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Work-Related Well-Being of Reception Centre Workers

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Laurea University of Applied Sciences

Work-Related Well-Being of Reception Centre Workers

Degree programme in social services
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Work-related well-being of reception centre workers

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The purpose of the thesis was to define factors that affect the well-being of reception centre workers, and to address themes that cause the workers special concern. The thesis also aimed to define ways to support the well-being of reception centre workers and to prepare for a similar crisis in the future. The working life partner was Karhusaari Group Home, a centre for unaccompanied underage asylum seekers administered by Helsinki Deaconess Institute. The theoretical framework of the thesis includes i.a. reception services, reception centre workers' position and challenges, work-related well-being, stress-management, secondary stress, work multicultural youth work and crisis intervention.

The authors of the thesis conducted a qualitative research on the experiences of the workers in Karhusaari Group Home. A total of five participants were interviewed using a semi-structured interview with open-ended questions. The research question was following: Which factors affect the well-being of reception centre workers? A qualitative approach was chosen, because the workers' experiences, feelings and thoughts were the subjects of study. A semi-structured interview allowed the workers express themselves freely. Content analysis was conducted on the gathered material.

The research indicated that the factors that affect the well-being of the participants are Co-operation negotiations, resources, support at the workplace, decision-makers' actions, factors related to clients and the workers' assets, stress-management skills and coping styles. Four out of five participants described their work-related well-being as good, and one participant described it as moderate.

Keywords: Reception centre workers, Stress-management, Work-related well-being, Personal resources, Secondary stress, Crisis intervention.

Tiivistelmä

Vastaanottokeskusten työntekijöiden hyvinvointi ja jaksaminen työssä 2017

Opinnäytetyön tarkoitus oli nimetä tekijöitä jotka vaikuttavat vastaanottokeskusten työntekijöiden hyvinvointiin, sekä käsitellä teemoja jotka aiheuttavat työntekijöille erityistä huolta. Tavoitteena oli myös selvittää keinoja joilla työntekijöiden hyvinvointia ja työssä jaksamista voitaisiin tukea, sekä keinoja joilla voitaisiin varautua vastaavanlaiseen kriisiin tulevaisuudessa. Yhteistyökumppanina toimi Helsingin Diakonissalaitoksen johtama Karhusaaren ryhmäkoti. Karhusaaren ryhmäkoti on alaikäisille yksin maahan tulleille turvapaikanhakijoille suunnattu vastaanottokeskus. Opinnäytetyön teoriakehyksessä käsitellään mm. vastaanottopalveluja, vastaanottokeskusten työntekijöiden asemaa ja haasteita, työhyvinvointia, stressinhallintaa, sekundääristä stressiä, monikulttuurista nuorisotyötä ja kriisityötä.

Opinnäytetyön tekijät suorittivat kvalitatiivisen tutkimuksen Karhusaaren ryhmäkodin työntekijöiden kokemuksista. Yhteensä viisi työntekijää haastateltiin puolistrukturoidulla haastattelulla käyttäen avoimia kysymyksiä. Tutkimuskysymys oli seuraava: Mitkä tekijät vaikuttavat vastaanottokeskusten työntekijöiden hyvinvointiin? Kvalitatiivinen tutkimus valittiin, koska työntekijöiden kokemukset, tunteet ja ajatukset olivat tutkimuksen kohteena. Puolistrukturoitu haastattelu salli työntekijöiden ilmaista itseään vapaammin. Kerätystä aineistosta tehtiin sisällönanalyysi.

Tutkimus osoitti, että seuraavat tekijät vaikuttavat Karhusaaren ryhmäkodin työntekijöiden hyvinvointiin: YT-neuvottelut, resurssit, työpaikalla tarjottu tuki, päättäjien toiminta, asiakkaisiin liittyvät tekijät ja työntekijöiden taidot, stressinhallintataidot ja selviytymiskeinot. Neljä viidestä osallistujasta kuvasi työhyvinvointiaan hyvänä, ja yksi osallistuja kuvasi sitä kohtuullisena.

Avainsanat: Vastaanottokeskusten työntekijät, stressinhallinta, työhyvinvointi, henkilökohtaiset vahvuudet, sekundääri stressi, kriisityö.

Table of Contents

1	Introduction	6
2	Description of the Working Life Partner	7
3	Reception Centre Work	7
	3.1 Terminology	8
	3.2 Reception Services & Position of a Reception Centre Worker	10
	3.3 Racism & Burden of Work.....	13
	3.4 Client Work.....	15
	3.5 Work-Related Well-Being and Stress-Management in Social Work.....	17
	3.5.1 Job Satisfaction.....	19
	3.5.2 Self-Care & Resilience.....	21
	3.5.3 Secondary Stress.....	23
	3.5.4 Crisis Intervention.....	27
	3.6 Multicultural Youth Work	30
4	Research Methods	31
	4.1 Study Design.....	32
	4.2 Data Collection	36
	4.3 Ethical Questions & Reliability of the Research	36
	4.4 Validity of the Research Questions.....	39
5	Results and Findings	40
	5.1 Work-Related Well-Being	42
	5.1.1 Influencing Factors.....	43
	5.1.2 Effect of Clients' Experiences	44
	5.1.3 Suggestions for Improvement	45
	5.2 Causes of Concern & Their Effect on Personal Life	46
	5.3 Support at the Workplace	50
	5.4 Resources	52
	5.5 Stress Management	53
	5.6 Finnish Immigration Service & Ministry of the Interior	55
	5.7 Politics, Media discussion & Social media	60
6	Discussion.....	62
	6.1 Limitations of Research	87
	6.2 Suggestions for Further Research	88
	References	89
	Appendices	95

1 Introduction

The thesis was written in cooperation with Helsinki Deaconess Institute and the research was conducted in Karhusaari Group Home for underage asylum seekers. The topic of the thesis is limited to the well-being of reception centre workers. Although the thesis aimed to name certain factors related to the clients that might cause concern for the workers, the attention is only on the workers' experiences. However, the workers' experiences cannot be fully understood and presented without addressing the background and global consequences of the European Migrant Crisis that started in 2015, and also different phenomena related reception centre work and work with refugees.

The purpose of the thesis was to identify the factors that affect the well-being of reception centre workers and to address the issues that cause them special concern. The thesis also aimed to possibly find ways to support the well-being of reception centre workers and to prepare for a future crisis that might be yet to come.

The European Migrant Crisis was recently in a major role in the media around Europe. In Finland the crisis came also out of the blue in 2015 and escalated rapidly. The refugee flow to Finland grew tenfold in 2015. The government and other service providers had a short time-period to prepare for the crisis and to build the infrastructure needed to support the refugees. Reception centre workers were placed unwillingly in the centre of public discussion on some instances. Part of the public discussion has been aggressive towards the refugees and the people who help them. Then again, the public concern and research has concentrated almost entirely on the well-being of the refugees. Little research has been done on the experiences of reception centre workers, especially in Finland.

Social work is a rewarding, but demanding profession. Neglecting the needs of a workforce that under pressure has to meet the needs of others on a daily basis can come at a significant cost. Social work is a sector where rates of sickness and absence, mental health problems and even suicide are elevated compared to the general population. (Community care 2014)

The need for this research can be easily justified. The European Migrant Crisis is unique for Finland and many other Western countries. Never before had Finland prepared services and support as fast for a large amount of refugees. Therefore there is no previous research on the experiences of reception centre workers in a similar situation. Even the research of reception centre worker's experiences in general is scarce. The authors of the thesis believe that in order to support the refugees the workers must have a basic sense of security and well-being, as well as sufficient resources.

According to the theoretical background of the thesis, reception centre work can withhold various challenges, which stem from specific problems that are caused by the experiences of the clients and their specific needs. The workers might face issues related to multiculturalism, conflicts, integration, trauma, mental and physical health of the clients, lack of resources, prejudice, politics and bureaucracy.

2 Description of the Working Life Partner

The research was conducted in Karhusaari Group Home. Karhusaari Group Home was founded by Helsinki Deaconess Institute in November 2015 by the order of Finnish Immigration Service. Karhusaari was established fast, as were most of the new reception centres in Finland. Karhusaari Group Home is situated in Helsinki. It offers accommodation for 21 children and adolescents who are under 16 years old. Karhusaari will be closed in October 2017 according to the decision of Finnish Immigration Service. (Helsinki Deaconess Institute)

Because Karhusaari is intended for underage asylum seekers there are more staff members per client than in regular reception centres. The clients are provided with basic services, such as basic social and health care services, as well as a small allowance. Education is provided for the clients until they turn 16. Underage refugees are also entitled to receive interpretation services and legal aid when necessary. (Helsinki Deaconess Institute)

Helsinki Deaconess Institute is a large non-profit organization that has been operating over 150 years. Helsinki Deaconess Institute administers two centres for supported housing and one group home for underage asylum seekers in the capital city area. In addition, Helsinki Deaconess Institute offers housing, education, and social services for asylum seekers of all ages. This situation, however, will change during and after the thesis process, because some centres will be closed and the amount of refugees arriving to Finland is decreasing. (Helsinki Deaconess Institute)

3 Reception Centre Work

There is a scarce amount of literature on reception centres or work with refugees in Finland, and even less literature on reception centre workers. The authors of the thesis reviewed the Proquest Ebook Central, Proquest Central, EBSCOhost, Google Scholar and the databases of Helsinki city Library and Laurea University of Applied Sciences. Therefore the literature and studies used in the thesis are mostly international, and the themes vary from general to spe-

cific. The main concepts of the theoretical framework of the thesis include position and challenges of reception centre workers, stress-management, work-related well-being, personal resources, secondary stress and crisis intervention.

3.1 Terminology

Asylum seeker:

An asylum seeker is a person who has himself applied for and is still waiting for a refugee status in a foreign country. Many asylum seekers are unable to provide for themselves, and the hosting country has the duty to offer them accommodation and support. Asylum seekers can arrive to the country of destination illegally without any consequences. (Pieroon & Thomas 2010, 39-40)

In Finland the asylum seekers are entitled to reception services during the time their refugee application is being handled. The reception services are listed under the Reception Law. (The Finnish Refugee Council)

Refugee:

A refugee is a person who is granted with a refugee status. A refugee is entitled to stay in the country and to have the same social benefits as other nationals in the country of residence. A refugee can also apply for family reunion. (Pieroon & Thomas 2010, 39-40)

According to the UN Convention on Refugee Status on 1951, an asylum seeker is qualified as a refugee if he is unable or unwilling to return to his country of nationality due to a justified fear of persecutions on the basis of race, religion, nationality, social group or political opinion. (The UN Refugee Agency 2010)

Quota refugees are excluded from the subject of the thesis since they will not reside in reception centres. In Finland the amount of refugee quota is decided by the parliament. Since 2001 the refugee quota has been 750 per year, but for the years 2014 and 2015 the quota was raised to 1050 (The Finnish Refugee Council). The quota refugees are chosen by immigration officials in the countries where the refugees are situated, often in refugee camps (The Finnish Refugee Council).

In the thesis the terms refugee and asylum seeker are used interchangeably, because the difference of the terms is more important in discussing the situation and legal status of refugees themselves. Additionally, a person who has received residence permit or refugee status can remain accommodated in a reception centre while other type of accommodation is acquired.

Therefore it is not meaningful to make difference between the terms because the clients in a reception centre can be either asylum seekers, asylum seekers with residence permit or refugees.

