socially related as in SDT-theory (Ryan and Deci, 2017). Further an increase in collectivity increases the sense of relatedness.

Positive relationships can be seen as more than just the absence of toxic interactions or getting along. Positive relationships are relationships that serves as positively deviant and increases both individual and organizational well-being and performance, extending

benefits beyond just positive experiences. There are large numbers of activities for fostering positive relationships but Cameron (2008, pp. 45-63) focuses on two specific ones, positive energy networks and reinforcing individual´s strengths. By positive energy networks, Cameron (2008, pp. 53-59) implies identifying positive energizers in the working community. Positives energizers are optimistic, helpful, and trustworthy, and interacting with them builds energy and motivates others around them. Positive energizing is recognized as a learnt behavior and not a trait. Leaders can enhance positive energy networks by modeling positive energy themselves and building networks around themselves, or identifying positive energizers among the employees and supporting and rewarding them and building networks around them. Equally important is recognizing negative energizers, who drain energy from the community, dealing with them, possibly by education and mentoring.

Positive relationships can also be enhanced by reinforcing strengths, both individual and organizational. By focusing on strengths instead of weaknesses and flaws, organizations can improve productivity as much as the double (Cameron, 2008, pp. 60-63). Simplified this could mean telling people what they do good and should do, instead of what they do badly and should not do. Leaders can further increase positive relationships by emphasizing the small victories. People have a tendency to learn more effectively from a positive imagery. Positive leaders themselves role-model positive energy. Positive communication by Cameron (2008, pp. 65-82) means that affirmative and supportive language replaces critical and negative language. High-performing organizations have been shown to have different communication patterns than low-performing organizations. The difference lies in the ratio of positive and negative language. It is not that high-performing organizations do not have negative language, they have, but they have more positive language than negative. The ratio has been shown to be from 3-9 positive statements to every negative statement. Positive language is also associated with positive emotions, which in turn, are associated with good mental health, motivation, job satisfaction and performance (Cameron, 2008, pp. 65-82). Positive communication also increases positive relationships and collectivity, and thereby, the feeling of relatedness.

The concept of positive meaning refers to the experienced meaning of the work and the attributes related to the work. A meaningful work highly contributes to an intrinsic motivation towards the job and is highly related to job satisfaction. The meaningfulness of the work can be enhanced by managers, by highlighting the benefits produced for others,

emphasizing core values and contribution goals over achievement goals, and thereby, Cameron (2008, pp. 85-100) propose that organizational performance can be increased.

Pietiläinen and Salmi (2016) studied the meanings of positive leadership in public health care, and found that the meanings of positive leadership are socially constructed in the specific contexts. The discourse in Pietiläinen`s and Salmi´s (2016) research, revolved around role-taking in interactions and feedback situations, the dynamics of the interaction between hospital personnel and clients, the balance between positive and negative interaction and feedback, and means for deciphering feelings and work performance.

2.3.2 Transformational leadership

One paradigm in the study of leadership is that, of transformational and transactional leadership. Further can be recognized the leadership styles of contingent reward, management by exception and laissez-faire leadership (Bass and Riggio, 2006, p. 7-9). This thesis will focus on describing transformational leadership because of its recognized connection to motivation and job satisfaction. Bass and Avolio (1993) propose that a transformational organizational culture provides a solid base for extraordinary performance, on both organizational and individual level. However, they further underline that an organization, and thereby the leadership style, seldom is either purely transactional or transformational. Organizations are commonly a combination of both transactional and transformational characteristics.

Transactional leadership is based on an exchange between the leader and the follower. The motivation of the follower is highly dependent on the reward for once effort. Commitment in transactional relationships tend to be short term. Collaboration is also seen to be depending more on negotiation skills of the leader, than on the actual problem at hand or a common mission. Depending on the situation, the locus of follower´s motivation (e.g. extrinsically motivated employees) and the expected reward, an exchange relationship can yield satisfying results (Bass and Avolio, 1993). However, Bass and Riggio (2006, p. 4-5) claim that to engage the followers in true commitment, engagement and extraordinary performance, leaders must address the followers sense of self-worth. Transformational leadership add this aspect to the transactional leadership model, and can be seen as an expansion of the transactional model. Transformational leaders inspire their followers to do more than they intended or thought possible, by empowering,

supporting, providing challenges, and coaching (Bass and Riggio, 2006, p. 4-5). Transformational leadership is seen to be consisting of four components. Idealized influence illustrates the acts of leaders, in serving as role models for their followers and followers identifying with the leader. Inspirational motivation constitutes the behaviour of leaders that inspire followers to strive for extraordinary performance. This can appear by providing challenges, meaning for the task at hand, visualizing goals, optimism, and good team spirit. Transformational leaders also strive to socialize individuals into the organizational culture (Bass and Avolio, 1993). Intellectual stimulation can be seen as the actions to support follower´s creativity, innovations and problem-solving skills. Transformational leaders are also characterized by the concept of individualized consideration, meaning that they attend to the individual needs of their followers. Transformational leaders show acceptance of individual differences and apply two-way, personal communication with their followers (Bass and Riggio, 2006, p. 5-9). These components can be seen to be contributing to satisfying the basic psychologic needs of relatedness, competence and autonomy, presented in SDT-theory (Kovjanic, et al., 2013).

Bass and Riggio (2006, p. 12-13) further separate between socialized and personalized leaders, where socialized leaders work towards the benefit for others and personalized leaders work for the benefit for self. Personalized transformational leadership can also be described as pseudotransformational or inauthentic leadership, in contrast to socialized or authentic leadership, which is characterized by utilitarianism and high moral standards. Commitment to pseudotransformational leaders tend to be publicly expressed but not intrinsic, and derived from fear, domination, and manipulation, rather than loyalty and personal involvement.

In practice, transformational leadership means enhancing the sense of self-efficiency in the follower, adding to both individual and group performance. Identification with the leader and more collectively, with the group, is also an important factor in promoting performance and job satisfaction. By visualizing and communicating comprehensibly about goals and values, and empowering followers, leaders further motivate followers to strive for extraordinary performance (Bass and Riggio, 2006, p. 47-54, Bass and Avolio, 1993). The organizational culture and the leadership style in an organization are highly interrelated. A prominently transformational culture is characterized by assumptions like that employees are credible and capable, and leaders are highly empowering. Problems, even complex ones, are likely to be solved at a lower level and employees feel appreciated. (Bass and Avolio, 1993)

Kovjanic et al. (2013) examined the relationship between transformational leadership, satisfaction of the basic psychological needs in SDT-theory, and work engagement and performance. Their research showed that the transformational leadership style did promote the satisfaction of the basic psychological needs, and that this was related to work engagement. Work engagement was found to be strongly related to greater performance in both qualitative and quantitative measures. The needs for competence and relatedness where the most prominent needs to predict work engagement. Their research show, that one mechanism by which transformational leaders influence their followers, indeed is need satisfaction. With a slightly different perspective, Tims et al. (2011) examined the effects of transformational leadership on work engagement on a daily level, and found that that transformational leadership does enhance work engagement by enhancing personal resources. Optimism was found to be a mediator of the relationship between transformational leadership and work engagement on a daily level. Tims et al. (2011) state that by challenging and encouraging, transformational leaders may enhance both employee work engagement and job performance, thereby improving overall organizational performance as well. Similar results were found in a study by Fernet et al. (2015), where the focus was on the relationship between transformational leadership and perceived job characteristics (resources versus demands) and thereby, work motivation. The results show that transformational leadership can influence employee perception of job resources and demands, and thereby can be used as a tool to shape the employee job satisfaction and motivation. The researchers state that even if it might be difficult to affect job characteristics per se, transformational leadership can affect the perception of job characteristics and thereby increase work satisfaction and motivation.

Henderson et al. (2013) examined transformational leadership in the nursing environment, in a project aiming to improve poor nursing practices. One of the main obstacles in nursing was perceived to be the fact that nurses concentrate on specific tasks rather than contributing to the overall well-being of the patient, or the organization. Further it was recognized that nurse managers have duties to ensure high quality care and others of administrative nature, leading to employee needs and well-being being neglected. When managers focus on achieving specific organizational objectives, the employees do not perceive the purpose and importance of their work, and thereby their work engagement is affected negatively, resulting in the care provided being just above the line of essential, rather than high quality. The project included unit managers applying trans-

formational leadership to enhance the performance of the employees. The project included aspects of creating a clear vision for employees, changing poor behaviour, engagement in decision-making and supporting the development of skills and knowledge. In practice, this meant e.g. employees participating in creation of the vision, time for two-way communication, interactive bedside education, role-modelling, and feedback. This resulted in practices that exceeded health care standards, improved performance and increased motivation and morale among employees. The author highlights the employee perceived recognition of their work, that resulted in an increase in motivation an eased the sustaining of the changed practices.

2.4 Previous research on change management

The concept of change is an inevitable part of the contemporary world. Learning and development are essential in an increasingly competitive and global world. Even in health care, most practices and frameworks involve some element of change and development (Henderson et al., 2013). However, effective organizational change has been the topic of discussion and research for a long time, due to its perceived difficulties, relating to resistance and fear of the unknown (Ryan and Deci, 2017, pp. 539-554). The Ihmislähtöinen kunta strategy provides a shift in the traditional nursing practices, which requires change management sills from the managers, and is there by highly relevant in the case of Lapinjärvi.

Ryan and Deci (2017, pp. 539-554) states that in order to cope with change successfully, mangers need to be responsive to employee needs. The change should be presented in a non-threatening, clearly stated, and honest manner, acknowledging employee´s feelings towards the change. Further, managers need to recognize and support the employee efforts and perspectives.

Bass and Avolio (1993) discussed the concept of change relating to organizational culture and underlined the importance of comprehensively communicating the need for change. O'Rourke et al. (2016) studied stakeholder participation in change processes in Canada. They, like Bass and Avolio (1993) found that the most prominently motivating factor for stakeholder participation was the perception of the need for change. The researchers suggest that an early assessment of stakeholder understanding of the change should be made, and that the discussion around the change should focus on communicating the need for the change. Storytelling and revealing the benefits, were mentioned

as means for this. Participants in this study emphasized the importance of leadership and stated that good leadership was as an important factor as a compelling vision.

Bradley and Griffin (2015) studied employee perceptions of a Productive Community Services project implementation in England. Their results highlight the need for comprehensive communication, as the employees did not perceive to understand the concept or find it relevant in their work. There was perceived to be a gap between theory and practice. More communication was desired, preferably face to face, as this was seen as more effective, and desired outcomes were to be explained in the beginning of the implementation process. Bradley and Griffin (2015) suggests that communication could also aid in making the project feel more relevant for the employees. Sustainability was also mentioned as a challenging factor in project implementation. The idea behind the project was perceived to be good, but the researchers mention that when targets and objectives are made too generic, employees feel them as distant and irrelevant in their own work. It was also mentioned that the motivation of organisation management team did affect the employee perceptions, i.e. if the organisation was perceived to be making the change just for the sight of it. Bradly and Griffin (2015) highlight the importance of linking the change to the benefit of the patient, as some changes might require additional work from nurses, but seeing the benefit might influence the nurse´s perception of the change positively.

van Emmerik, et al. (2009) also studied the employee perceptions of change, by studying the effect of the job demands and resources on employee perception of organizational change. It was found that emotional job demands had a negative impact on the perception of organizational change and job resources had a positive impact on the perception of change. The authors highlight the importance of employees feeling in control and mastery, i.e. competence, during organizational change for a positive perception of the change.

3 Methods and Material

This section concentrates on describing the research methods and material used in this research. The focus group method will be described briefly, and the analysis of the data will be presented. This section ends with a short discussion on validity and reliability of this research.

3.1 Research Approach

This case study is an empirical research, carried out with focus group interviews as data collecting method. As the sample was quite small, qualitative method was considered to be the best approach. The focus group method was chosen, because of its composed nature. The aim was to make the discussions as natural and un-forced as possible to get open and honest discussions with little interference from the facilitator, and encourage the participants to share their opinions and views.

3.2 Focus Group Method

The term of focus group refers to a group of people discussing a specific topic, with a facilitator leading the discussion or interview. This method has been widely used in social science research, but also for example, in academic marketing research (Eriksson and Kovalainen, 2016, pp. 181-196). Focus group interviews also play an important role in quality management processes, for example in staff program evaluation, to determine how efficiently the program is working (Patton, 2002, p. 388). The aim is to collect empirical data on people´s viewpoints, beliefs, experiences, and their interaction during the interview (Eriksson and Kovalainen, 2016, pp. 181-196).

Patton states the focus group method as an efficient and reliable data gathering technique, as the group consist of several participants, thereby, saving time. Also, the group provides quality control on the data, since the opinions are talked about and viewed by all of the participants in the group. Some weaknesses mentioned are the aspect of limited time and the possibility of conflicts arising during the interview. Also, those who consider their own opinion as a minority, might not speak up in a group setting, even tough, on the other hand, the group setting might encourage people to share more details than

they would in a person to person interview. Focus group method requires good communication and group process skills from the facilitator (Patton, 2002, pp. 385-390).

3.3 Research Design and data collection

The participants in this research consisted of employees in elderly care in Lapinjärvi. The head nurses suggested that only employees with permanent employment were to participate in this study. From the nursing home 7 out of 9 employees participated and from the home care 5 out of 10 participated, resulting in a total participation of 63 %. All of the participants, except one, were practical nurses and all were attending an education specializing in elderly care, relating to the new strategy. One employee worked as an occupational therapist in the homecare unit. The employees work experiences varied from 1 year to 31 years of work experience in elderly care, with an average of 13,6 years. All of the participants were women.

The focus group discussions were carried out in the facilities of the nursing homes in Lapinjärvi. There were three discussions with three different groups, each group consisting of 3-5 people and the facilitator. The thesis´s author functioned as the facilitator in each discussion. The participants were informed about the nature of the research. And the participants were ensured of confidentiality and anonymity. All participants gave their written consent for the videotaping. The discussions where taped on video and the facilitator also took notes during the discussions. As a trigger for discussion, a mind-map with guiding words was used (Figure 1). The guiding words were chosen to trigger discussion about topics relating to the research questions about job satisfaction and motivation, and prerequisites for successful strategy or project implementation. Before the discussion, the employees were informed about the research and its purpose. The facilitator also explained that she was not going to participate in the discussion or ask questions, unless the discussion went out of related topics. The employees were asked to begin working with the mind-map when the recording was started. The participants were instructed to fill the min-map with words or concepts that arouse from their discussion. They were also asked to use different colours, depending on the emotion related to that concept. Red implicated a negative or challenging emotion, that the concept in question needed attention, whereas blue described a positive emotion or a strength. Green was used for concept associated with neutral emotions. The participants were encouraged to share their views and thoughts, on the subject of person centered care, openly and honestly. The facilitator asked for clarification when needed and guided the discussion to stay on the

theme but did not participate in the discussion in other ways. The use of a mind-map worked well in all but one group, however, this group continued an intensive discussion without the map.

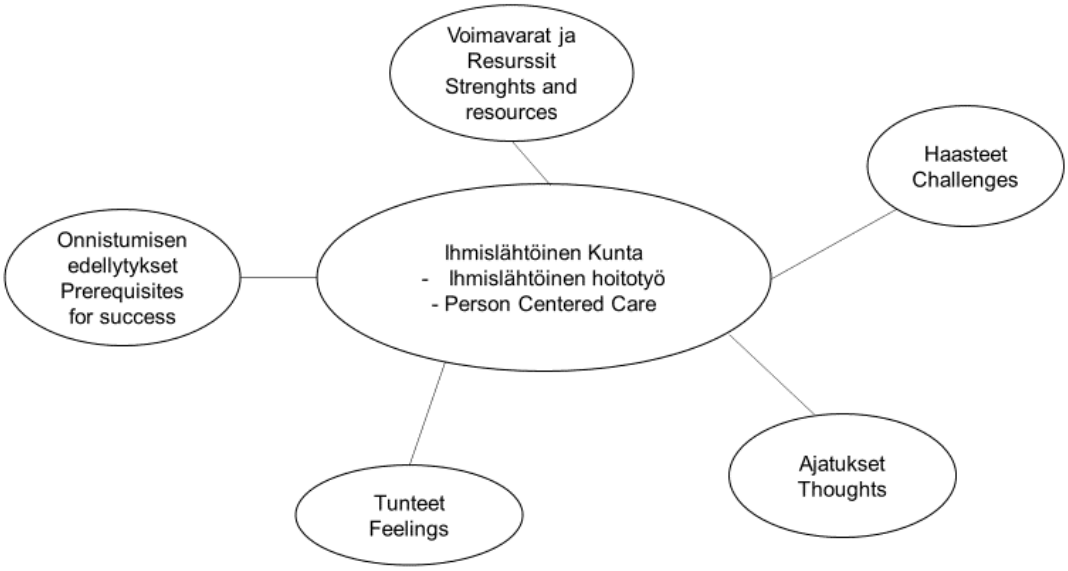

Figure 1, Mind-map

3.4 Analysis

The research data was analysed trough qualitative content analysis, with a discourse approach. The analysis was conducted with a mixed-methods approach of both inductive and deductive methods. The recorded tapes were transcribed into written format, resulting in 42 A4 pages or 16 782 words, which constituted the research data. The data varied between the groups from 9 pages to 20 pages. One of the tapes was of bad quality and was partially excluded from the transcription, resulting in ten minutes missing from the beginning of one discussion. The discussions were also highly vivacious, and people spoke over each other, which affected the transcription of the tapes.

In the preliminary phase of analysis, the tapes were listened to carefully several times, first separately and then combined with the transcribed texts, to become acquainted with the data. In the second phase, the written transcripts were categorized into different themes, derived from the research questions and related theoretical framework. The transcripts were coded with three different colours. Green represented discussion relat-

ing to the nature of nursing work and elderly care, blue represented interpersonal relationships and collaboration and red was used to mark discussions related to organization, management and leadership. The coded transcripts were divided into three columns, with the relevant pieces from the original text rewritten in the first column. These were then categorized into subcategories in the following column, and then further categorized into main categories in the third column. The analysing process considered one research question at the time, beginning from how the employees in elderly care in Lapinjärvi describe their motivation and job satisfaction during the change process relating to the new strategy and care model, and then moving on to analysing what the employees in elderly care recognize as the prerequisites for successful implementation of the new person centered care model in the elderly care in Lapinjärvi municipality.