Reception Centre:

Reception centres are responsible for the services of the asylum seekers who are registered there. The services include accommodation, reception services, basic allowance, health checks and urgent health care, legal aid and interpretation services regarding to the applications, and counselling. The clients in reception centres can move freely inside Finland. However, the asylum seekers whose reasons or routes of coming to Finland are seen as suspicious can be placed in detention units. Detention units do not allow the clients to leave the area. (The Finnish Immigration Service 2017)

Group Home & Centre for Supported Housing:

In Finland unaccompanied underaged asylum seekers who are under 16 years old are placed in Group homes. The staff and services in group homes are similar to those of child protection services. Centres for supported housing are intended for underage asylum seekers aged from 16 to 17 years. (the Finnish Immigration Service 2017)

In addition to the basic accommodation, the basic needs of the clients are taken care of in group homes and centres for supported housing. The clients receive financial aid, food, and social and health care services. Professional education- or caretaking plans are also made for the clients. The underaged asylum seekers will be provided with basic education until the age 16, and possibly with additional training. The municipalities have the responsibility to organize education for asylum seeker children (Association of Finnish Local and Regional Authorities 2016). Asylum seeker children are also entitled to legal aid and interpretation services. Moreover, each unaccompanied underaged asylum seeker will be designated a personal advocate, whose task is to make sure that the child's well-being comes first in all situations. The advocate helps the client in official matters in the same position as a legal custodian. (the Finnish Immigration Service 2017)

Family Group Home:

Family group homes are set for unaccompanied underage asylum seekers who have already been granted a residence permit, but do not have their parents in Finland (The Finnish Immigration Service 2017). The clients of Karhusaari Group Home are also transferred to a family group home situated nearby as they receive residence permits.

The Ministry of the Interior & The Finnish Immigration Service (Migri):

In Finland Ministry of the Interior is in charge of reception policy and legislation. The ministry decides on the establishment, placement and closing of reception centres. The Finnish Immigration Service operates under Ministry of the Interior, and its' Reception Unit directs the operation, planning and monitoring of reception centres. In the thesis Finnish Immigration Service is referred to as Migri. (The Finnish Immigration Service 2017)

Migri's Asylum Unit makes the decisions on granting refugee statuses and residence permits. The unit investigates the applications and interviews the applicants. The unit also checks if the asylum seeker could get a residence permit via other reasons, for example work or family ties. Asylum seekers can also be granted with a refugee status, or with a temporary residence permit due to secondary need for protection. Secondary protection concerns the people who need protection for other reasons than personal persecution. (The Finnish Refugee Council)

The handling of the applications usually takes time. If the applicant is denied the refugee status and residence permit, he will be sent to his country of origin or to another transit country which is considered safe. Due to international agreements Finland cannot return asylum seekers to a country where they could be faced with death penalty, torture, persecution or other kinds of inhumane treatment. (The Finnish Refugee Council)

The European Migrant Crisis:

During the year 2015, more than a million refugees were forced to flee their countries and come to Europe, many of them in order to escape the war in Syria. Since then many governments have been slow to act, some were passive and some were even hostile towards the large numbers of people moving in pursuance of safety. (Jones & Saheen 2015)

Before the crisis the refugee flow to Finland had been small compared to European and global level. According to the Association of Finnish Local and Regional Authorities (2017), 32487 refugees came to Finland during the year 2015, while the corresponding number was only 3651 in 2014. The infrastructure needed to accommodate and support thousands of refugees was non-existent (Association of Finnish Local and Regional Authorities 2017).

3.2 Reception Services & Position of a Reception Centre Worker

Social work in refugee camps is mostly about provision of basic needs, such as shelter, food and water. However, things get more complicated regarding the countries where the refugees have expressed their willingness to stay.

It is in the duty of a social work professional, according to the International Federation of Social Workers, to assist and help people through different changes in their lives. Social work has an essential role concerning the integration of refugees into the society, but also in helping them come to terms with what they have been through. Social workers encountering refugees during resettlement or in the years following the official resettlement period will need to assist them in coping with these multiple cultural and emotional challenges, as well as with their needs for help with housing, job searching, and other basics. (Healey 2008)

United Nations' international laws guide nations on how they should treat refugees. The most important international laws concerning refugees are The International Human Rights Law, the International Humanitarian Law, and the International Refugee Law from the UN Convention in 1951. Nonetheless, there is not an effective way of supervising the realization of international laws. National laws are composed on the basis of the international laws. National laws mandate for example who are granted admission to the country and who are able to receive public services and benefits. People who work with refugees should be aware of the policies and legislation surrounding refugees, and of the social, political and economic forces that have shaped them. The workers must also know how to apply the general laws and policies to specific situations. (Potocky-Tripodi 2002, 53-57)

The services for refugees form a large and diverse network, consisting of international, national, state, local, public and private organizations and agencies and professionals from various disciplines. Most important intergovernmental organizations regarding the refugees are International Organization for Migration (IOM) and the United Nations' High Commissioner for Refugees (UNHCR). Both of these organizations operate under United Nations. International private organizations, like the Red Cross, work with IOM and UNHCR, but are not tied to governments and their politics. Sometimes the lack of continuity caused by different practices in different organizations pose challenges in international protection of the refugees. (Potocky-Tripodi 2002, 96-110)

According to Steiner, Gibney, Loescher and Nurse (2003), the international system for refugee protection has been under debate. Policy makers have been asking for improved control measures as the number of refugees has been rising. Many have stated that the current refugee law does not provide means to control irregular and illegal migration, and to identify those who are in need of international protection. The former British home secretary Jack Straw pointed out already in 1999 that the 1951 Refugee Convention is no longer working as it was meant to, because the environment in which it was ordained has changed drastically. The home secretary suggested that handling some cases already in the countries of origin with common criteria for the European Union would decrease the economical strain on EU countries and reduce "asylum shopping". Northern and Western states were concerned on the

security-, economic and environmental impacts of growing involuntary migration. The media and ideological changes have shifted the discourse on refugees in Europe. The provision of humanitarian aid can be also seen as a way to satisfy the public and the media, and as an excuse to avoid political interventions and tackling the roots of the crises. The UNHCR's and other humanitarian organizations' field of responsibility has been growing rapidly, and the organizations have struggled to meet the demands financially and operationally. Steiner et al. also point out that the recent shift towards the rise in right wing movements in Northern states may be one of the reasons for stricter border controls and increased xenophobia in the popular culture. Even the Nordic countries, which have a strong tradition in supporting human rights, have experienced a change in the political debate and opinion regarding refugees. The issue of terrorism has also shaped the treatment of refugees during the recent years. The UN Convention of 1951 is not the only policy that needs to be addressed: The way some countries have interpreted the international law are questionable, and some countries have been subjected to disproportionate burden taken into consideration their ability to meet the needs of the asylum seekers. (Steiner et al. 2003, 155-162; 478-479)

In Finland the reception policies and matters are handled by Ministry of the Interior and the Finnish Immigration service operating under it with the TE Services, municipalities and reception centres (Berg 2012, 14-34)

Reception centres provide the clients case-management, counseling, vocational rehabilitation, health services, youth services, employment services and legal assistance. Reception centres also indirectly participate in the planning and coordination of reception services and advocacy of refugees' rights. Therefore reception centre workers must work with a variety of organizational structures and service delivery professionals. Reception centre workers also use a variety of service delivery strategies and techniques. (Potocky-Tripodi 2002, 117-120)

Potocky-Tripodi states that for a person working with refugees it is beneficial to be familiar with the service delivery system and the clients' social, political and historical background. In many countries there is a lack of bilingual or bicultural reception centre workers. (Potocky-Tripodi 2002, 113-117)

Social workers evaluate the refugee's situation, advocate for their rights and needs, determine which community resources they need, help them adapt to the new country without having to leave behind cultural customs and traditions, and closely monitor their progress. Social workers need either to speak the language of their clients or have access to bilingual or bicultural professionals or interpreters. Because of the language barriers, social

workers also need to advocate on behalf of their clients for access to service providers located in the mainstream society. (The role of social work in the refugee crisis 2015)

Moreover, when working with refugees social workers must be prepared to work on both micro and macro levels, through either ethnic specific or multi service agencies. Their work must include intergroup activities and avoid getting trapped in the stereotypes of the model minority, neither neglecting to provide needed services to certain ethnic groups. (Working with refugees, A guide for Social Workers)

Conclusively, social workers need to keep an open mind, but also be willing to try culture-specific interventions to respond to the needs and priorities of immigrants. (Balgopal 2000, 239)

3.3 Racism & Burden of Work

Social workers have a moral duty to advocate better possibilities and anti-discriminatory policies in order to relieve the problems of the refugees (Potocky-Tripodi 2002).

Turtiainen (2012) points out that social work is claimed to have three contradictory roles: promoting human rights, enforcing legal decision-making power and advocating for the client's rights. A social worker who works with refugees operates in the middle of the advocacy for the client's needs and the laws and human rights regulations derived from the national immigration policy. An important aspect of social work is recognizing the client's needs and removing barriers for fulfilling those needs. A social worker who supports refugees has to live with laws that contradict with the worker's sense of justice. Even fellow authorities' and workers' decisions can differ from the workers own perspective. The worker's responsibility for the client's legislative rights is highlighted when the client is unaware of his rights and the service system. (Turtiainen 2012, 35-53)

According to Hayes and Humphries (2004), as the organization and coordination of support systems and accommodation in England is unclear, the social workers are not fully aware of their position in helping the refugees. Similar events have been witnessed all over Europe during the crisis. There are also many reception centres that do not have the resources to hire staff that meet the regulations; social workers or psychologists for example. (Hayes & Humphries 2004, 40-45)

In some areas of England the care of underage asylum seekers relied on individual social workers and reception centre workers without planned procedures or special training. The workers reported being concerned on the quality of help they could provide for the children

and young people who had suffered traumatic experiences. The workers also mentioned that underage asylum seekers demanded more resources than adult asylum seekers. This caused stress among the workers who reported already being overburdened with the adult clients. (Hayes & Humphries 2004, 46-48)

According to Berg (2012), work with refugees requires perseverance, sensitivity, cultural knowledge and ability to detect subtle hints from the clients. The foundations for successful integration and support for the refugees lie in systematic and sustainable immigration policies, adequate resources in municipalities and competent workers. Attention should also be paid in multicultural and counselor training. (Berg 2012, 14-34)

Hayes and Humphries address the hostile and racist views towards the refugees and their supporters. In many rural areas in England a racist outrage only spurred when the new services and support systems for refugees were announced publicly. Some service providers kept their whereabouts a secret because of the fear of attacks. Some reception centre workers had also been personally threatened. (Hayes & Humphries 2004, 46 - 48.)

According to Potocky-Tripodi (2002), Hate crimes can affect refugees and even reception centre workers. Hate crime is an intent to hurt or threaten an individual because of race, gender, sexuality, disability, ethnicity, origin, political view or religion. Recently the racist views have been appearing also on the internet: there is a growing number of web pages that promote hatred toward minorities in the West. Hate crimes can also be perpetrated by refugees, and occur between the refugees. Against the common belief, it is not rare that ethnic minorities commit hate crimes. There can be prejudice even between people from the same country based on social class, political differences, religion, etc. Social workers have the ethical obligation to promote cooperation between different ethnic groups. If violence based on racism or prejudice happens in a reception centre, the workers will need knowledge of conflict resolution methods. (Potocky-Tripodi 2002, 425-428)

Koistinen (2017) conducted a research on the successfulness of the practices of reception centres and experiences of refugees in Finland during the year 2015. The research indicated that approximately in half of the reception centres that were included in the research ethnic or religious tensions had occurred. Some reception centres reported quarrels, bullying, or even fights that were suspected to originate from ethnic or religious differences. (Koistinen 2017, 56)

The historical evidence from the United States indicates that racism is related to political and economic changes. For example at times of recession racism increases. Refugees and immigrants are often accused of stealing jobs from the native population, committing crimes,

failing to adapt to the culture and being too much of a strain for the society. (Potocky-Tripodi 2002, 416-420)

Strömberg-Jakka and Karttunen (2012) argue that immigration has become a politically sensitive subject in Finland. The media discussion mainly revolves around racism, conserving the Finnish cultural heritage, misuse of social benefits and crime. Berg, in turn, states that the attitudes of Finnish people have become colder, and the public conversation about refugees and asylum seekers has become predominantly negative. The media for its part creates polarized attitudes, which can even make the integration of refugees more difficult. (Strömberg-Jakka & Karttunen 2012, 7-12; Berg 2012, 14-34)

3.4 Client Work

Berg (2012) points out that social work with refugees is conflicting and contains particular challenges. The worker has to address various needs while keeping in mind the special issues related to multiculturalism and asylum seeker/refugee status. Typical problems for refugees are lack of social network, idleness, health, language, large amount of children, single parenthood, economy and worry about family members in other countries. According to studies, sometimes social workers see refugees as difficult clients, whose various needs awake helplessness even in experienced professionals. Social workers often refer to refugees as traumatized clients in need of help. (Berg 2012, 14-34)

Reception centre workers who lack adequate training and supervision are in a risk of over-identifying with the clients and having unresolved personal issues affect their well-being. (Potocky-Tripodi 2002, 113-117)

Potocky-Tripodi (2002) lists various challenges in using interpreters with refugee clients. Translating is a highly developed skill, and it takes time to find the best possible translation for each situation. There are linguistic and cultural differences that are difficult to translate, and the psychological meaning and non-verbal clues of the original message is easily lost. It is of utmost importance that the interpreter is a trained professional, because there is a risk that an informal interpreter's attitude towards the client or worker can affect the interpretation. According to Berg (2012), translating is time-consuming, and the interpreter cannot always find an equivalent term from both languages. (Potocky-Tripodi 2002, 113-117; Berg 2012)

Refugees are in a higher risk of developing health-related problems than the average population. The rate of somatization is also high. People who work with refugees must be aware of the unique health issues of different groups, and also of special health issues of the elderly,

women and sexual minorities. Refugees are also more prone to mental health problems because of the traumatic experiences, losses and stress. Cultural factors can affect the symptom expression and communication styles regarding mental health problems. Common mental health issues among the refugees are low self-esteem, depression, anxiety, loneliness, somatization, post traumatic stress disorder, paranoia and substance abuse. It is important that the worker identifies the client's needs and coordinates the needed services. Compliance to different treatment plans can also be challenging due to cultural factors, previous experiences or lack of trust. Very little empirical research has been conducted on effective mental health interventions specifically for refugees. (Potocky-Tripodi 2002, 183-208; 256-292; 348-350)

Refugees' family dynamics, gender roles and power relations can also differ from the mainstream culture. Traumatic experiences and life changes can create or exacerbate conflicts between family members. At worst family or marital conflicts can lead to domestic violence, incest, murder, threats or control over basic needs. In order to avoid power-imbalances between spouses or family members a reception centre worker must pay attention to each member of the family. Traumatic experiences and victimization of refugees sometimes lead to further violence, when the trauma is repeated upon others. Violence can also be transmitted intergenerationally: some children show symptoms of PTSD even only the parent have suffered the trauma. Violence can sometimes be kept a secret because of social, political and religious customs. If a worker finds out about violent incidents between the clients, he must ensure that both the victim and perpetrator receive help. Teamwork with the police is also important. (Potocky-Tripodi 2002, 310-324; 332-340)

Potocky-Tripodi emphasizes that all work with refugees must be based on culturally competent practice. The worker must possess a culturally competent attitude, knowledge and skills in order to work effectively. The worker must be familiar with the integration process, and with the factors that hinder it. However, human rights violations can never be overlooked with the excuse of cultural sensitivity. Effective service provision requires understanding of causes and the process of migration and understanding of the demographic and socioeconomic characteristics and service utilization patterns of refugees. (Potocky-Tripodi 2002, 123; 479-480)

Some cultural differences create challenges in work with refugees. In the countries from where most refugees come from, the perceptions of time, individual, family and communication can be different. In some countries and religions fatalism is strong, and therefore the individuals do not necessarily view themselves as subjects of their own life. Experiences that refugees go through can reinforce fatalism. In addition, collectivity and strong power hierarchy are quite common for these countries. It affects to the division of power inside families

and society, and it also has an effect on communication with social workers. Speaking about problems directly can be perceived rude, for instance. (Berg 2012, 14-34)

The clients in turn may see the worker as an extension of legislative power, because the clients do not necessarily understand how the worker has to balance over advocating the client's rights and following international and national laws and policies. This may have a profound effect on client work, because the clients are often unwilling to receive help or information until the worker has gained their trust. Waiting for the decisions and uncertainty of their consequences can exacerbate situations. The clients can have strong reactions, such as aggression or disappointment, or test the worker's loyalty and seek safe boundaries by getting angry. (Turtiainen 2012, 35-53)

3.5 Work-Related Well-Being and Stress-Management in Social Work

Stress and mental burnout are a common phenomenon among social work professionals these days, as critical changes at a political, administrative and societal level have had a great impact on the expected role and responsibilities of the workers. The profession of social work is already widely acknowledged to be profoundly stressful, mostly because of the fact that social workers are in constant conflict between assisting their clients and coping with the organizational and bureaucratic demands. According to Pines and Kafry (1978), social workers are considered as a rather emotionally homogenous group, whose sensitivity towards the clients' problems make them vulnerable to stress. (Pines & Kafry 1978)

Social workers have the obligation to listen to and empathize with clients on a daily basis, regardless of what is taking place in their own life realities. It is frequent that they need to listen about severely traumatic experiences of service users, or even find out about a client's suicide. Reflective supervision is considered necessary for the emotional demands of social work, but supervision alone cannot itself protect the emotional well-being of social workers. It is fundamental that social workers identify and comprehend the symptoms of psychological distress in themselves, since seeking support for a psychological problem is a sign of professionalism, not a sign of weakness. (National Association of Social Workers 2016)

Consequently, it is of utmost importance that mental health and well-being among social workers are promoted and protected, in order to help the professionals to develop a mindful appreciation of their own mental and emotional health needs, but also to empower them to integrate this into practice as social care workers. This impacts the quality of care the staff can offer. If caregiving professionals are stressed, fatigued, burnt out or distracted, they will not be in a position to listen, focus and attend fully to the needs of those that they care for. The care that social workers provide can also be undermined by factors that impact their

well-being such as bureaucracy, and poor or limited supervision and poor management. This is not about the training or competence of caregiving professionals but about their energy levels, mental state and focus. Ultimately, caregiving will be greatly impacted by the quality of the organizational cultures that support staff. However dedicated and competent an individual professional may be, he cannot sustain a high quality level of care without being supported to do so. (Community Care 2014)

The foundation of social work exists in the relationships with the clients. Even in situations where social work professionals are engaged with service users who have unrealistic expectations or inappropriate demands, an internal conflict is still possible. According to Rushton, the fact that social workers during their training are taught to be non-judgemental towards their clients, can make it challenging for them to admit that client's personalities and attitudes make effective service response difficult or impossible. As a result, they might consider personal or agency responsibility as a failure. (Rushton 1987)

Moreover, stress resulting from organizational factors is of great concern. There is a number of stressors that could be identified regarding work-organizational related stress, such as lack of funding, shortages in personnel, high worker giving up rates, lack of interconnection with other working units, attitudes of other professionals, and working in a bureaucratic environment. In addition, the organizational pressure to discharge clients as fast as possible, without focusing on the time needed for the adequate support and counseling can contribute at a great extent to the overall stress related to the pressure involved in planning and reaching work targets. Ultimately, a lack of progress regarding goal attainment is responsible to negative affective outcomes. (Chang, Johnson & Lord 2010)

As organizations constantly change and traditional practices are replaced by more complicated and overlying roles, all social workers are exposed to stress associated with role uncertainty. Stress deriving from unclear goals or objectives can ultimately lead to job dissatisfaction, lack of self-confidence, low motivation to work, and finally intention to leave the job. (Sutherland & Cooper 1990)

Furthermore, affect has been associated with a variety of perspectives regarding health and well-being of employees. Positive affect has been associated meta-analytically with reduced levels of employee stress, but also with increased immune function, even reduction of suffering a stroke among other adults. On the contrary, negative affect has been related to increased levels of stress, occupational injury, even coronary heart disease and overall mortality from all causes. Several aspects of affective experience at work also influence both subjective and objective employee well-being. For example, feeling pressure to perform emotional labor has been related to the experience of negative physiological symptoms

(Schaubroeck & Jones 2000). In addition, affective distress has also been found to mediate the relationship between daily reports of workload and well-being (Ilies, Dimotakis, & De Pater 2010). Also, affect has been shown to influence job satisfaction, an important indicator of employee subjective well-being (Judge & Church 2000).

According to Nissinen (2008), negative stress is the experience of an imbalance between the demands of work and the worker's resources and coping skills. The worker can become disappointed in himself or in his organization. The feeling of control is lost. In turn, positive or moderate stress is formed from the effort given and from the satisfaction of achieving goals. Resources, motivation and meaningful challenges predict more positive than negative experiences of stress. The feeling of being able to influence work-related matters and the feeling of control over one's work support the experience of professional competence and reduce the risk of overburdening. When stress is not overwhelming the workers are usually more devoted and motivated. Normal work stress can be alleviated with breaks and holidays. When this does not work, the worker might need special support in order to restore his well-being and working ability. (Nissinen 2008, 26-28)

Undoubtedly, prevention is better than cure, and social work professionals need to develop and adopt strategies in order to promote their own well-being. Positive social work practices necessitate attentiveness, consideration of every possible detail, open-mindedness and responsible decisions. Maintenance of physical and emotional well-being is essential to be cultivated and processed. Developing new attitudes and behaviors can be a gradual and challenging process and for that reason social workers need to be patient and willing to invest some of their time and effort in order to get the anticipated results that can affect their work-related well-being positively at a great extent. (Community Care 2016)

Stress-management, job satisfaction, self-care and resilience, preventing secondary stress and crisis intervention have similar aspects regarding stress-management and work-related well-being among social and health care professionals.

3.5.1 Job Satisfaction

Biron and Burke (2014) identified different interventions on individual and organizational levels and their benefits in improving the mental and physical well-being of employees. An organization can aim an intervention to address depression, intrapersonal communication, management, safety issues, or anything in between. The level of intervention can be divided into primary, secondary and tertiary. Primary interventions aim to reduce stress factors inside the organization. Secondary interventions aim to enhance workers' personal abilities and coping

skills in order to endure more stress. Finally, tertiary interventions treat workers who already have developed stress-related health or mental health problems. (Biron & Burke 2014, 9-8.)

Biron and Burke mention various factors that can increase job satisfaction. A few of those factors are listed underneath:

- **Exercise:** Exercise can reduce depression and enhance mental and emotional well-being and self-esteem. Physical activity is also a good outlet to reduce stress.
- **Self-insight:** Self-insight is beneficial because stress reactions are individual.
- **Goal-setting:** Learning to set realistic and specific goals can reduce stress effectively, because reaching personal goals has positive impacts on mental health.
- **Time-management:** Learning time-management skills and prioritizing reduces the feelings of being overburdened. Time-management and prioritizing skills can give the workers a feeling of control in uncontrollable situations.
- **Healthy living-habits:** Healthy living habits and relaxation methods reduce stress and they also improve physical health.
- **Effective communication and conflict management skills:** Positive interaction, support networks, and relationships with coworkers lead to higher job satisfaction and lower amount of stress.

(Biron & Burke 2014, 70-72; 135)

However, not all stressors can be eliminated in a workplace, and some stressors are even enjoyable challenges for a number of people. Therefore it is important to use primary and secondary interventions together: reduce excessive stressors in the workplace and provide the employees with direct tools in coping with the abiding stress. (Biron & Burke 2014, 50-57)

Biron and Burke remind that besides of a platform for development and using one's skills, work is also a basic component of social and personal life. Therefore work-related well-being usually reflects to all aspects of life. Work can also be a part of psychological well-being when an individual can use his abilities in a fruitful, constructive, or productive manner. Meaningful work, positive social interaction and appropriate tasks can help an individual in forming a sense of agency and belonging, and improve self-esteem. (Biron & Burke 2014, 37-43)

Moreover, according to Brett and Drasgow (2002, iv), "work is an integral part of self-identity".