3.5 Validity, reliability and considerations

This research is of qualitative nature and thereby, reflects individual opinions and their variation. It needs to be taken into consideration that this research focuses on a specific period in a specific context and that further research in a different time and context may provide differing results. However, several measures were undertaken to increase the validity and reliability of this research. The focus group method in itself, provides quality control that increases the validity of the research (Patton, 2002, pp. 385-390). Nevertheless, individual interviews could bring differing results, which needs to be considered if doing similar research in the same context in the future. Another aspect to consider regarding focus group discussions, is the possibility of groupthink. Groupthink refers to the tendency to avoid conflicts in group by adjusting speech and expressions. However, groupthink has also been perceived to have possible negative impact on the groups behaviour and thoughts, resulting in even depression (Clegg et al., 2016, pp. 101-102). In this specific case, two separate units in different locations were interviewed at separate occasions, so the likelihood of groupthink occurring is reduced.

The results were also presented to, and discussed with, the employees and representatives of the municipality, during two presentations in October, as a means to ensure face validity. During these presentations the mind-maps with the results were presented, together with a presentation of the visualization of the prominent results relating to the change process.

During the presentations, listeners who were not present at the focus group discussions commented on the accuracy of the results, according to their own experiences. Further, the researcher interpreted the focus group sessions as warm, comfortable, and safe. The participants in the focus group used very colourful language, showed emotions, and used humour and insider jokes during the sessions, indicating a sincere and open communication. Every participant joined the discussions and contradicting views were considered. In addition to these aspects, the most prominent issues discussed in the independent group sessions, emerged in all three of the sessions, supporting the validity further. To increase authenticity, several quotes are included in the results chapter.

The following chapter will present the results from the focus group discussions. The results will be further discussed in the discussion chapter, together with managerial implications.

4 Results identified in the content analysis of data

In this chapter results are presented, divided into five different categories, by aspects relating to the working environment and the nature of nursing, aspects relating to change, personal aspects, aspects relating to interpersonal relationships, and leadership and communication, see figure 3 below.

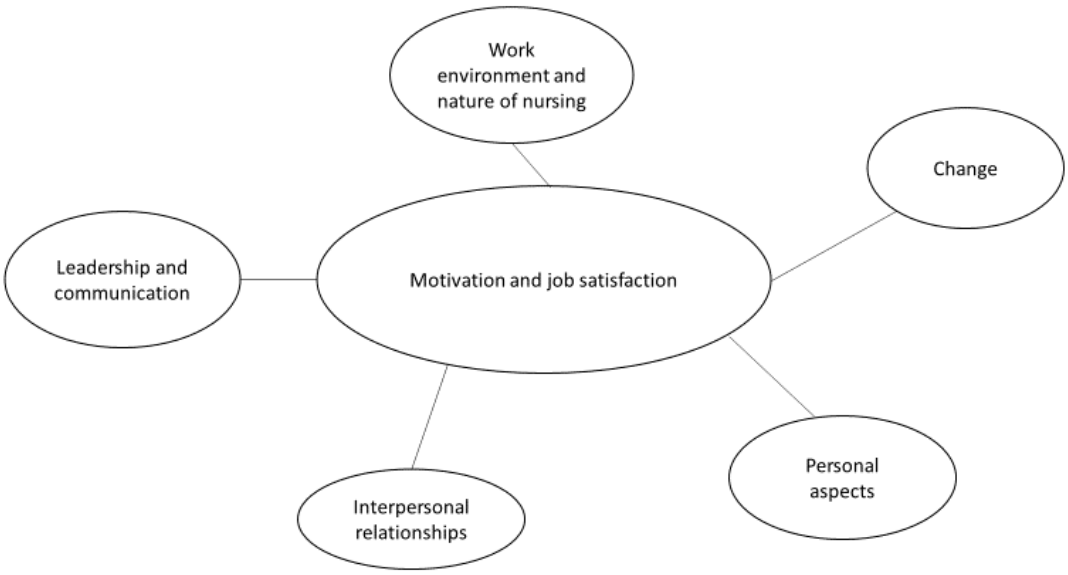

Figure 2, Mind-map of aspects affecting motivation and job satisfaction

The results will be presented with interpretations in English, but quotes will be presented in Finnish, to ensure accuracy and authenticity. The employee perceived critical success aspects, regarding project implementation, will be presented at the end of the chapter as a summary. In the following chapters, the concept of managers will be used when referring to higher-level managers and decision-makers, and the concept of head nurse, when referring to the so-called line manager in the ward or community. The concept of employees refers to all the participants, nurses, and an occupational therapist, to ensure anonymity. For the same reason, names and other possible identification are removed, or changed, in the quotes.

4.1 Aspects relating to the working environment and the nature of nursing

The work itself, nursing, and especially working with elderly people, was considered to be a resource. The elderlies were mentioned to bring job satisfaction in every discussion group. The commitment to elderly care and intrinsic motivation towards elderly care were mentioned as prerequisites for successful implementation of strategies like the person centered care model.

> ” Ja sit tietysti se että, pitää tästä työstä. Mulla on ainakin silleen et tää on mun juttu.”

The clients, and their families, were seen as resources in the everyday work. Received gratitude and commendations were mentioned to bring satisfaction and to increase motivation. The employees recognised that elderly care needs to be respective and delicate, and thereby, is time-consuming by nature.

> ” Niin, ja toista kunnioittava. Ja se että ootsä täällä tai meetsä sitten asukkaan kotia niin, se on kuitenkin se et sun pitää arvostaa sitä et sä menet sinne sen kotiin.”

Rehabilitative approaches also take time, if done properly, even though, when successful it was seen as a resource and something that the employees were proud of in their speech. Elderly care was however, considered to be burdensome, both mentally and physically, and the workloads were described as big.

> ” …koska me saatiin se, kuitenkin vähän niinku kävelemään tänne muiden kanssa…”
> ” Niin, ja kuitenkin kun aattelee että työ on raskasta.”
> ” Kyl se menee niin, et ei siinä niinku, mä en ainakaan mitään sen ihmeempää pysty siinä tekemään kun se aika ei vaan riitä. Ja kun se on kuitenkin, kun sä oot ihmisten kanssa tekemisissä niin sun pitää antaa sille sit sitä aikaa eikä vaan silleen niinku että…“

The working environment was seen as rudimentary and this affected the job satisfaction and the quality of care.

> ” WC-tilat huoneissa ja tällai, hirmu ahdasta ja ei mahdu pyörätuoleilla menemään mihinkään ja, ei oo tarpeeks tukia ja, seinätukia ja tämmösiä. Ja sitten ihan vaan niinku fyysistä niinku että sänky ja vanhuksille ois ihan kiva saada joskus vähän uusiakin ja toimivia [naurahtaa], jossa nousee selkänoja oikein ja, ei tipahda alas ja tämmöstä, pyörätuoleja ja, (-). Siinä ois enemmän sit ihmislähtöistä jos laitettais ensin tämmöset jokapäiväiset tarvittavat asiat kuntoon.”
> ” Silleen niinku, mitä mä nyt ihan rehellisesti sanon niin täällä on ainakin tilat ihan Jeesuksen aikaiset…”

Work ergonomics and patient safety was discussed to suffer from the rudimentary facilities. There was also a lack of equipment and utilities, despite several requests for these, however, in home care, required changes to the elderly´s apartments were seen to be done efficiently by the municipality.

> ” …se on vähän vaikee tehdä töitä kun ei oo, välineitä millä sä teet.”
> ” Et kun ollaan pyydetty tänne tiettyjä välineitä mitä me tarvittais oikeesti uusia niin ei saada mutta sitten nää tosiaan seinät maalattiin niin niihin meni monta tonnia rahaa, se on niinku hullua.”
> ” V: Niin, meet jonkun apuvälineen kanssa niin, saat, hyvä ettet katossa saa roikkua että se asukas mahtuu sinne ja sinä mahdut sinne ja se rollaattori mahtuu sinne.
> V: No ei nyt liiotella, kaikki ei mahdu samaan aikaan [nauraa].”

4.2 Aspects relating to change

Regarding the change process and implementation, elements relating to lacking general view, lack of clear goals and lack of planning where the most prominent aspects.

> ”Niin tai mitä ne hakee sillä, mikä niitten lopputulos, päämäärä on.”
> ” Niin, et ei me nyt oikein tiedetä että, se on vaan nyt semmonen uus sana minkä ne on keksiny ja…”

The employees perceived that the process was not planned thoroughly enough and that managers lacked a general view of the process and project goals.

> ” Ajatuksena perse eellä puuhun [naurahtaa].”

The employees also thought that managers lacked practical judgement of elderly care and what was needed on a practical level, and from the client point of view. The managers of the project were perceived as not to know the conditions of the clients and have little experience of the practical, everyday care. Thereby, the managers were perceived not to acknowledge the actual needs of clients or staff.

> ” Niin jos ajatellaan ihmislähtöisesti että jos, mun pitäis nyt näille vanhuksille niinku, joku jumppahetki järjestää, mä yritän ja yritän ne pistää hanttiin minkä kerkee niin sit se ei oo enää ihmislähtöistä jos mä pakotan ne siihen, vaan se pitää lähtee myös niistä totta kai, vanhuksillakin menee se oma aika et ne huomaa et hei nyt täällä tehdään jotain uusia juttuja et se on taas eri asia, mut et se että se näyttää vaan ulkoapäin hyvältä, et mä nyt vedän sen jumpan vaikkei niitä kiinnosta, niin se ei oo niinku ihmislähtöistä, joku järki pitää olla.”
> ” He ei oo täällä ollu päivääkään töissä tossa suorittavassa hoitotyössä niin he ei tiedä sitä mikä on niinku se oikee ja mikä ei.”
> ” Niin ja sit ne ajais sitä eteenpäin jotka tietää millanen paikka tää on ja mitä eikä sit semmoset ihmiset jotka ei koskaan ole täällä, jotka ei tiedä mitään tästä, niin, … niin se on niinku ihan mahdotonta, tietää sillon mitä asioita pitää muuttaa tai mitkä asiat pitää jättää ennalleen, mikä toimii, mikä ei toimi, niin ei ne voi tietää jos ei ne käy edes täällä.”

The employees believed that changes were needed, but that they were now made to improper things and that the changes that were made, were not practical.
They also mentioned that the concept of person centered in this project lacked practical definition and that managers sought person centeredness in improper ways. There were also considered to be too many changes in too little time. The employees were however grateful for the fact that elderly care was considered and noticed, and for the readiness to invest in elderly care.

> “No kyl mä oon ainakin ilonen siis siitä että halutaan, että vanhuksilla on parempi olla tässä kunnassa, ainakin vanhuksilla, muista en oikein tiedä.”

On a theoretical level, the project was considered to be “lovely” and a good thing. The employees also agreed, that changes were needed in the contemporary field of health care.

> ” Siis mun mielestä toi on ajatuksena hirveen hyvä, mutta asiat tapahtuu liian nopeesti.”

In general, the employees appreciated possibilities to education and training. However, some of the education they were currently receiving was considered unnecessary and overlapping. Many of the employees have several years of work-experience among elderly so a specialization in elderly care was seen as unnecessary. Some of the received education was also seen as unpractical and the education programs were perceived as demanding and too frequent.

> ” Ja ehkä mua siinä mietityttää ne on hyviä niin kuin, luennoitsijoita mut tavallaan se mitä me käsitellään niin miten me pystyttäis sitä asiaa jotenkin siirtää tänne meidän käytäntöön, et me käydään siellä mut et mikä merkitys sillä on lopulta meidän sille käytännön työlle, sitten, lopulta”
> ” Joku tehtävä ja joku moniste ja millon mä teen sen, voi voi ne painaa mieltä että ne pitää tehdä ja, toki tehdään, mutta kun kauheen nopeesti pitää tehdä.”
> ” Niin sulta vaaditaan paljon mitä pitää oppia ja vaaditaan vaaditaan vaaditaan”

The employees wished for more practical training in their everyday work-environment, like diabetes- or wound care education. They also wished for the managers to participate in the education relating to the person centered care-project.

> ” Mut kuitenkin se mitä me oikeesti tarvitaan tässä hoitotyössä niin, senhän vois antaa täälläkin et, sellasia pienryhmiä ja ihan täsmäjuttuja että, vois kouluttaja mennä ihan oikeesti ihmisen luokse kellä on se haava ja näyttää meille ihan oikeesti näin että, katsokaas näin.”
> ” Niinku me ollaan (-) kaikissa koulutuksissa henkilökunta mutta esimiehet ei missään. No ne kävi siellä Hollannissa tutustumassa mutta ne ei oo niinku semmosessa koulutuksessa missä me ollaan. Ja just viime viikolla kun oltiin niin sanottiin et ois hyvä että esimiehetkin ois mukana, koska nekin tarvii sitä, koska me ei voida vaikuttaa tosiaan niinku kaikkeen mihin he pystyy.”

As prerequisites for successful strategy implementation the employees highlighted communication and a supportive working community. A positive attitude was also considered to be an important aspect, relating to change. The employees would like the managers to more concretely show what is expected, and to consider the practical requirements and constraints. It was evident during the discussion that the uncertainty relating to expectations and goals caused restlessness and uncertainty among the employees.

> ” Ja mitä kattaa ihmislähtöinen kunta, niin mitä se niinku, kun tietäis ees et mitä se, ….. vois vaikka yhdellä lauseella, tai parilla lauseella kertoa et mitä se tarkottaa hänen mielestään. Et tietääkö hän itekään sitä, et mitä se on, mitä kohti se menee.”
> ” V: Niinku mä en niinku, käsitä että se on ihan sama jos mä keksisin vaikka, tadaa, nyt kuule toi … on Suomen ensimmäinen, minkä sanan mä keksin, jonkun sanan siihen keksin, hahaa kylähän, sit mä vaan toitotan sitä kaikille niin onks se sit se, mun mielestä tälleen on tehty tää, on sanottu että tää on Suomen ensimmäinen ihmislähtöinen kunta ja piste, näin se on. Ja kaikki on nyt, vau ihan vitun hienoo, teillä on asiat hyvin. Sit ne kysyy niinku et mitä se tarkottaa.
> V: Me ei osata vastata siihen…”

The employees emphasized the need for a clear general picture and clearly stated, practical goals. Money was also mentioned as a prerequisite for successful implementation.

> “ Niin ja varais rahat ensin, projektiin ennen ku aloitetaan sitä projektia niin meidän pitäis tietää paljon siinä on niinku käyttörahaa, mitä sillä niinku saa.”

The employees considered the change process influence on motivation to be two folded, sometimes promoting motivation, and sometimes decreasing motivation.

> “No mut se voi olla se mikä estää menemästä eteenpäin tai se mikä laittaa menemään, se on varmaan vähän kaikkea.”
> ” Mut onhan se sit taas kun, sekavaa, se on se jarruttava ja se on se potkiva.”

4.3 Personal aspects

The employees perceived their level of motivation and job satisfaction to be varying from day to day. Exhaustion seemed to be the most substantial factor. They described the exhaustion to be mostly because of constant changes and uncertainty. Work was perceived to interfere with personal life too much and a few mentioned perceived anxiousness.

> ” Kyllähän se niinku kotiin vaikuttaa”

Job insecurity was a prominent factor, mentioned several times, relating to different subjects. The employees were afraid to state their opinions, because they were afraid to lose their jobs.

> ”…henkilökunnalla on pieni pelko perseessä koko ajan että mitään ei uskalla sanoa sit ylemmäs. Et siellä uhkaillaan suoraan niinku potkuilla että jos ei joku asia miellytä niin sit voi lähtee, ei oo pakko olla. Ettei niinku sit mitään omaan mielipidettä saa antaa…”

> ” Et sitä ihmislähtöisyyttä pitää myös niinku, et niinku, myös se henkilökunta ottaa siinä työssä mukaan, niinku siihen ihmislähtöisyyteen että jos sanotaan aina vaan että, jos ei kelpaa niin voi lähtee ja ei niinku kunnella sit mitään, mielipiteitä tai ajatuksia niin, on olemassa muita ihmisiä jotka voi nää työt myös tehdä niin, se on ihan sit, motivaatiota vähän syö sit siinä.”

Uncertainty was seen as a general characteristic of their work, especially relating to the person centered care project. Sometimes the employees were forced to work against their own values (due to e.g. staff shortage and time limits), which was perceived as decreasing motivation and job satisfaction.

> ” Ja sitten, kun meillä oli se saattohoito niin, se oli mulle niin tiukka paikka kun en mä voinu tehdä niinku mä halusin, kun ei ollu aikaa.”

Some of the changes relating to the person centered care strategy, were also seen to be contradicting to the employees own values (relating to e.g. time spent with clients), and thereby affected motivation negatively. The straategy and change in themselves, were evidently not perceived as decreasing motivation directly, the possible decrease came from indirect effects of the changes.

Perceived competence came up regularly in the discussions. There was perceived to be too little work-introduction and constant changes together with the lack of written instructions or guidelines made the employees feel incompetent. They felt unappreciated by the managers and the feedback from the managers was described as excruciating, thereby affecting the motivation and job satisfaction negatively.

> “ Ja sit joskus se [ylempien] esimiesten palaute on niin niinku musertavaa että, tuntuu ettei haluais tulla töihin ollenkaan sinä päivänä.”
> ” Niin ja joka viikko melkein joku tekee aina jotain väärin. Melkein joka viikko nyt on ollu pitkän aikaa et joku tekee aina jotain väärin. Joko otat vasemmalle askeleen tai oikeelle ja pieleen meni. Et se olis kiva joskus jos meitä ihan oikeesti arvostettais ja kiitettäis ja huomioitais se kiva ja hyvä työ, mikä me tehdään, että se sanottais ihan ääneenkin että, kiva toi oli hieno huomio ja, tehdäänpä näin.”
> ” En mä sitä sano et kukaan kiitoksella elää mut, se vaan mielialaan niinku vaikuttais”

However, the head nurses were perceived as encouraging and helpful. The head nurses were also familiar with the practical work and gave constructive and positive feedback.

> ” Ei, lähiesimies on oikeesti ihan täydellinen kyllä”
> ” Arvostusta ja rauhallinen puhe, uskaltaa mennä sanomaan.
> V: Ja on helppo, kysyä.
> V: Et ei oo mitään sellasta asiaa mitä sä et siltä voi kysyä.
> V: Joo ei tunne itseään tyhmäksi jos kysyy jotain. (here referring to head nurse)”

Also, the clients and their families gave positive feedback that promoted motivation and job satisfaction.

> ” Että vanhukset ja omaiset meitä kiittää kyllä.”

Successful outcomes, regarding both care and project implementation (e.g. team-work) increased motivation and job satisfaction as well. In general, the employees expressed that positive and constructive feedback would increase their motivation, together with the feeling of being appreciated by the managers.

> “ Joo, sit kun se meni jakeluun joo. Sit sai itte tehdä missä tahdissa haluu ja, se on siinä kyllä positiivinen asia”

Regarding the perceived autonomy the employees stated that the managers did not listen to what the employees have to say. Some of them, said they were afraid to express their opinions, in the fear of being fired. The employee´s opinions were not asked or listened too, which lead to frustration.