Miller and Rosse (2002, 205) wrote that job satisfaction has been researched over the years in relation to constructs such as commitment, loyalty, intentions, turnover, absence and tardiness. Rosse and Miller formed a model of employee adaptation and discuss how workers adapt

to dissatisfying work conditions. Different behavioural families, instead of individual actions and behaviors, can be seen as an attempt to adapt to dissatisfaction. Positive adaptation or coping behaviors reduce the source of dissatisfaction, negative behaviors exacerbate the source of dissatisfaction, and neutral behaviors do not change the source of dissatisfaction in any way. According to the model, adaptation must be understood as an interaction between the worker and his work environment over time. Rosse and Miller believe that the worker's choice of behavioral model is affected by personal experience, vicarious learning, social norms and the restrictions and possibilities of the organization. Research supports the model in the sense that workers who choose a positive adaptive response to job dissatisfaction were found out to have less symptoms of mental and physical health. According to the model, job dissatisfaction is a catalyst for taking action, while job satisfaction enforces the maintenance of status quo. (Miller & Rosse 2002, 205-207)

Positive adaptive behavior families include Problem solving behaviors, planned exit and planned avoidance. Problem solving (informing the management about problems, working with supervisors and coworkers to improve the situation, changing work tactics, etc.) aim to reduce, remove or fix the source of job dissatisfaction. Planned exit includes resigning, retiring and transferring in order to avoid the source of dissatisfaction after a careful thought-process and planning. Planned avoidance includes constructive strategies to avoid dissatisfaction, for example taking a day off, leaving early or avoiding duties. Prosocial behavior of the workers is also linked to job satisfaction in multiple studies. On the contrary, examples of negative behavioral families include job withdrawal and work withdrawal. Job withdrawal includes a set of behaviors that aim to distance the worker completely from the organization and the job, such as resigning or retiring. Work withdrawal behaviors intend to provide the worker with contemporary escapes from the work; being late or leaving early, absences, wasting time and escapist substance abuse. Job withdrawal and work withdrawal are counterparts to planned exit and planned avoidance, but they show impulsive behavior and lack the process of planning the future. Deviance and aggression also belong in negative behavior families. (Miller & Rosse 2002)

In conclusion, Job satisfaction is a subjective experience, which can be altered by the organization, and by the workers themselves. Anyhow, the worker's range of opportunities to take action in order to improve job satisfaction are either restricted or amplified by the organization.

3.5.2 Self-Care & Resilience

Wicks (2008) writes that clinicians and social workers can enhance their stress-management skills and avoid overburdening through building their emotional resilience with mindfulness

and self-reflection. Lack of self-care can lead to an impaired working ability. A worker cannot live only to help help the clients - he must also invest in his personal life and well-being. (Wicks 2008, 16; 34).

Fraser, Richman and Galinsky (1999, 136) define resilience as “unpredicted or markedly successful adaptations to negative life events, trauma, stress, and other forms of risk”. According to Social Work policy institute (2004), resilience does not merely mean surviving stressors, setbacks or trauma, but also thriving and benefiting from those experiences. Self-care can be practiced in various ways - depending on the worker’s needs, persona and situation. Self-care can contain for example meditation, spirituality, exercise, reading, humour, a hobby, maintaining meaningful social relationships, taking breaks or listening to music. Further education, research, and learning from co-professionals is also a form of self-care. What self-care should not be is another source of stress or a strict regimen which causes feelings of failure when not followed properly. (Wicks 2008, 35-38)

It is important to learn time management and reserve time for self-care and enjoyable activities, even in a busy schedule. Self-care should be viewed as a priority - not a waste of time. A social and health care professional can benefit tremendously by scheduling some personal time every day, learning to delegate work to others when own resources are not enough, organizing work environment, projects and materials, assessing possible resources and learning own limitations. Knowing one’s limitations also include the ability to say no when necessary. (Wicks 2008, 35-44)

Taking care of one’s mental and physical health also go hand in hand: relaxation techniques, diaphragmatic breathing, healthy living habits, healthy attitude with food and self-acceptance can also increase work-related and overall well-being. (Wicks 2008, 35-38)

Wicks emphasizes the importance of “interior life” for clinicians, social workers and counselors. Interior life withstands inner strength, sound attitude and a sense of honesty. Different spiritual and non-spiritual approaches seem to have three common methods to achieve a meaningful life: silence, solitude and mindfulness. Awareness and self-acceptance acquired by these methods can build up a worker’s resilience. The ability to be alone is a sign for emotional maturity. Silence and solitude provide a chance to process our environment. Solitude can also be a form of meditation. Mindfulness, in turn, is an awareness and acceptance of the present moment. Mindfulness can help workers to gain perspective in their lives. (Wicks 2008, 58-65)

3.5.3 Secondary Stress

According to Potocky-Tripodi (2002), refugees might have been subjected to or witnessed discrimination, ostracization, imprisonment, violence, rape, torture or death of family members. Often refugees leave their home country under dangerous, chaotic circumstances. If the citizens are not allowed to flee their country they might have to opt for escaping by boats, risking being shot, drowned or imprisoned. Refugees are also often forced to leave their family members and loved ones behind. The faith of various family members can remain unknown. Potocky-Tripodi advises workers who attend refugee clients with post traumatic stress disorder not to take too many clients, to take time to discuss the meetings with coworkers and supervisors, and to practice anxiety management and cognitive structuring in order to avoid overburdening. (Potocky-Tripodi 2002, 17; 303-304)

According to Watts and de L Horne (1994), the professionals in helper's position are often mistakenly viewed as strong, stable, and unaffected - as the opposite of helpless victims. Yet, the helpers are sometimes the hidden victims. (Watts & de L Horne 1994, 68-70)

In a study of the experiences of social workers working with the victims of oil rig explosions four common causes of stress for the workers were identified:

- Identification with the victims: for some workers the client's stories also activated personal negative experiences.
- Role conflict and issues with the organization: confusion on what is expected from oneself, and what kind of support should be offered. Some workers reported unrealistic expectations and vague information from behalf of the management.
- Personal impact from clients' experience: Short-term consequences were substance-abuse, doctor's visits, and changes in social life. Long-term consequences were changes in attitude towards life, such as being more grateful, reprioritizing own values, and heightened sense of vulnerability. However, 85 % of the workers viewed the work experience as a positive, eye-opening moment in their life.
- Impact on psychological well-being: 60 % of the workers reported high levels of stress. Role conflict was in relation with psychological symptoms, and identification with the victims was in relation with well-being. The strongest determinator for mental health symptoms and well-being was hardiness. Hardiness is a coping style that includes strong sense of commitment to work, sense of self-control, and the perception of stress as a positive challenge. Hardiness also contributes to psychological resilience. (Watts & de L Horne 1994, 68-70.)

Edelwich and Brodsky (1980, 14) described burnout, or secondary stress as a “progressive loss of idealism, energy, and purpose experienced by workers in helping professions.”

Wicks (2008) suggests that preventing secondary stress among social workers is important, since the recovery is a long process. Wicks also points out that avoiding overburdening in a helping profession requires endless efforts from the worker. Although secondary stress entails similar symptoms to depression and some other mental health problems, Wicks finds it necessary to separate the term in order to give workers legitimation to feel negative feelings. In addition, for every case of a surfaced mental impairment there are many professionals who are not yet aware of their symptoms of secondary stress. Often workers in helping profession wait until their distress has reached a crisis state before reaching for help. According to Wicks, denial is the most dangerous coping mechanism for professionals in risk of secondary stress. Wicks suggests that mindfulness techniques and self-awareness can help professionals build up resilience against secondary stress. (Wicks 2008, 18-24)

Nissinen (2008, 13) uses compassion fatigue as a gathering term for burnout, secondary stress and vicarious traumatization. Burnout is a general term for a psychological, physical and emotional state of fatigue, in which tiredness, cynicism and lowered professional self-esteem are typical symptoms. Burnout is caused by excessive stress. Secondary traumatic stress is the worker’s experience in the influence of client’s trauma. Both the worker and client have similar symptoms, but they differ in severity. Nevertheless, the effects of primary and secondary post traumatic stress are similar. Vicarious traumatization refers to the changes of the worker’s perception as a consequence of helping the clients. Vicarious trauma is a psychophysical state of tension. Compassion fatigue entails aspects from all of these terms, and is used as a synonym for secondary traumatic stress. (Nissinen 2008, 13, 28-31, 51-54)

According to Nissinen, empathy induced stress is a natural part of helping professions, and a requirement for a genuine encounter with a client. Wicks (2008, 17) points out that the source of genuine caring and secondary stress is the same. Every worker in a helping profession is in a potential risk of compassion fatigue. Therefore they also need special support. Facing brutality of life on a daily basis can shake the workers’ basic sense of security and make him realize his limitations. Particularly the helplessness and suffering of children causes strong feelings among workers. In some workplaces there is also a physical threat of violence in addition to other stressors. Clients can also project their negative feelings towards the workers, or have strong emotional demands for them. The management and work community are also in the sphere of influence of the trauma. According to various studies, the level of emotional strain at work and the psychological symptoms of the workers have a connection. (Nissinen 2008, 14; 32-36; 62-69)

Characteristic symptoms of compassion fatigue include withdrawal from social relationships, cynicism, numbness, lack of empathy, need to reject everything that reminds about anxiety, loss of control and security, indifference, guilt, low self-esteem, physiological stress symptoms and high levels of stress hormones. Wicks adds to the list symptoms like workaholism, boredom, conflict proneness, arrogance and helplessness. Wicks also states that if compassion fatigue becomes chronic, symptoms like depression, emotional depletion, apathy and impatience may also occur. (Nissinen 2008, 51-54; Wicks 2008, 18-24)

Compassion fatigue develops in a slow process. It is caused by the negative changes in the worker's perception - not directly by the clients' stories. Emotional stress arises from the amount and gravity of client encounters and from the interpretation and meanings given to these situations. Interpretations are affected by the values and ethics of the profession and organization. Therefore a worker who can see challenges as a possibility to grow and use constructive coping mechanisms has smaller risk to develop compassion fatigue. On the other hand, crises in the worker's personal life decrease his resilience for emotional stress. (Nissinen 2008, 37-43)

Nissinen emphasizes that compassion fatigue is not only developed due to individual worker's coping skills and interpretations: the society, resources, work situations, work community and job satisfaction also play a part. For example, an organization that overestimates its' ability to face challenges poses a risk for frustration, stress and overburdening. The incapability of the organization becomes evident for the workers. Also a fast pace in client work forces the worker to take new clients before he has processed the previous encounters. The encounters become shallow, which can lead to frustration and lack of motivation. Emotional stress is also inflicted if the workers have to solve cases in which they do not have enough training. (Nissinen 2008, 37-43)

Often the individuals who engage in helping professions are idealistic in the beginning. When faced with setbacks, they might develop doubts about their work and of themselves as professionals. In the first state of compassion fatigue the worker often feels empty, tired and inadequate. When he is exposed to more stress, his interpretation of work situations can turn negative and the tasks may seem too demanding. The worker's idealism diminishes, he makes mistakes more frequently, and the work loses significance. When the pressure, guilt and disappointment increase, the worker can turn to inadequate defence mechanisms. His attitude becomes rejective and cynical, and his attitude towards the clients and other people may become cold and distant. The worker can become emotionless, notwithstanding the feeling of anxiety. His memory deteriorates and his emotions start to fluctuate. Still the worker often tries to hide the fatigue and appear strong. This contradiction can lead to confusion, avoidance, guilt and frustration. There is also a contradiction between the worker's indifference,

cynicism and weakened work results, and between the once idealistic professional identity. Therefore the worker's professional self-esteem collapses and he develops psycho-physical and social symptoms, which can even lead to depression. (Nissinen 2008, 28-31)

On the positive note, helping professions can also be empowering. If the satisfactory and challenging aspects of work are in balance, the emotional strain can also activate and motivate the worker and help him develop new assets. The worker and his community can identify factors and challenges that can reinforce him as a professional. Witnessing hard experiences can also give the worker positive perspectives on himself, and on life in general. Therefore challenges can also be seen as an opportunity to grow and change the reality of the work. If the worker accepts his own and the organizational limits, he is also able to rejoice every success with the clients. Even small achievements can help maintain a positive attitude towards the work and towards life. (Nissinen 2008, 18-19; 45-47; 91)

Nissinen states that it is important to acknowledge compassion fatigue as a part of some professions in order to increase the workers' willingness to receive support. Decades ago secondary traumatic stress was seen as weakness of character. (Nissinen 2008, 18-19)