> ” Siis niinku, kun hommat ei toimi. Sitä on niinku yrittäny jutella ja, keskustella et miten hommat sais paremmin toimii mutta kun ei, kun se ei niinku anna vastakaikua. Sitä niinku turhauttaa.”

Furthermore, the employees felt that they had no possibilities to participate in decision-making and the changes were perceived to be forced trough. There was also mentioning of being forced to participate in meetings during a day off and a short notice of coming meetings or events.

> “ Niin, ja ihan niin kuin eilen keksitty nyt tää on tässä, tulette kaikki pakko piste.”
> ” Se on just mitä alkuun sanoin kans että, ne vois oikeesti kuunnella meitä jotka sitä työtä tekee, toimiiko niiden ideat ja ajatukset”

However, in the home care the employees had possibilities to participate in planning their schedules and this was seen as promoting motivation and job satisfaction. In the future, the employees wished to participate in decision-making processes.

> ” Se ois niinku tosi kiva jos joskus tulis et hei, pidetään yhteinen mietintäilta että, mulla ois tämmösiä ideoita mitä mieltä oot, et voitaisko yhdessä miettiä miten näitä vois niinku kehittää tai, niinku, semmosta ei oo ollu koskaan mitään. Tai kysyä oisko meillä kenties jotain kivoja ideoita.”

4.4 Aspects relating to interpersonal relationships

The most prominent aspects relating to interpersonal relationships were collaboration and good co-workers. Collaboration between organizations was seen as a prerequisite for the implementation of the person centered care model, since many of the clients used services from different organizations.

> ”: Tää vois olla pelkästään vaikka yhteistyö, koska mä aattelin että aika paljon on silleen että me, niinku et toinen, joku sanoo et voitsä ottaa sen kun mun pitää mennä sinne ja tänne. Yhteistyö, työyhteisössä.”
> ” Ja siinä on jotenkin just se, niinku, kun meidän on pakko löytää yhteistyökeinot kunnan kanssa koska meidän asiakkaat käyttää molempien palveluita, niin se ei ole ihmislähtöistä jos meillä ei toimi se yhteistyö, että se ketkä kärsii siitä on meidän asiakkaat.”

The collaboration between the managers and employees was mentioned to be problematic at the current state, as was the multi-professional collaboration, especially in home care.

> “ Niin mä aattelin just sitä että, tuli tää lääkäri, kaks viikkoo sitten, sanottiin et nyt vaihtuu lääkäri, eli … . Että ei enää nää ajat mitä oli tähän ennen, me ollaan käyty ennen Terveystalolla … luona, et ne lopetetaan ja tää … hoitaa kaikki mut valitettavasti, tällä … ei ole ollenkaan niinku, hän ei pääse tonne tietokoneelle, Pegasokseen, eli ei hän nää kenen verikokeita, ne on kaikki ilmassa nyt sitten että, ja moni muukin asia on tosi nopeesti, tapahtunu, et tässä pitäis ensin suunnitella hyvin se että, ja sit lähtee toimimaan sen mukaan, ymmärsitkö?”

However, in all the discussions good co-workers were mentioned as a resource. The focus group discussion sessions were characterized by safe and warm atmospheres, with a lot of humour and laughter, indicating that the participants knew each other well

and felt safe. The employees described that they experienced co-workers as supportive and empathic.

> ” Tästä laittaisin, vielä yhden tänne että vertaistuki.”
> “ V: Sitten taas työkavereilta saa sitä kannustusta niin se, vähän..
> V: Se onkin muuten meidän suurin voimavara ollu todellakin, työkaverit.”
> ” Niin että kun kuitenkin me tehdään työmme niin hyvin kuin osaamme. Ja toisiamme autetaan niin paljon kuin vaan, pystytään.”

Co-workers were also experienced to offer peer support and to listened. The working communities were experienced as caring.

> ” Sitten mun mielestä monta kertaa meillä on täällä työpaikalla, siis sanotaan että jollain on paha olla, niin sitten niinku yhdessä ollaan mietitty että aika henkilökohtaisiakin asioita.”

Good teamworking skills were mentioned and humour and casual atmospheres were further experienced as increasing job satisfaction and motivation.

> ” Mä laittaisin tunteisiin ja rento ilmapiiri”
> ” Voin olla oma itseni, voi olla oma itsensä”

4.5 Leadership and communication

Organising work is here related to the category of leadership and communication. Employees perceived the possibility to manage their own schedule (home care) to have a positive impact on motivation and job satisfaction. Head nurses, who organised the shifts, considered the private life of the employees and their wishes regarding shifts. However, they would have wished for more consideration from the managers, regarding the combining of private and working life. The lack of time for meetings and communication in the working community was seen to have negative affect on motivation and job satisfaction, as did the shortage of personnel and the feeling of constant hustle.

> ” se sellanen, se yhteisen ajan puuttuminen, esimerkiks asiakkaista keskustelemiseksi.”

> ” No voimavarat ja resurssit, siis ei oo henkilökuntaa, ei oo paikalla ketään kuka antais raporttia”
> ” Niin harmittaa toi TePa kun se on niin alimiehitetty ja siis, kun laskee indeksit ja kaikki ja se menee vaan alemmaksi ja alemmaksi ja, kukaan ei siihen reagoi, niin mä en ymmärrä.”

The employees felt that they did not have enough time for the clients and that lack of time influenced the quality of their work negatively. The practical changes brought on by the person centered care project were perceived as time consuming compared to previous practices.

> ” Niin meillä oli ennen, kaikki mitä oli ennen, mikä on hyväksi todettu ne on otettu meiltä pois, kun se ei oo muka ihmislähtöistä, mut sitä ei oo selitetty minkä takia se ei oo.”
> ” Mut sillonhan meillä oli aikaa näille ihmisille nimenomaan, mehän käytiin ulkona ja meillä oli kaikkee muutakin mutta, nyt sie et ehdi.”
> ” Ja siitä johtuen niinku, asiakkaalle annettavan ajan, sehän on hyvin vähäistä”

The employees also felt that managers required actions, without giving the employees resources (like money or time) to do the things requested.

> ” Ja käsketään tehdä mummolahuonetta, käsketään tehdä toi puutarha noin, no mutta ei oo kyllä rahaa niitä toteuttaa että tuokaa kotoa vaan joku, hetekanpätkä sinne tai ruusupuska. Kerjätkää, kyläläisiltä.”
> ” Niin, siis tällä mitoituksella niin, siis aivan mahdoton tehtävä”

Communication was a prominent factor in this category. The employees experienced the communication between managers and employees as rudimentary. The managers were experienced to withhold information and giving orders rather than communicating.

> “ Tulee erinäisiä määräyksiä miten niinku asiat pitää tehdä”
> ” Et se ei oo semmosta keskustelevaa ja neuvottelevaa ja mielipiteitä kysyvää vaan ne on aina käskyjä”

The communication was often perceived as offensive and insulting.

> ”Yleensä pitäis niinku rauhallisesti puhua asioista aina, eikä niin tota tapella ja huutaa ja hyökätä ja loukata ihmisiä, ei se oo mistään kotoisin.”

The employees also expressed a lack of written guidelines and directions regarding current changes in practices.

> ” No tota, se kyl tulee vähän silleen niinku, tuolta takavasemmalta aina, ootsä kuullu? No en, aijaa”
> ” Esimerkiks mä en tienny tästä keskustelusta ennen ku sä tulit ovesta sisään.”
> ” Ja tiedonkulku, mun mielestä vähän huonosti kulkee tieto, ja se on vähän noloo, on ollu paljon noloja tilanteita, tiedonkulku, siinä on parantamisen varaa.”
> ” Onnistumisen edellytyshän ois yks, se on niinku se raportointi, mä laitan sen tohon, tossa on, tai tänkin voi laittaa eri paikkoihin missä nyt on tilaa. Raportointi..”

The employees perceived the managers to be informing the public (media and relatives of the clients) prematurely.

> ” Sitten lähteä puhumaan tästä ulkopuolelle enemmän niinku, ennen ku on niinku, nyt tässä on niinku, kun ei oo mitään vielä kunnolla radikaalia ollu, on lähetty vuosi sitten jo hehkuttaa sitä että, kuinka nyt on ihmislähtöinen vanhustyö, Lapinjärvellä kun ei ollu vielä täällä niinku, ihan, vasta niinku ajatustasolla se asia.”
> ” Olis pitäny olla ensin rahaa ja kattoo mitä me saadaan sillä rahalla tonne mummolaan, ja sitten vasta puhuu siitä omaisille.”

The employees felt that no change had taken place, even though the managers informed the public about changes as if they were actual. The concept of person centered was perceived to be a means of marketing before anything else.

> “Se on ihan sama ku autossa että sitä vahaa mutta sisältä ei siivota koskaan, ihan sama asia”

The employees felt that the managers gave the public a faulty picture and that many things were done just for sight of it.

> ” … Et se mitä mä oon ite lukenu joku aika sitten sieltä kunnan sivuilta sitä blogia vai mitä, jotain, et sieltä saa niinku eri kuvan mitä se käytännössä oikeesti on niinku se, tällä hetkellä tilanne.”
> ” Kun tietää mikä tää todellisuus on ja sit se hehkuttaa tuolla et meillä on niin hyvä, ihmislähtöinen kunta niinku, et annetaan vähän väärää kuvaa.”
> ” Nyttenkin oli lääkärin juttu, Loviisan Sanomissa että, on lääkäri kokeillu täällä että hoitajat voi soittaa suoraan lääkärille jos on kysyttävää, kentältä, ei me saada soittaa. Sekin on huijausta, esimerkkinä niinku, ne ei pidä paikkaansa ne jutut mitä siellä lukee.”

One group contradicted the concept of person centered, as the municipality asked the citizens what they could do for the municipality, instead of the other way around. This group felt that instead of working for the citizens best interest, the municipality worked for the benefit of itself.

> ” Mun mielestä ne ei oo tehny mitään sen asian eteen että tää ois ihmislähtöistä, muuta kuin hokee sitä tuolla ja puhuu siitä. Mut mitä konkreettista ne on tehny sen eteen, ei mitään.”
> ” Niin koska kaikki mitä on, mun mielestä mitä mä nään tuolla niin on että, miten sinä voit tehdä että kunta voi paremmin, se ei mee niin päin että mitä kunta voi tehdä että sinä voit paremmin jos huomaatte.”

Regarding leadership, the employees felt they had no trust in the higher-level managers. Trust in managers was seen as a prerequisite for successful project implementation. Higher-level managers were perceived as not to even greet the employees or clients when visiting.

> ” … tulee käymään niin se ei edes vanhuksia tervehdi, saati sit henkilökuntaa niin kyl siinä vähän aikaa kattoo et, aha, okei.”

The employees were also fearing for their jobs because managers threaten with dismissal if the employees expressed contradicting opinions.

> ” No kun meillä oli se keskustelu siellä viimeks niin, tulee vähän että ei, enää oikein uskalla aukasta suuta, ton jutun takia.”

The employees expressed the need for a more person centered approach in leadership styles.

> ” Ja hyökin vois olla vähän ihmisystävällisiä eikä haukkuu toisille”
> “ Et silleen, hirveen ihmislähtöistä niinku työntekijöitä kohtaan ei oo.”

However, the head nurses were seen as resources with positive influence on motivation and job satisfaction.

> “Ei, lähiesimies on oikeesti ihan täydellinen kyllä.
> V: On, ei enää täydellisempää voi olla, ihan oikeesti.”

4.6 Critical success aspects

“Et sielläkin just kun vähän niinku tuodaan, sit niinku väkisin yritetään jotain asiaa että sitä ei niinku henkilökunnan kanssa keskustella oisko tämmönen kiva vai yritettäiskö näin, sitten kun se vaan runtataan niinku läpi että näin muuten tehdään, niin, totta kai siinä sitten tulee henkilökunnallakin jarrut päälle et no ei muuten tehdä, että kun se tulee, aina kun joku on pakko niin sehän on että, joku vastustushan siinä tulee sitten päälle.”

The employee recognized critical success factors are presented in a mind map below.

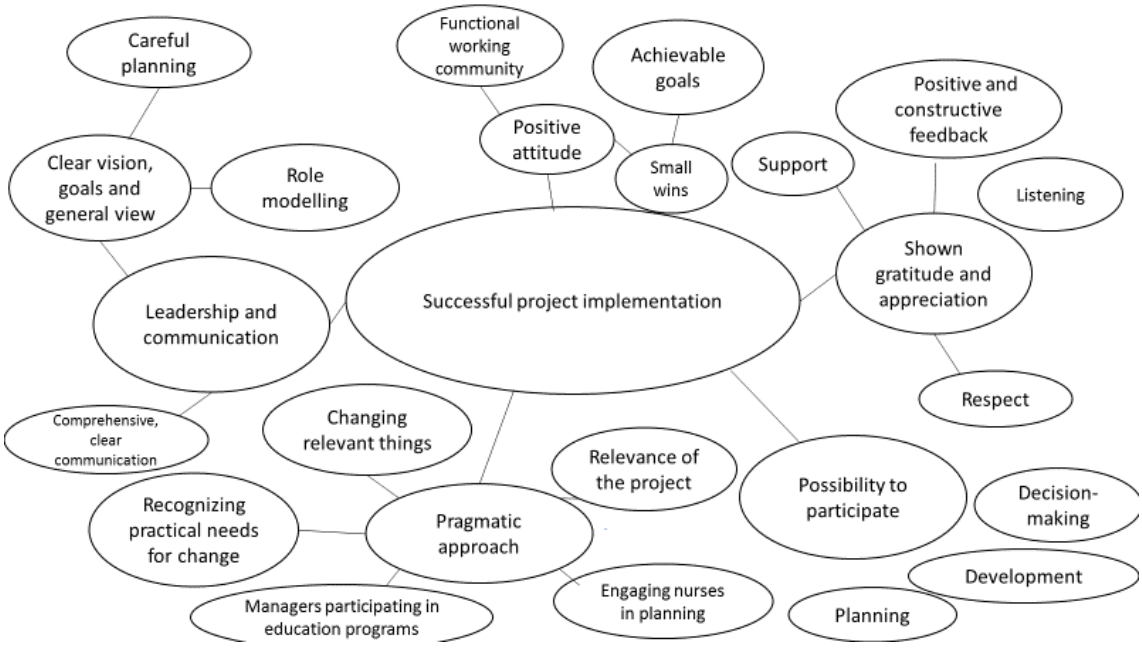

Figure 3, Mind-map of critical success aspects

The employees do recognize the need for change and they do appreciate the efforts from the municipality to improve the quality of elderly care.

> ”Iloinen, mikä se on, mites sen nyt laittais vielä silleen että, mistä asiasta iloinen, ajatustasolla [naurahtaa], toiminnasta. Iloinen halusta kehittää.”

For successful outcomes, they emphasize comprehensive communication, clearly stated, and communicated goals, targets, and outcomes. They desire a clear and comprehensive general view of the project. Further the employees express a need for appreciation, constructive and positive feedback, recognition, and gratitude. From their discourse, it is evident that relevance of the project is of great significance for a successful outcome. The employees wished that changes would be made in a practical sense, beginning from the acute and concrete needs in the working environment.

> “Mikä on niinku ihan oikeesti se, konkreettinen asia mitä tänne tarvii. Ja mitä kukakin näistä niinku haluais, mikä ois se semmonen tärkee.”

To aid this, they wished more possibilities to participate in planning and decision-making, since they have the practical experiences and ideas that could be useful in practical decision-making. A supportive and collaborative working community is seen as a prerequisite for a successful project implementation, along with a positive attitude. The employees also wished for thorough planning and a sufficient time frame for changes. Further, strong leadership and role modelling are seen as factors promoting successful project outcomes, and trust in managers as a prerequisite.

> ” Niin mutta eikö sillon jos niin kuin sitä pompotetaan niin eikö olisi tämä, joka tämän ihmislähtöisyyden nyt on alulle laittanu niin eikö sen kuuluisi ensin näyttää suuntaa omalla toiminnalla, ta-daa minäpä olen täällä nyt vaikka, sun kans vähän viettää tunnin aikaa. Minä lähestyn vanhusta. Ei.”

5 Discussion and Managerial Impications

Motivation and job satisfaction are both complex and dynamic concepts. Here they have been discussed in the light of mainly SDT-theory and need satisfaction, since these can

be seen to explain the factors most prominently occurring in the focus group discussions. The concept of positive leadership has been discussed since in the case of Lapinjärvi, it could be seen to provide useful means for achieving a successful project implementation. In line with the research relating to the Humanly Effective Leadership research project (Syväjärvi et al.), the employees in Lapinjärvi found the factors affecting motivation to be two folded, i.e. the same factor affecting sometimes in a positive way, and other times in a negative way. The recognition of the aspects affecting motivation positively helps managers to increase the motivation, and thereby overall job satisfaction of the employees. Since previous research provides evidence that strong motivation and job satisfaction are highly related to better performance and lower job turnover, this recognition may lead to increased overall organizational profitability.

The perceived critical success factors are also in line with previous research, as also Bradley and Griffin (2015) mention aspects of communication, perceived relevance of the change, good ideas with too generic goals and using change as a means for promoting prestige. Several of the perceived challenges relating to leadership are aspects that could be changed by using a more positive approach and applying a transformational leadership model (Bass and Riggio, 2006, p. 4-5). The strongest influencing factors in the employee´s discourse can be seen to be the different aspects of communication and leadership, linking to the satisfaction of basic psychological needs. This is also in line with the results from the Lapinjärven laatu 2020 workshop in 2014 (Lapinjärven Laatu 2020, 2014).

Communication highly relates to the satisfaction of the basic psychological needs (Kovjanic, et al., 2013) and communication is also a way to affect and shape employee perception and behavior (Bass and Riggio, 2006, p. 47-54, Bass and Avolio, 1993, Fernet et al., 2015). In the case of Lapinjärvi, communication was mentioned already in 2014 and now again, two years later, indicating that this area still requires attention. In the research of Vandercammen et al. (2014), it was mentioned that it is a matter of subjective perceptions of the context and not an objective appraisal done by e.g. managers. Thereby, it could be that the managers efforts are just not perceived as effective by the employees, despite efforts undertaken. Aspects of transformational leadership could be of use in this situation, since it is mentioned as a means to affect employee perceptions of job resources and demands in the research of Fernet et al., (2015). Transformational leadership also underlines the importance of two-way communication and recognition of

the individuals, which could help to reduce the possible gap in the communication between the managers and employees.