The worker himself is the most important solution - he can only receive tools and advice from others. Dialogue and open discussion with colleagues and management is important. The worker needs to be heard and accepted, and his experiences must be respected. If the effects of emotional strain are discussed among colleagues they become normal. Clarifying the mission statement of the organization helps the workers to orient themselves and focus on achievable goals. Professional guidance and additional training are an effective way to prevent and alleviate compassion fatigue. Finland has long traditions in professional guidance. The guidance has to meet the needs of the staff and it has to be organized regularly. Workplaces that have a potential risk of threat for the clients or workers should have policies to control and process dangerous or traumatic situations. In addition to adequate organizational structures, long work experience provides the worker a wider range of tools and coping skills. (Nissinen 2008, 37-43; 69-76; 87; 108)

Client's traumatic experiences have a stronger impact if they activate the worker's personal traumas. It is important to be aware of traumas in order to control their effects. Undetermined anxiety activates negative defences, and can even cause the worker to identify with the client's coping mechanisms. On the other hand, the people who have faced setbacks in their life and are aware of them often have more tolerance for negative occurrences in life. (Nissinen 2008, 59)

Constructive coping mechanisms are crucial in preventing compassion fatigue. Like Watts & de L Horne (1994), Nissinen also mentions the benefit of hardiness. Perseverance is another constructive mechanism which comprises a sense of professional capability and control. Adaptation, in turn, is the worker's ability to give up pointless goals. Traumas destabilize the belief in life and humanity and the basic sense of security, and adaptation helps the worker to reconstruct his perception of life again in a positive manner. Common stress-management skills and personal resources are also beneficial. (Nissinen 2008, 118-142)

Furthermore, it is important to be able to empathize with the client while still maintaining a professional distance, and realize that the negative feelings of the worker are linked to the client's experience instead of the worker's own experiences. If the worker cannot withstand the role of a bystander, he might develop a "saviour syndrome" and become too attached to the client and unable to examine the situation holistically. The worker can also feel such a strong obligation to help the clients that he forgets to attend to his own needs, or feels guilty about taking care of himself. Self-care, identifying own needs, sufficient rest and enjoyable free-time activities are important in maintaining work ability in an emotionally straining environment. Denial and withdrawal are other examples of negative coping mechanisms. Some workers adopt the worker role which is not affected by the clients' stories, and then figuratively leave it in the workplace when they leave. This can be seen as a form of denial, or as a constructive form of concentrating fully on other aspects of life. (Nissinen 2008, 69-76)

3.5.4 Crisis Intervention

Reception centre workers should be familiar with crisis intervention and the organization should be prepared for sudden incidents. Refugees are susceptible to crises because of traumatic experiences and lack of support systems. Also the workers may need crisis interventions. According to Saari (2005), some professions, such as emergency health-care, place the workers in a risk of traumatization in two different ways: the workers have to face clients who have experienced trauma, and the workers might be also subjected to threatening or traumatic situations themselves. Resilience to stress, training, preparation and professional role can protect workers from occupational risks, so that the incidents that would be perceived traumatic in private life are seen as a part of work, and the worker knows how to act in the situation. If there are no opportunities provided to diffuse the traumatic situation in the workplace, the workers might adopt negative coping strategies. Psycho-social support should be an integral part of an organization where there is a risk of crisis. (Potocky-Tripodi 2002, 292-299; Saari 2005, 159-165)

According to Pierson and Thomas (2010), crisis intervention is a social work approach for events and situations people find extremely difficult to handle or cope with. Different services can be aimed to help people cope with such events. Crises are usually dangerous or traumatic events, and normally caused by an external factor: not by the victim himself. Whether an event causes a crisis is individual, but there are many incidents that cause a crisis state for most individuals, for example a case of sudden death of a loved one. Usually a crisis distorts the feeling of security. If a person is not able to process a crisis with his own coping mechanisms and does not receive help, he succumbs to the state of active crisis, which normally lasts only for a few weeks. A person who is processing a crisis can be more willing to receive help than usually, and the emotional accessibility can enforce the benefits of an intervention. Complete survival of a crisis often depends on the full understanding of the situation: why it happened, who is and is not to blame, etc. An effective crisis intervention helps a person to learn new adaptive coping styles that can help him further to handle future crises. (Pierson & Thomas 2010, 131-133)

Crisis intervention techniques aim to alleviate the impact of the event, facilitate natural recovery process and restore adaptive function. Underneath are listed the seven principles for crisis intervention techniques:

- The procedure has to be simple.
- The session has to be brief, usually no more than one hour.
- The instructions have to be applied to the situation with creativity.
- Practicality: impractical instruction can cause frustration.
- Support has to be provided close to the victims' normal surroundings, which creates safety.
- Crisis intervention has to be implemented rapidly.
- Positive, realistic expectancies must be build up.

(Responding to Trauma: Crisis Intervention Models 2016)

Three examples of crisis intervention techniques are presented here; Psychological Debriefing, Critical Incident Stress Management and Critical Incident Stress Debriefing.

Psychological debriefing is a structured group session where a traumatic event can be processed and the symptoms caused by the event are addressed. According to Saari (2005), debriefing session should always be held the day after any traumatic incident at work. Psychological debriefing has four objectives: facing reality, farewell the deceased, process psychological reactions, enforce social support and normalize the reactions while preparing for new ones. (Saari 2005, 92-102)

Saari reminds that it is crucial to apply an adequate, effective psychological intervention method in each situation: debriefing is a specific method that only applies for specific situations. Debriefing is only effective few days after the event, when the reactions have emerged but the mind has not closed the experience yet. Criteria for using debriefing are following: the event was sudden and unpredictable, the event was shocking and traumatizing and the stressful situation is over. Sometimes debriefing is used as a first aid method, and the victims need other forms of support later on. Debriefing does not work in long-lasting or repetitive traumatic or stressful situations. Participation in a debriefing session should always be voluntary. (Saari 2005, 92-102)

There is also critique on the use of debriefing as a one session method: living the event again can only make the victim experience more severe symptoms. Effective support normally consists of multiple sessions or interventions. (Responding to Trauma: Crisis Intervention Models 2016)

Critical Incident Stress Management (CISM) is a comprehensive approach for reducing and controlling negative effects of stress. CISM is a systematic intervention that contains multiple tactics to prevent and deal with crisis and to alleviate the reactions of it. CISM is used, for example, to help people in pre-crisis preparation. In CISM short group discussions called difusings are provided shortly after a traumatic event, and onger group discussions called Critical Incident Stress Debriefing sessions are provided few days after the incident. Individual counselling is provided throughout the process for those who need it. Family crisis intervention, organizational consultation and referrals for further support are also part of CISM. (Responding to Trauma: Crisis Intervention Models 2016)

Critical Incident Stress Debriefing (CISD) is a psychological group process developed to alleviate the effects of work-related trauma and PTSD used by various organizations internationally. For example the Red Cross and emergency response personnel have used CISD. CISD is arranged soon after a critical event, and usually lead by a facilitator. CISD cannot be used as therapy, and further care or support might be needed. (Grace College Online 2016)

A shock state following a crisis or traumatic event requires a first aid psychosocial intervention. In the shock state the reactions cannot yet be processed. It is important to have a supporter who is present and available. The atmosphere must be calming and safe, which creates a sense of empathy. Repeating the event by speaking about it is helpful in a shock state. What the victims need most is a listener. Victims who are unwilling to speak about the event should be encouraged to do so, because the silence often arises from shame. It is argued whether the shock state should be always intervned with, because the shock serves the purpose of protecting the psyche and is a part of the natural healing process. However, if the

shock state is prolonged and leads to denial, it no longer serves any purpose. (Saari 2005, 84-86)

3.6 Multicultural Youth Work

Adolescents with foreign background live simultaneously inside several cultures. In addition to the acculturation process they have the same developmental challenges as their native peers. In adolescence the coping skills are also still developing, which brings additional challenges. Identity formation can be a specially complex task for adolescents with foreign background. For people working with multicultural youth it is not enough to be aware of the basic developmental tasks; the workers have to recognize diverse needs, strengths and issues. Effective work depends on understanding the cultural and societal structures that determine the adolescents' relationship with society. (Brindis, Park, Paul & Burg 2002, 1-6)

Adolescence consists of multiple changes and functions that can result in additional challenges regarding the adjustment of youth in different aspects of their lives, such as mental, psychological, social, physical and sexual. Taking into consideration the perception of uncertainty and agitation caused by uncontrollable life-changing makes it clear that procedures of growth and achievement regarding the future might not appear very motivating for multicultural youth. (Taylor and Francis 2003, 13-14)

According to Brindis et al., Risk-taking and experimenting are often a normal part of gaining independence, but these behaviours can also lead to severe health consequences. Adolescents are less likely to engage in risky behaviour if they have a physical, emotional and economical sense of security, if they are able to contribute to the community and make decisions, and if they have an opportunity to participate in enjoyable and challenging activities that develop skills and competencies. Reception centres are a challenging environment in providing these aspects for the youth. (Brindis et al. 2002, 1-6)

According to Deanda and Shashoua (2003), professionals who work with multicultural youth encounter a variety of additional challenges, since it is not efficient to take into consideration only the general developmental matters of adolescence. It is fundamental to acknowledge how diverse the demands, advantages and concerns regarding the present youth population are, but also to be able to identify the different cultural backgrounds and experiences of adolescents and try to create a framework in order to promote their well being and development within the society. (Deanda & Shashoua 2003, 14)

Potocky-Tripodi states that refugee adolescents go through an identity conflict in the new country. They have to meet the demands of two different cultures. Potocky-Tripodi named

few possible reactions for the identity conflict. The adolescent can reject one of the two cultures, have a heightened sense of ethnic pride in reaction to racism and hostility, alternate between the two cultures, become an outsider in both of the cultures which leads to marginalization or develop a bicultural identity. Bicultural identity is seen as the ideal way of solving the conflict. The young refugees who are most at risk of developing problems or harmful behaviour are those who come unaccompanied, have brain damage as a result of trauma or malnutrition, have mentally or socially disabled parents, or have lost family members. Despite of all the challenges the majority of young refugees seem to adapt well in their new countries. (Potocky-Tripodi 2002, 325-328)

Nevertheless, it is necessary to remember that some behaviours that may seem as indicators of mental health problems can also be normal during certain development tasks. The task of the worker is to facilitate the acculturation process, help the clients resolve identity crisis and help the clients understand the deeper, important aspects of the cultures they are living in. (Potocky-Tripodi 2002, 348-350)

4 Research Methods

The term qualitative methodology refers in general to research that exhibits descriptive data, such as people's own spoken or written words and observable behavior. According to Ray Rist, qualitative methodology, like quantitative methodology, is more than a set of data gathering techniques. It is a way of approaching the empirical world. The main interest in this research method is describing the reality, given the fact that the reality can be complicated and diverse. Different effects can be produced simultaneously and have multi-directional relations with one another. (Atlas.ti)

The authors of the thesis used participatory research method, meaning that the people whose experiences and feelings were examined engaged and guided the planning and implementation of the research process. The reason for choosing this method was that it focuses on participation, collaboration, reaction and change. The authors foresaw that the selected group of participants felt comfortable enough during the interviews to express freely their emotions and feelings regarding the subject of the research, something that enabled them to explore extensively the phenomenon from their point of view and collectively reach the formation of the hypotheses. (Research Methodology)

What's more, the researchers should mostly concentrate in the meaning that people attribute in their lives. According to Corbin and Strauss (2008), central to qualitative research is "understanding people from their own frames of reference and experiencing reality as they experience it." Empathy and comprehension are necessary for qualitative researchers in order

for them to understand things from other people's perspective. Researchers need to put aside their own attitudes and viewpoints and "look at things as they were happening for the first time". (Corbin & Strauss 2008)

Moreover, qualitative methodology is prelusive. The authors of the thesis had to develop concepts, insights and understandings from patterns in the data rather than collecting data to assess preconceived models, hypotheses, or theories. (Glazer & Strauss 1967)

Finally, in order to gain access to the true thoughts and feelings of the participants, the researchers had to adopt a non-judgemental attitude towards the thoughts and words of the participants. This has the utmost importance in interviews, since it is necessary for the listener to become the learner in this situation, while the informer is the teacher who should also be encouraged to be reflective. During the study, the researchers had to be able to answer all questions concerning the nature of the research as honestly and openly as possible, without creating any biases. The main goal of the meeting between the researchers and the interviewees should be the gain of knowledge. (Donalek 2004)

4.1 Study Design

The research was conducted using semi-structured interviews with five workers from Karhusaari Group Home. Open-ended questions were used because the authors wanted to give the participants an opportunity to express themselves as freely as possible. Predetermined questions were still required in order to keep the interview professional and in order to get an answer to the research question. The study was participatory since all participants were involved as knowing subjects who brought their perspectives into the knowledge production process.