Communication further affects the individual sense of autonomy, as one cannot perform without required information. However, communication also highly affects the feeling of relatedness, and the overall atmosphere in the working community and culture, and thereby engagement and commitment to the organization, linking the need satisfaction to organizational performance (Fernet et al., 2012, Bass and Riggio, 2006, p 32). A further challenge regarding communication is the fact that employees perceive the managers to be communicating prematurely to the public about changes that have not yet taken place, and that the project is used as a marketing tool. However, in the turbulent world of SOTE and digital transformation to mention a few, marketing is needed to achieve attention. Lapinjärvi has begun a unique strategy implementation and needs to market that to benefit from it, for example by attracting new businesses or inhabitants to the municipality. Here again, a two-way communication, explaining the importance of the marketing and the complexity of the context might help. Similar challenges were mentioned in Bradly´s and Griffin´s (2015) study, where the organization was seen to be making changes just for the appearance of making changes, not for the benefits the changes were to bring. Timely, transparent and open two-way communication with the employees could help to avoid this kind of perception. Further, by using two-way communication the managers could ensure that the vision and goals of the project get clearly and comprehensibly communicated, ensuring accurate information among employees, and thereby reducing uncertainty and confusedness. Clear communication can also aid in creating the feeling of a need for change, required for a successful implementation of a change project, like mentioned by O'Rourke et al. (2016). However, in Lapinjärvi the employees did recognize the need for change, even though the current changes were not perceived to be addressing the most prominent needs.

Secondly, the concept of leadership covers several of the aspects discussed in the focus group sessions, consistent with the results in Syväjärvi et al. (2012). The employees in elderly care in Lapinjärvi expressed a high level of uncertainty and fear, regarding their jobs. There was no trust in the higher-level managers and the employees felt unappreciated. They felt that they did not received any gratitude or acknowledgement from the higher-level managers, which forcefully decreased their motivation. This can be seen to arise from the needs for competence, but also relatedness, as a person feeling unappreciated might not feel committed or related to the organization or working community. By

using tools from the transformational leadership style, these kinds of challenges might be avoided. In the small group discussions, the employees recognized small wins, like a successful outcome regarding a team work tryout, but they wished for acknowledgement from the higher-level managers as well. Practical examples from this particular case, where the employees feel they had “small wins”, were the introduction the team-work model and overall rehabilitative approach to care. The employees felt that an acknowledgement of a job well done, would increase their motivation and enhance employee well-being. They also desired possibilities to participate in decision-making, while at the same time fearing to express their opinions in the fear of losing their job if expressing contradicting opinions. Here a basic need for safety, mentioned by Maslow (Benson and Dundis, 2013), can be seen as highly affecting employee behavior. By creating a safe environment where the employees feel they can express themselves, the managers could not only satisfy the need for safety, but also, the need for autonomy. However, if the employees do not speak up, it could be the case that managers are not aware of the severity of the perceived problems and may not be able to provide solutions. By further giving opportunities for and encouraging the employees to speak up and express their opinions, the managers could satisfy the need for competence and relatedness, by acknowledging and recognizing the employee thoughts and opinions. Recognition and acknowledgement might be enough to satisfy employee needs for autonomy and relatedness, even competence, even though the opinions or ideas might not be implemented. The perception of being heard is the aspect to focus on. Autonomy support might also reduce possible resistance towards upcoming changes (Ryan and Deci, 2017, pp. 16-17, pp. 532-537, Smith et al., 2005).

Regarding leadership, the employees also desired a more practical approach form the managers, i.e. role modelling by the managers, which is also mentioned in the literature of transformational leadership (Bass and Riggio, 2006, p. 5-9). The employees wished for a more consequent behavior from the managers, desiring a person-centered approach from managers towards human resource management and interpersonal relationships. The leadership aspect was mentioned already in the Lapinjärven Laatu 2020 (Lapinjärven Laatu 2020, 2014). Since it is still an issue, there might not have been a sufficient amount of improvements done, or the improvements are just not perceived by the employees. However, here the possibility of misinterpreted meanings should be considered. If the changes for a different leadership approach was not communicated properly, there might be misinterpretations on what was meant by leadership and devel-

opment needs. This is also a consideration in case of the changes relating to care practices. The employees recognized the need for change but perceived the ongoing changes as unpractical, thereby there might be a misinterpretation of the needs between employees and managers, if the needs were considered, and changes developed already in 2014. Concluding, there is a need to recognize the difference between the manager´s and employee's perceptions of the leadership aspect. Since the municipality has been doing workshops, maybe this could be utilized in this case as well. The employees and managers could meet, and together figure out, what makes a good leader, in their specific context, the objective being a model of the perfect leader in the specific environment and time. This could help to figure out where the possible gap in perceptions and meanings lie, and how to narrow it. Here, to avoid disruptions and arguments, a trained, outside professional trainer might function as a facilitator.

In accordance with Bakker and Demerouti (2006), Trépaniera et al. (2015) and positive psychology (Cameron, 2008), one way of increasing motivation and job satisfaction could be by focusing on, and using the resources of the work to buffer against the demands of the work. In this context, this could be making use of the apparently good collegiality and work atmosphere, and acknowledging the clients as resources for motivation. Syväjärvi et al. (2012) recognized in their study the need for a supportive, trustworthy, and positive leadership model, in promoting job satisfaction, which was also mentioned several times by the employees in Lapinjärvi. From the SDT-theory viewpoint, practical means for managers for supporting the satisfaction of the basic psychological needs are e.g. providing opportunities for choice and involvement, giving meaningful feedback, and treating the employees equally (Ryan and Deci, 2017, p.536).

Nevertheless, the employees did see the need for change, appreciated the efforts to enhance elderly care and appreciated their jobs and co-workers. The development needs regarded leadership and communication. As a visualization, during the presentation of the results to the employees in October, the researcher presented an interpretation of the current situation in form of building blocks, see figure 4. The building blocks represent a simplified model of the needed elements for a successful change process in this specific context and time, based on the interpretations of the employee's discussions.

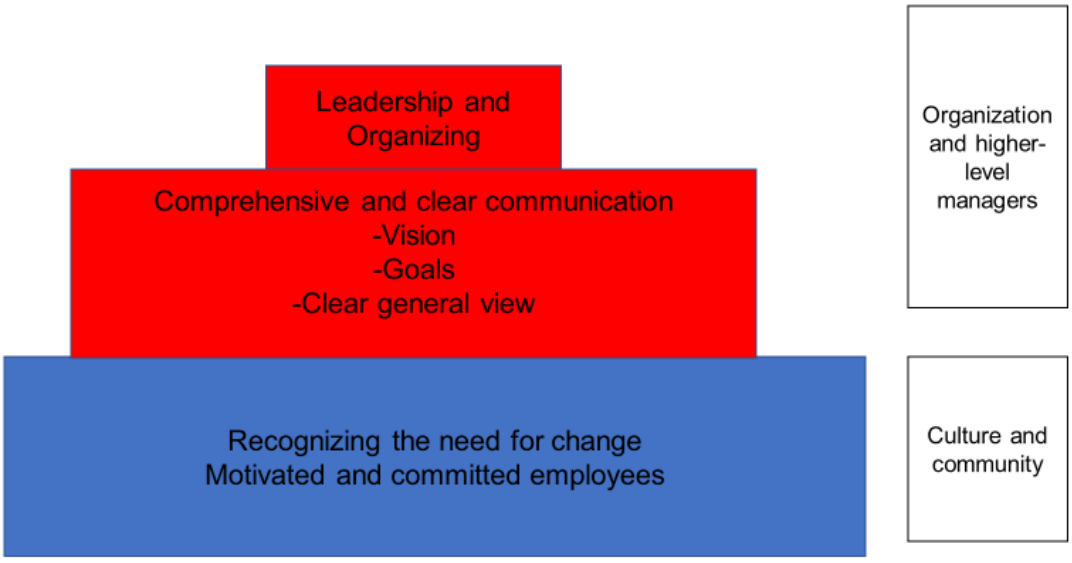

Figure 4, Building blocks

The lowest block in blue, represents the resources available in elderly care in Lapinjärvi and the block is blue because it is something that is currently working and perceived as good. The block is the lowest and the biggest one, because it is the one to build upon, and also, the one hardest to change and imitate. The upper two blocks are smaller, firstly because they concern fewer people and secondly because they are easier to change and modify. The lower block is related to the organizational culture and community and the upper blocks regards the whole organization trough the higher-level managers.

6 Conclusion

“Teemme omasta tahdosta tätä työtä, sydämellä.”

In line with the research by Toode et al. (2015), this research shows that employees in elderly care in Lapinjärvi are highly motivated by intrinsic factors and enjoy the nursing work in itself. This is a highly resourceful recognition and can be used to further strengthen nurse´s motivation and also, in project implementation and change management, by linking the changes to nursing and the benefit of the patient (Bradley and Griffin, 2015). O’Rourke et al. (2016) mention in their research storytelling and managers showing the benefits of changes, as means to ease the transition phase related to change. This could help the employees in Lapinjärvi to visualize how the strategy benefit the

clients, and thereby, provide a resource to buffer the effects from the possible burden the change process brings. The employees in Lapinjärvi elderly care, perceive the elderlies as resources for motivation and job satisfaction, and by recognizing this, managers can further increase the nurse´s perception of motivation and job satisfaction. The nurses show a strong commitment to their clients and are interested in promoting the quality of the care they give. Thereby can be concluded that there is a solid ground for strategy implementation, like the person-centered care model, in elderly care in Lapinjärvi. Further, the clients are seen as resources promoting motivation. Further needs for development, recognized by the employees, regard leadership and communication, to ensure a successful outcome in future strategy implementation and promoting job satisfaction and motivation. As a suggestion for further development of leadership skills, aspects from transformational leadership or positive leadership could be considered. Especially two-way communication could be enhanced to decrease the possible misinterpretation of meanings. Further, strengthening virtues like gratitude and compassion, in everyday interactions between employees and managers, could establish a more positive culture, to enhance employee job satisfaction and performance, as well as client perceived care. By changing the emphasis from change and needs for development, to strengths and resources, a positive culture can be even further reinforced. In case of Lapinjärvi, the strengths and resources are already there, so it is a question of changing focus and utilizing the existing assets. Further research could be conducted to gain more insight and depth into the perceptions and meanings of both employees and managers. Since this research provides a partial follow-up on the workshops conducted in 2014, a future research in another stage of the change process could bring an interesting continuum and evaluation of improvements. Further it could be researched how the changes relating to the new strategy are perceived in other working communities in Lapinjärvi municipality. The health care sector in Finland is undergoing turbulent changes and characterized by uncertainty overall, which might influence job satisfaction in a wider perspective. Thereby, in might be considered that a research conducted in a more stable time period could yield differing results.

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Example of coding and analysis-process

Työympäristö, tilat ja puitteet, ergonomia ja turvallisuus kärsivät, eikä työtä pystytä tekemään kunnolla.	Työympäristö	Työn luonteeseen ja työympäristöön liittyvät tekijät
Apuvälineiden ja hoitotarvikkeiden puutuminen, pyynnöistä huolimatta.		

V: He ei oo täällä ollu päivääkään töissä tossa suorittavassa hoitotyössä niin he ei tiedä sitä mikä on niinku se oikee ja mikä ei.

V: Ei se lähtökohta ainakaan mistä tässä lähetään, mikä on mahdollista.

V: Eikä nää fyysiset puitteetkaan täällä mitkään niinku, vanhassa rakennuksessa ei enää niinku pelkkä maalin laittaminen seinään ei riitä.

V: Eipä auta.

V: Aivan, semmonen niinku..

V: Se on parempi vaikka tutkia missä kunnossa tän talon rakenteet on että, vois niinku, terveyden kannalta terveempi paikka työskennellä.

V: Just näin, (-) [0:24:48 ep]..

V: (-).

V: Niin, nimenomaan (-), (-), niin, fyysiset puitteet kans niinku kuntoon (-) ois pitäny laittaakin. Tosiaan se, sisäilmatutkimukset suoraan sanottuna ja sitten, tämmöset fyysiset puitteet, huoneet, että, ne on jo aika vanhanaikaista ja ei käytännöllistä ollenkaan.

V: Ne on rakennettu joskus aikoinaan parempikuntoisille kuin mitä nykyaikana, (-) [0:25:25 pp], ei oo aatellu että tää ihan palvelee meidän asukkaita.

V: WC-tilat huoneissa ja tällai, hirmu ahdasta ja ei mahdu pyörätuoleilla menemään mihinkään ja, ei oo tarpeeks tukia ja, seinätukia ja tämmösiä. Ja sitten ihan vaan niinku fyysistä niinku että sänky ja vanhuksille ois ihan kiva saada joskus vähän uusiakin ja toimivia [naurahtaa], jossa nousee selkänoja oikein ja, ei tipahda alas ja tämmöstä, pyörätuoleja ja, (-) [0:26:02 hp]. Siinä ois enemmän sit ihmislähtöistä jos laitettais ensin tämmöset jokapäiväiset tarvittavat asiat kuntoon.

V: Apuvälineet.

V: Apuvälineet ja tämmöset mitä tarvii koko ajan joka päivä.

V: Et kun ollaan pyydetty tänne tiettyjä välineitä mitä me tarvittais oikeesti uusia niin ei saada mutta sitten nää tosiaan seinät maalattiin niin niihin meni monta tonnia rahaa, se on niinku hullua.

…
V: Niin, tuli ensimmäiseksi mieleen. Ja kumminkin SPR:t ja kaikki, meillä ei oo mitään mittareita, meillä ei oo ees toimivaa INR-mittaria, kun … sano et hyvä teistähän tulee lääkäreitä, mä sanoin et alotetaan siitä että saadaan toimiva INR-mittari.
…

Tiedottaminen ulospäin ennenaikaisesti	Kommunikaatio ja tiedottaminen	Johtaminen ja kommunikointi

V: Sitten lähteä puhumaan tästä ulkopuolelle enemmän niinku, ennen ku on niinku, nyt tässä on niinku, kun ei oo mitään vielä kunnolla radikaalia ollu, on lähetty vuosi sitten jo

hehkuttaa sitä että, kuinka nyt on ihmislähtöinen vanhustyö, Lapinjärvellä kun ei ollu vielä täällä niinku, ihan, vasta niinku ajatustasolla se asia.

V: Ollaan ihan siinä alkumetreillä vieläkin, että, paljon on hyviä ajatuksia mutta, toteutus nyt vie aikaa. Ei oo vielä todellakaan mikään ihmislähtöinen kunta et mä en oo huomannu mitään eroo missään, kaikissa terveyspalveluissa sun muissa et monimutkaisemmaksi nekin vaan menee. Et se mitä mä oon ite lukenu joku aika sitten sieltä kunnan sivuilta sitä blogia vai mitä, jotain, et sieltä saa niinku eri kuvan mitä se käytännössä oikeesti on niinku se, tällä hetkellä tilanne. Eiks joku ollu puhumassa siellä Norjassa vai missä?

	Työn luonne	Työn luonteeseen ja työympäristöön liittyvät tekijät
Hoitotyö vanhusten parissa on mielekästä		
Vanhustyön kuuluu olla kunnioittavaa		

V: Niin, mikä on muuttunu.

V: Elikkä siis, vanhustyöhän pitää olla ihmislähtöistä, ainahan se on ollu.

V: Niin, ja toista kunnioittava. Ja se että ootsä täällä tai meetsä sitten asukkaan kotia niin, se on kuitenkin se et sun pitää arvostaa sitä et sä menet sinne sen kotiin.

V: Niin, musta ois kiva tietää että millä lailla Lapinjärvessä tehdään työtä eri lailla verrattuna muihin.

V: Niin, mun mielestä ei mitenkään muuten. Ainut on että täällä on niinku-

V: Muualla sitä ei niinku hehkuteta mitenkään.

…
V: Kun se on niinku noistakin.

V: No vedetään nyt. Mitäs muita voimavaroja meillä on?

V: Onnistuuko se edellytykset, mun mielestä kumminkin meillä on kaikilla halu auttaa noita vanhuksia.

V: Missä sä oot siellä-

V: Tuolla, mä oon vielä tuolla.

V: Aijaa, okei.

V: Mä en keksi kyl siihen enää mitään.

V: Mun tuli äsken jotain mieleen mut se meni.. no.. mitä … sulla on?

V: Sulla oli joku mielessä tohon.

V: Niin tohon onnistumiset ja edellytykset, mun mielestä me kumminkin kaikki ollaan täällä sen takia et me halutaan olla täällä.

V: Auttamisen halu.

V: Oikeaan alakulmaan tonne..

V: Ja sit tietysti se että, pitää tästä työstä. Mulla on ainakin silleen et tää on mun juttu.

V: Tuskin me nyt niin kauan oltais oltu tässä.

V: Muodostakaa hieno lause.

V: Omistautuminen työlle, ei..

V: Työn mielekkyys.

V: Niin työn mielekkyys on hyvä mun mielestä. Ja tohon niinku ite on ainakin tähän mennessä saanu semmosen niin kuin tilan sille oman työnkuvan, suunnittelulle ja kehittämiselle et ei oo semmosta valmista pohjaa annettu niin, koen et se on semmonen, tärkee.
…

Example of analysing chart

	Työn luonne	Työn luonteeseen ja työympäristöön liittyvät tekijät
Hoitotyö vanhusten parissa on mielekästä		
Vanhustyön kuuluu olla kunnioittavaa		
Hoitotyö vaatii aikaa		
Yhteistyö omaisten kanssa		
Kuntouttava työote		
Työ itsessään raskasta		
Vanhukset voimavara		
Työmäärä koetaan suureksi		
Työympäristö, tilat ja puitteet, ergonomia ja turvallisuus kärsivät, eikä työtä pystytä tekemään kunnolla.	Työympäristö	
Apuvälineiden ja hoitotarvikkeiden puutuminen, pyynnöistä huolimatta.		
Hyvä raportointi ja tiedonkulku muutoksen onnistumisen edellytyksenä	Muutosjohtaminen	Muutokseen liittyvät tekijät
Selkeä kokonaiskuva ja selkeät tavoitteet puuttuvat.		
Puutteellinen suunnittelu		
Muutokset jossain määrin tarpeen		
”perse eellä puuhun”		
Hieno ajatus ja ilo halusta kehittää.		
Liian paljon muutoksia liian nopealla aikataululla.		

Ihmislähtöisen-käsitteen konkreettia puuttuu		
Ei tiedetä mitä oikeasti halutaan, käytännön tasolla.		
Esimiehet jotka ovat tämän keksineet voisivat näyttää suuntaa		
Ei tiedetä mitä haetaan		
Asioita ei suunnitella tarpeeksi etukäteen		
Toimiva ja kannustava työyhteisö muutoksen onnistumisen edellytyksenä		
Positiivinen asenne muutoksen onnistumisen edellytyksenä		
Rahat ensin ja sitten suunnittelu		
Toivotaan selkeätä kokonaiskuvaa ja tavoitteita		