The research question the study aimed to answer was following: Which factors affect the work-related well-being of reception centre workers? The research question was kept a priority throughout the planning, conducting and analyzing phases of the study.

In qualitative studies, researchers follow a flexible research design (Marshall & Rossman 2011). It was necessary that the thesis study began with only obscurely designed research questions. Nevertheless, in the beginning the researchers can never be sure what to expect or what specific questions to ask until spending some time in a setting. Only after learning about a setting and how participants view their experiences, the researchers can make decisions regarding additional data to collect on the basis of what they have already learned. (Marshall & Rossman 2011)

“In qualitative methodology the researcher looks at settings and people holistically; people, settings, or groups are not reduced to variables, but are viewed as a whole. The qualitative researcher studies people in the context of their pasts and the situations in which they find themselves.” (Marshall & Rossman 2011; Tracy 2013; Yin 2011)

Furthermore, the authors of the thesis were aware of the fact that during the study the focus had to be on the process of research, but also on the outcomes that would emerge. Inductive reasoning had to be utilized in order to develop a compound picture of the phenomenon and discussing in depth its content. The participants were asked to describe their experiences exactly as they perceive them. (Research Methodology)

In order to comprehend the lived experiences of the participants thoroughly and extensively regarding the subject, the authors of the thesis had to take into consideration their own beliefs and feelings. They had to first identify what they expected to discover and then consciously put these ideas aside. This process in qualitative research is called bracketing. It is only when the researcher puts aside his own ideas and beliefs concerning the phenomenon that it is possible to view the experience from the perspective of the person that has lived the experience. (Taylor and Francis Online)

Parse, Coyne, and Smith (1985, 5) write that the analysis of data from these types of studies requires that the researcher “dwell with the subjects’ descriptions in quiet contemplation” . The researcher then tries to uncover the meaning of the lived experience for each subject. Themes and patterns are sought in the data. Data collection and data analysis occur simultaneously. (Parse *et al.* 1985, 5)

Donalek (2004, 517) wrote that conducting qualitative research is “a challenging, exciting, and at times, exhausting process.” She affirmed however, that the final results of the research might be very satisfying for the researcher. (Donalek 2004, 517)

Content analysis was used for the evaluation of the data of the qualitative study. This involved the examination of communication messages. The authors of the thesis had to search for patterns and themes from the gathered interviews. Content analysis was chosen as the main method for collecting the data in order to assist the authors of the thesis to identify certain existing or former phenomena, or even tendencies progressively within the context of societies. A “coding scheme” was essential to be applied for the accomplishment of the analysis, referring to a specified assortment of rules concerning the methodical interpretation of the text. Certain adjustments had to be made to the “coding scheme” when the analysis arise, due to the acknowledgement of supplementary categories or themes, unusualities but

also the formation of new coding rules from the conductors of the research. (Kalof & Dan 2008, 105-107)

The following page offers an example on the content analysis process. The content of the interviews was divided into themes, and the extracted themes were reviewed and categorized into major themes in phases, according to their importance and frequency. The themes were seen as important if various participants spoke of the same theme, and if they provided information that was relevant to the research question. Each interview was first analysed one by one, after which the results were combined, and the authors of the thesis could look further for more and less frequent themes.

PHASE 1:	PHASE 2:	PHASE 3:	PHASE 4:
Good work-related wellbeing (x4)	Good work-related well-being	Level of work-related well-being	Work-related well-being
Very good taken into account the circumstances good working atmosphere			
Moderately good work wellbeing	Moderate well-being	Factors that influence work-related well-being	
Cooperation negotiations burden well-being	Cooperation negotiations		
Uncertainty reduces well-being (x2)			
Uncertainty of continuity (discussed with co-workers)			
Importance of continuity			
Lack of drive in current situation			
Workers cannot build upon their lives			
Uncertainty affects client work			
Current client group is challenging (x2)	Current client group is challenging		
Negative decisions - problem cases in previous reception centers			
challenges stems from clients			
No groundwork			
Lack of motivation, criticizing, rudeness	Resources	Causes of concern	Causes of Concern
Not too many clients at the moment			
No recurring themes at the moment	Recurring themes & concerns		
Recurring themes of certain clients provoke concern			
Negative side effects or phenomena			
Problems with authorities			
Insomnia causes conflicts			
Traumas (x2)			
"Why are you here? - In general you should be a learning student."	Suicidal behavior		
Afghans had small tendency to self-harm - reflected on it based on previous work experiences			
Seeking attention: on the lowest level on severity scale			
Difference in dealing with the issues in different cultures			
Suicidal behaviour was handled well (acted upon immediately)			
Cutting cases affect more at a personal level			
Suicidal behavior (x2)	Decisions - burden for clients	Migri & Ministry of the Interior	
5/8 clients have negative decision on seeking asylum: burden for clients			
Uncertainty (waiting for decisions)	Debriefing	Support at the workplace	
Witnessing trauma call was the strongest experience; debriefing helped			
Report with work team (x2)	Daily report with the work team		
Like therapy			
Staff teams have been conversational			
Immediately addressing the issues			
Going through each client and their situation one by one			
Possibility to delegate work to others too			
Weekly meeting on Mondays			
"You don't carry it at home and everyone is aware of everything"			
Arguments with clients - unable to vent immediately			
Professional guidance			Professional guidance
A factor in coping with difficult matters (x2)			
Has been fantastic			
Special guidance for nurses and social workers held relatively seldom			
There should be more professional guidance sessions			

Table 1: Example of Content Analysis: Processing from Minor to Major Themes

4.2 Data Collection

The interviews were recorded and transformed into written form with great caution and detail. Important nonverbal and verbal expressions were included in the transcript. The readers would then receive a true and accurate description of the procedure exactly as the words were spoken, including pauses and unspoken revelations, such as “umm”, throat clearing, laughter and even silence. Providing an accurate and clear transcription of the data played a vital role concerning the assurance of the accuracy of the data that was analyzed, but also the extent of dependability.

The data collected was analyzed objectively keeping in mind the research question and theoretical background. As conducting qualitative research, the primary interest of the authors of the thesis was in language features and then in the discovery of regularities within those features. The interest then was focused in understanding the significance of the text or activity, and ultimately concentrating on the reflection, regarding all the data the researchers had collected.

The analysis was inductive, meaning that the methods were chosen so that the voice of the one being examined could be heard and taken into consideration. The target group for the research was selected as needed and not as a randomised sample. The research plan was still under construction while the research was conducted and the cases were seen as unique, when the interpretations were done accordingly.

Furthermore, Factors that resulted in the formation, significance, locality and timing of the adverse consequences of one or more past events were identified. Taking into consideration those factors helped the authors of the thesis to resolve what kind of behaviors, actions, inactions or conditions needed to be changed in order to prevent reappearance of similar harmful outcomes, but also to identify practices that may have enhanced the accomplishment of preferred consequences. (Learn about Quality. What is Root Cause Analysis (RCA))

4.3 Ethical Questions & Reliability of the Research

Kananen (2013) states that in research activities one measure of evaluation, a general concept of the term reliability is used. Reliability also measures the quality of the work. Science and research activities have developed their own methods to ensure that the correct information is being produced. The credibility concepts for science are reliability (the consistency of the research results) and validity (correct subjects are being researched). Reliability measures are gate-keepers on the researcher's path (Kananen 2013, 176).

The analysis process of the research will be conducted using reliability and validity factors as the main guiding principle, and the whole research process is designed and built upon these two core foundations.

The results were analyzed objectively, and the authors of the thesis revised each other's results in order to avoid subjective presumptions. The amount of participants were taken into account in analyzing the results. Five participants were interviewed during the research. Such a small group of participants cannot indicate anything on reception centre workers as a homogenous group, which the authors of the thesis took into consideration during the analysis. One must also bear in mind that only workers from one reception centre were interviewed. Workers in other reception centres might have different experiences and live in different realities.

The authors of the thesis do not have any strong personal bias towards asylum seekers, refugees or providing support for refugees, nor do they have experience of working in a reception centre.

Kananen (2013) says that the credibility of information is an important factor for the raw material of the research. If the raw material is faulty even the correct data collecting and analysis methods will not be of help. Information must satisfy the credibility criteria for the research to be credible with high quality (Kananen 2013, 177). In this specific research it means that the authors of the thesis ensured that the raw data will not be saturated with opinions and agendas outside the topics being studied.

The topic of the refugee crisis and Finnish immigration policies has been the subject of heated discussions in Finland in the past years involving the media, politicians, governmental officials and citizens. During the research process it was ensured that the national debate and general atmosphere around the matter was not reflected on the analysing process.

The analysing process distanced itself from any personal political convictions or agendas the interviewees might have. Only the factors of these political debates affecting the well-being of the employees that arise from working in the centre were taken into account. In order to work with the foundation of credibility, all steps of the research process, interviewing process and analysing process were thoroughly documented. Kananen (2013) says that to claim the credibility of the research results it is not enough that a researcher assures that the methods were correctly chosen, they were used correctly and the solution has been correctly derived from the research material that was obtained. The basis for the credible work is always documentation that is as accurate as possible in respect of what was done, why it was done and how it was done (Kananen 2013, 181)

Furthermore the authors of the thesis considered all possible credibility issues that might arise already during the planning phase of the research since improving the various factors of credibility will not be possible afterwards.

The strength of the thesis against credibility issues is that the research is being conducted by three students. This adds to the credibility during the analysing process since personal interpretations can be avoided by confirming that the fellow students reach the same conclusions.

The interviews were conducted as ethically as possible. The wishes and timetables of the participants and the management of Karhusaari group home were taken into account. The workers were informed that participating in the interview is voluntary, and the workers can back down at any moment. The participants were also informed that they are not obliged to answer every question if they find some of the questions uncomfortable. All participants read and signed a research permit (see appendix 2). None of the workers were pressured or persuaded into participating in the research, and it was made clear that refusing to take part in the research would not affect to the employment in any way.

When the research is published, it will be ensured that no information that could be used to identify any of the interviewees will be present in the thesis, thus guaranteeing the promised anonymity.

Block, Riggs and Haslam (2013) warn that if a study concerning refugees is solely based on neutral search of knowledge, there lies a risk of inflicting harm on the refugees. The results cannot be distorted by political advocacy, but publishing certain knowledge might compromise the safety of the refugees. As a critique it is said that a researcher who takes the stance of advocating for refugee rights and their global protection already knows what he wants to see, and might use the research only to prove it. A golden middle road, with objective approach and sensitivity for the subject guarantees a reliable study that does not inflict harm on the subjects of the study. (Block, Riggs & Haslam 2013, 8-9)

Thus, if certain information would be received in the research process that could affect the decisions on refugee status or residence permit, or risk the personal safety of the refugees or the workers, the information would have been omitted from the results. The authors of the thesis are not advocating for the rights of the refugees through the research, but trying to find useful information and common solutions while never forgetting the sensitivity of the subject and the well-being of both the workers and the refugees. For the authors of the thesis

the safety of the participants and their clients comes always before data that could be published.

In addition, all of the material gathered was permanently deleted after the analysing process was over. The electronic and physical materials and the information of the participants were stored in a safe manner so that no-one else than the authors of the thesis could have had an access to them.

4.4 Validity of the Research Questions

In the research it is held at great importance that all the interview questions are sound and serve a solid purpose for the aim of the research. During the interviews the following questions were asked:

1. How would you assess your work related well-being in your current employment?
2. Are there any recurring themes that cause special concern for you?
3. How do you cope with stress that is caused by those difficult matters? Are there any specific methods that you use?
4. How have the experiences of the clients been affecting you?
5. How do you feel about the political and media discussion around refugees?
6. Do you struggle at not carrying the work stress and worries home?
7. What kind of support do you receive in your work environment?
8. Do you have any suggestions on how to improve the well-being in your work community?
9. How do you feel about the government closing down the reception centres?

Question 1 serves as a platform for the interviewee to openly express himself and give a general picture on how he perceives his work-related well-being.

Question 2 is used to narrow down any specific themes or phenomena in the workplace that might cause concerns and stress for the employees on recurring basis.

Question 3 is used to assess what means of stress management the employees are finding beneficial during difficult times in the workplace. This information can be valuable in the future for providing support for employees in similar situations.

Question 4 is used to determine if there are any specific groups or cliques amongst the refugees that cause concern for the employee. These concerns may arise from the employee's worry about the groups' well-being or from behavior that the employee views as negative.

Question 5 is used to assess the overall impact of the possible work stress and how it reflects on the employee's life outside the work environment.

Question 6 is used to analyze how has the media coverage and national debate around the matter affected the employee's well-being and work ability.

Question 7 is used to assess how the employee addresses possible issues and stressfulness of the work environment. This question also gives the opportunity to bring forward the support the employee might receive from his work environment, coworkers or the clients themselves.

Question 8 is intended as a platform for the employee to bring forward his own ideas and suggestions using his experience and expertise on how to develop and promote employee well-being in similar environments in the future.

Question 9 allows the employees to voice their feelings over the recent closings of reception centres all over Finland. During the thesis process the authors learned that Karhusaari Group Home will close its' operations among many other reception centres a few months after the research is conducted. With this question the authors intend to probe what kind of emotions the closing of the centre awakes within the work community.

5 Results and Findings

In summary, the results indicate that there are various factors that affect the well-being of the workers in Karhusaari Group Home, and that those factors are interrelated. There were both common themes and strong variation in the factors the participants reported affecting their well-being. The experiences of the clients cannot be completely separated from the worker's experiences, because a few participants were affected by the clients experiences and client work. Anyhow, four of the five participants described their work-related well-being as good, and one participant as moderate.

The factors that were found out to affect the well-being of the participants were following: Cooperation negotiations, resources, support at the workplace, decision-makers' actions, factors related to clients and the workers' assets, coping styles and stress-management skills.

Cooperation negotiations and uncertainty of the future were mentioned by the majority of participants. Resources include resources in the workplace and from the outside. The amount of clients, staff resources, workload and cooperation with different facets were mentioned as factors that influence work-related well-being. The amount of clients was reported being

relatively small at the time of the interviews, and the number of staff members was seen as sufficient. Workload was perceived being reasonable by most participants, although it was reported that there are easier and more difficult periods at work. Cooperation with other facets refers to interpreters, representatives, schools, Migri, Ministry of the interior, the municipality, etc. Problems with interpreters and representatives were reported, although they were also of help in many situations. Support at the workplace the participants claimed helpful included daily report with the work team, professional guidance, psychosocial support in crisis situations and the possibility to reflect with the work team. Conversational support was the most commonly mentioned form of support. Support of the work team, team spirit and cooperation between the staff members was also a factor that influenced the participants' well-being and the atmosphere at the workplace. Decision makers refer mainly to Ministry of the Interior and Migri. Their decisions and actions influenced a few factors that affected the participants' work-related well-being; possibilities to affect one's work and the clients' situation and clarity of the schedules on continuing the operations in Karhusaari. The inability to affect the decisions and other problems the clients face caused concern and feelings of frustration and lack of control for some workers. Clients' experiences and symptoms caused extra stress and were a topic of reflection for some participants. The behavior of the clients also affected the participants' well-being: Many reported that the current client group is challenging, and their behaviour has been problematic at times. The clients' daily routines, for example school, was reported to support the work-related well-being by one participant. Client relationships were described as a positive factor, and the clients' moments of success and joy caught on for some workers. When it comes to the workers' personal assets, work experience, professionalism, consistency, and understanding the client's situation and the opposite views were reported being factors that protect the workers from being personally affected by stressful matters or from being provoked by the clients. Two participants had an important free-time activity that reportedly supported their overall well-being. Addressing the issues with the work-team and seeking help when needed were beneficial for some participants.

As the results demonstrated, both societal and workplace-related factors affect the participants' work-related well-being in Karhusaari. The actions and decisions of Migri and the Ministry of the interior, and the resources from the state and municipalities are dependant on the current immigration policies and the funding for social- and health care services and private organizations. Policies, policy makers and funding also have an effect on the level of economic resources the reception centres have in their use. Workplace-related factors include support at the workplace, resources that are brought by the operator of the reception centre, practices and approaches used in the centres and the staff members' personal skills, coping styles and stress-management skills.

FACTORS AFFECTING PARTICIPANTS' WELL-BEING	AMOUNT:	TOTAL:
Support at the Workplace		
Professional guidance	2	
Daily Report	2	
Possibility to Reflect with the Work Team	4	
Debriefing	1	
Team Work & Team Spirit	4	
		13
Individual Assets, Stress-Management Skills & Coping Styles		
Professionalism	3	
Work Experience	1	
Consistency & Commitment to Rules	2	
Free-Time Activities	2	
Understanding the Clients' Situation	1	
Actively Seeking Support When Necessary	2	
		11
Resources		
The Amount of Clients & Staff Resources	2	
Cooperation with Other Facets	1	
Workload	3	
Possibility to Find Information	1	
		7
Cooperation Negotiations		
Negotiations & Threat of Layoffs	4	
Uncertainty of the Future/Lack of Continuity	2	
		6
Actions of Decision-Makers		
Lack of Control over Work & the Clients' Situation	3	
Unclear Schedules	3	
		6
Factors Related to Clients		
Symptoms & Experiences	2	
Behavior	2	
Clients' Daily Rhythm	1	
Client Relationships	1	
		6

Table 2: Main Results - Factors That Affect Participants' Work-Related Well-being

5.1 Work-Related Well-Being

Four of the participants of this research described their work-related well-being as satisfying, taking into account the given circumstances. The working atmosphere was characterised as

positive and for one of the participants the work-related well-being was presented as moderately good.

5.1.1 Influencing Factors

The participants demonstrated a variety of factors that influence their work-related well-being in different levels of significance. The uncertainty and unpredictability of the workplace were few of the determinants that were reported by two of the participants to have a considerably negative impact on their work-related wellness. One interviewee stated that uncertainty is a subject that is often discussed among the coworkers and that it often results to the loss of motivation concerning the current situation of the workplace. Another participant stated that the workers are not able to organize their own lives due to the present uncertainty and that this matter effects on working with clients as well.

“At this moment it is... i guess like moderately good. When there is a little bit of uncertainty in our field and it's reducing. “

Moreover, one interviewee mentioned that the small number of clients in the workplace was a factor that had an effect on his/her work-related well being. The participant also mentioned that interventions that concern partnership can burden his/her well-being at work as well. Another participant characterised working as versatile and unpredictable. The participant also stated that he/she has experienced both challenging and smooth periods at the workplace, depending on the given general situation that has occurred.

Furthermore, three of the interviewees reported that the current client group in the working place is challenging. One of the interviewees mentioned the lack of infrastructure that was necessary for working with the particular client group and that most of the challenges regarding his/her workplace derive from the refugee group as well. Another participant noted that there is a lack of motivation among the current client group and referred to the impolite behavior expressed by refugees in certain occasions. One participant also pointed out the negative decisions regarding the refugees' situations as affecting the overall well-being in the workplace.

“And then, this is quite an important thing in this moment, 5 out of the 8 young people we have here have a negative decision on seeking asylum, which um... of course burdens their resilience and well-being, and through that it has an effect on everything.“

“Mmm.. And then the challenging situation that derives from all that... Somehow living in uncertainty, waiting for the decision, and then in a sense the fear of what the decision of the Administrative Court will be like. And if it's negative, then what?”

What's more, one interviewee mentioned that he/she considers the amount of work as a more influencing factor concerning the work-related well-being compared to the actual content of the work. Three of the interviewees stated that they consider the intimidation of suddenly losing their job as a major factor that hinders their well-being at their workplace. One participant also mentioned that the reception centre has been closed three times already.

5.1.2 Effect of Clients' Experiences

Most of the participants reported that the experiences of the clients have also made an impact on their work-related well-being in different aspects. One participant mentioned that listening to unfortunate events regarding the client's experiences or current situation can affect his/her wellness at work. The feeling of sadness due to a negative residence permit decision was discussed by another interviewee as a factor of influence, together with the positive experiences that he/she has shared with certain clients.

“It's the moments of joy with them that catch on. It's like the first residence permits come in there was a celebration here. Which also sparked a spike of sorrow in those who hadn't received theirs....But then there are the ones who didn't get theirs, it creates really dark clouds, especially for themselves...”

“But in a way there has happened some bad things to the so called good dudes. And yeah it has touched myself also, when there are also the ones who are able to integrate and take care of their stuff to the max, and school and they are really diligent guys. Of course i feel bad for them if for example something has happened in their home country.”

In addition, one interviewee stated that it was a matter for consideration that most of the clients were in their teenage years and sometimes their situations were overdramatized without deriving necessarily from traumatic or rough groundings.

“I understand to put things into perspective...when something is the end of the world and when perhaps not, There is a lot in the everyday life because we are here with the clients and they are teenagers.. haha... life is quite dramatic so everything does not necessarily derive from the traumatic experiences and background.”

The same interviewee expressed that it is the experiences and interaction with the clients that affect his/her well-being on a personal level because of the familiarity that is created due to the daily contact with them in the workplace.

“They are actually pretty much on a personal level. .. In here you know the young people very well, and therefore it kind of affects you more if someone speaks about or has done something to himself and you can clearly see that he is feeling bad. So... in that way it is individual so it's not a mass that is there and affects you and your well-being.”

Moreover, two of the participants reported that the experiences of the clients have influenced them into gaining a new perspective to their lives. One of the participant stated that the clients' experiences have directed him/her into having a more sensitive approach with them and to not take the secondary disappointments into consideration anymore.

One participant referred to the work practice as a great experience, mentioning also the positive relationship he developed with many of the clients. Another participant mentioned that it was the joyful moments shared with the clients that had the greatest impact.

“Mostly i have like, learned from those experiences. To work better and to be more sensitive with them.”

“Well the sad things i have heard from the clients... They have at least given perspective to my own life. And affected to me., i look at life in a wider perspective and i can appreciate, when the perspective has grown maybe even 20 points, then i don't care so much about the minor setbacks. It has been great. I have worked almost two years with these guys.”

5.1.3 Suggestions for Improvement

All the participants gave their personal suggestions concerning the improvement of the work-related well-being in their work community. One participant suggested that it would be beneficial if there could be an economical reward regarding less sick leaves at work and claimed that this practice could result in the reduction of unnecessary absences within the workplace. Another participant stated as a source of concern if there is a set of rules that not everyone follows accordingly. The interviewee stated that in that case the person who follows the rules can get a bad reputation. One interviewee suggested that there should be more possibilities within the working community for exercising as it can enhance the overall well being of the individuals.

Furthermore, one participant mentioned the importance of the daily rhythm and routines regarding the clients. The participant claimed that it is a matter that supports the well-being not only of the individual but also of the whole working community. The participant also referred to the summer period when the situation seemed to be more disorganised due to the absence of some basic daily routines and school. Another participant suggested the formation of a content that would apply more to the current structure. One interviewee also communicated an impression that the smooth collaboration among the different facets within the workplace can considerably improve the work related well-being of the workers. The participant also mentioned the fact that depending on the different kinds of representatives, the cooperation can take different forms.

Finally, one participant considered the work in the Karhusaari group home easier than working in Child Welfare, since there is no need to deal with the family as a whole in the Group home.

5.2 Causes of Concern & Their Effect on Personal Life

All of the participants reported concerns related to the clients in some level. The causes of concern varied from being constant or recurring to being related to specific situations or clients. Two out of five participants reported not having recurring or constant worries concerning the clients.

Two participants expressed concern about certain clients. The other participant reported being touched when something negative happens to the well-behaving and motivated clients. The participant related more emotionally with the clients who work hard and have motivation to integrate as a part of Finnish society.

“Then there are of course themes related to certain clients that are recurring, that also provoke concern.”

Many participants mentioned worries related to clients' problematic behaviour or psycho-behavioral symptoms. One participant noted that some of the clients have shown negative side effects. According to the interviewee, some clients were acting out for example by getting in problems with the authorities. Another interviewee expressed frustration on some clients' lack of motivation to go to school. Such behaviour caused the interviewees doubt why these clients have even come to Finland if they are not willing to try their best in order to stay:

“But yeah there is this kind of behaviour that is completely bonkers. I mean you want asylum, so how on earth can you be in a situation where you have problems with the police, hah. Because they are the people you shouldn’t have anything shady with. In general you should be a listening student so yeah... It really bothers me and raises the question that what are you doing here if this is not what you are looking for? Some just say that everything is just shit here - so what are you here for then? There’s the ferry to Sweden so just jump in as trespasser and bye... but surely there are reasons for it.”

Two out of five participants reported suicidal behaviour, mostly cutting, as a source of concern. Insomnia was also mentioned by one participant. The participant stated that insomnia causes aggravated behavior and conflicts among the clients.

Two participants mentioned cultural differences in coping with certain issues. One participant reported previous concerns on Afghan clients who inflicted harm on themselves. Although suicidal behaviour was already familiar for the participant, the way the issue was dealt with in Afghan culture was thought-provoking. However, the interviewee believed that the self-harm was mostly seek of attention, because the cases were at the lowest level of a standardized severity scale. The interviewee thought that these cases were handled well, because they were acted upon immediately:

“Well, before with the previous client group. They weren’t constant but, from a foreign culture, these were from Afghanistan, this small tendency to self-harm. A few of them had this, and sometimes it awoke concern. It wasn’t constant but I reflected on it, because i came here with (...) years of experience from (...). So it was familiar. But what was not familiar was the way they dealt with these issues in that culture. Was it concern? Yes. A different form of concern than with Finnish clients, but umm... it made me reflect intensively on how they dealt with these things in their culture as it is unfamiliar. But we managed it well. And dealt with it well in my opinion, because we acted immediately upon different levels of suicidal behaviour. We discussed these issues right away and I think it is the reason why it didn’t go any further from there.”

Most of the participants referred to traumatic experiences of the clients, for example death of family members or uncertainty of their fate. One participant reported witnessing a traumatic phone call to a client. The client was told on the telephone that some of his/her family members had died. The participant recalls the event as shocking, and as the strongest experience occurred in the workplace. A debriefing was organized for the people involved in the situation immediately.

Two out of five participants expressed worry about the uncertainty the clients are forced to live in while they are waiting for the decisions from the Finnish Immigration Service. It was found out that five out of eight clients that were in Karhusaari Group Home at the time of the interviews had a negative decision on seeking asylum. Both participants said that this brings extra burden on the clients' resilience and well-being.

“Even though I’m not saying that everyone should be granted a residence permit but still there are a lot of adolescents with quite hard backgrounds... And somehow in this situation you think how much possibilities you have to influence... Because the decisions are what they are. You are sort of stuck in the middle.”

“ And because of that it arises the same questions, worries and nightmares among the refugees.”

“It really is an unnecessarily slow process. It takes time. Especially with these youths when things need to happen and they need to move on with their lives. That brings this unnecessary strain on them. Completely unnecessary. It doesn’t help anyone’s life.”

One participant expressed also concern of the fact that many of the refugees seem to still remain mentally in the war zone in their country of origin. According to the participant this kind of mental state hinders the integration process. The clients should form enough distance in their own culture in order to gain wider perspective on it:

“So it doesn’t help that you are there in Kabul, where everything is just agony and you had to be under the sofa afraid of the bombs. Now you can just lay down on the sofa. You can even dance there on the sofa. And right now we are here, so come here and don’t just stay there in Kabul. (...). But because they are stuck in the music of their home country, the news of their home country... And then you hear all these horrible things. They should just be present here. it would support learning the language too to follow Finnish news and listen to Finnish music from their earbuds, whatever Pelle Miljoona it is or Antti Tuisku. So they would internalize this language and culture that way. Because I believe that it would help them tremendously because they would have to take that distance... I don’t mean that they would have to forget their own roots, but they need to do that separation, that you’re not just a tourist. Instead you have come to live here for real. (...). Then you can view your own culture again with new perspective, with new eyes. In good and in bad. Because they drag it with themselves like a sack of pain. (...) But for that if some sort of therapeutic distance, so you would start to see in general. Because now it’s just pain pain pain.”

The effect of the concerns caused by the clients varied among the participants. Two participants reported not carrying work-related worries at home. One of them stated not recalling a workday that he/she would have had thoughts harrowing in mind. The participant in question told that he/she has another job related to an important hobby. The participant had no trouble in switching roles from a reception centre worker to a different kind of professional when leaving the workplace. Some other participants also mentioned performing through work-self, or staying unaffected through professionalism. Additionally, three participants said that the emotional and conversational support at work usually helps to deal with the issues at work so that they do not affect their personal life as strongly. No specific symptoms from over-identifying with the clients, such as substance abuse or depression, were reported.

One participant noted that even though he/she tries not to carry work worries at home, there is not a clear distinction between work-related and overall well-being, since he/she is the same person throughout the day. Only one participant stated that there are days when he/she has to vent work-related issues even at home. The same participant mentioned that through work experience he/she has become more numb to the stories of the clients, and is not as easily affected by them anymore.

“And back then there were also more cases of these adolescents showing symptoms. There was cutting and... talk about suicide and... other forms of acting out. And those things of course put a strain on you, but then there can be a calmer phase when there are not that many things happening.”

“Me personally when I close the door of this centre I adapt very fast to the (...) mode on the (...) side. It helps for sure to forget a lot of things. The negative things.”

“Of course, there are a lot of matters that touch you, but they don’t stay in your mind and affect you in that sense.”

One participant stated that the cases of suicidal behaviour affect him/her more at a personal level, because the clients form a part of everyday life in the centre. The clients and workers learn to know each other better in a reception centre than in an office-based work for example. The smaller amount of clients also affected

5.3 Support at the Workplace

Four principal sources of support at work place were brought up in the interviews: daily report with the work team, professional guidance, debriefing and general support in the workplace and from the work team.

Two interviewees mentioned the daily report with the work team as a factor that supports their work-related or general well-being. In addition, four out of five participants spoke of conversational support from the work team, which can be presumed to refer to the daily report as well. The staff has a reunion every day before the change of the shift. During the report workers can keep the others up to date and discuss about matters that awake special concerns or questions. The participants explained that they go through each client and their situation during the report. There is also a longer meeting once per week.

It was brought up that during the report workers can immediately address the issues they have on their mind. One participant noted that because of this the issues are not carried home, and also the staff members are always aware of important issues. It was also brought up that the report is the event in which work can be delegated to others as well. One interviewee stated that both of the staff teams (there has been almost a simultaneous change of client group and part of the staff team) have been conversational, which reinforces the support and benefits from daily reports. One participant told that the daily reports are what help him/her go through the work day. However, the participant said that sometimes there are sudden arguments with the clients that cannot be addressed until the next day.

“That we instantly get with my colleagues into it and into this chatting together. So we go through each of the refugees one by one and see what the feelings are and what has happened. Whether good or bad, you can instantly vent it. That helps a lot so you don’t have to carry the stuff home.”

Two interviewees mentioned professional guidance as a source of support, and as a factor that helps them in coping with difficult matters. It was stated that professional guidance has been fantastic, the sessions have been regular and the instructors have been good. One participant stated that he/she was pleasantly surprised to see how similar his/her views are with the immediate supervisor. Anyhow, there was also critique on professional guidance. It was stated that there should be more sessions, and especially special guidance sessions for nurses and social workers were held relatively seldom. It was also pointed out that professional guidance was often held with the supervisor present, although the sessions should be done without the supervisor whose presence brings a reserve in the situation.

“professional guidance has been regular, and we have had really good instructors in them. (...) and not long before we had, maybe two months ago, we had the staff’s development discussion. There it was nice to see how similar language we speak with the immediate supervisor. It was a good thing.”

One participant pointed out that debriefing is used in the workplace whenever a traumatic or distressing situation occurs. According to the participant debriefing has been beneficial:

“How we take care of these (incidents); debriefing was for those who were present at the moment.(...). And with the first group (referring to client group) we used a lot of debriefing in certain cases, and that was kind of a channel. (...). For sure this traumatic phone call was the strongest experience. After that we immediately did debriefing where we went through the situation again and it helped.”

General support in the workplace and from the team was mentioned often in the interviews. Four out of five participants emphasized the importance of conversational support and professional dialogue with the work team and supervisors. Immediately addressing surfacing issues was mentioned. Two participants also emphasized the support from the work team. Team spirit and the ability to work as a team were viewed as strong, although one participant stated that it is not possible to get along with everyone. Another participant reported that understanding provided by the work team is important, and also the fact that between the staff members matters can be discussed how they really are. Workers’ commitment to the rules was praised, but also criticized. Refreshment or education days were brought up in a conversation, but they were not seen highly beneficial. According to one participant they provide benefit only if they take place in the right time.

“It’s very important the... conversational support provided by the work community, and kind of the professional dialogue that we have. And I can talk to my supervisor if I feel the need to do that. And then... I’m very active in seeking support and help for example from occupational health care if I need to. In that sense, we have a lot of support here.”

“It gives you relief when you can talk about the issues with your colleagues and supervisor, it gives you relief from the stress. And... when there are challenging situations, for example in client work, we try to go through them quite thoroughly so they wouldn’t be stuck on your mind. The most important is to go through these issues in the workplace, so they will not be bothering you in your freetime.”

5.4 Resources

The participants thought that in most aspects the resources in Karhusaari have been sufficient. Resources from outside of the workplace caused slightly more discontent among the workers. The lack of experience of some interpreters and representatives was brought up. The lack of experience of the interpreters was stated to cause problems at times. It was also stated that before there were regular appointments for interpreters in Karhusaari, but not anymore. The regular appointments were said to make the handling of the issues in which the clients are not fluent easier.

The resources in Karhusaari Group Home did not cause major concerns or discontent among the participants. The overall structure was claimed as functional. One participant expressed being grateful for Helsinki Deaconess Institute for succeeding well in gathering the staff team. It was also argued that good resources, colleagues and team spirit guarantee that no extra stress is caused in the workplace. Sufficient staff resources were also seen as a reason for good atmosphere in the workplace. The staff was reported to consist of the unit staff, social worker, nurse and immediate supervisor. The instructors were said to have different approaches and views, which was viewed positive. It was also stated that at the moment of conducting the interviews the amount of clients was quite small, which reduces the strain from work. However, various participants said that the current client group is more challenging than the previous one. One participant also stated that he/she has not been obligated to take care of too wide area alone. One participant lamented the lack of co-workers who are specialized in social work. According to the participant there are specific situations that require specific knowledge, and in these cases the answers cannot be found from the work team.

“Every work has its’ own challenges but I enjoy working here and the work atmosphere is good basically. Of course there are challenges coming from the refugees but the workers are good.”

“And what is great here is we have different kinds of counsellors and we have different views... And then like someone is more strict and someone is more lenient, so we have a set of rules we play by but still we have that freedom that do something like this and I see this thing this way. And that’s what makes it all stronger.”

Two of the interviewees reported that Karhusaari has succeeded very well, also in comparison with other reception centres in Finland. One participant thought the success to be based on dividing the clients in small groups, giving them hobbies and a place in school, and following strict rules and order. The participant reported having heard “horrible things” from other reception centres that are hard to believe. The participant reckoned that these horrible stories

might be partially caused by lack of discipline and common rules in the centres or problems between the personnel.

“And we even had visitors here from the parliament during the process, so I’m very happy about what we have created together. It’s nice to head for new challenges next.”

“You know... the perception i have of this Karhusaari is that this is like the Cadillac of the reception centres. So things have worked out here extremely well. (...). So the operation was already going when I arrived, but the pioneers here, their strength was that they divided the refugees into small groups and they had strict rules and that everyone was given a hobby. Te hobby was something, hobby and a place in school. They were very active so it was like football or wrestling or something sporty like that... But that really got them active and they didn’t just sink in the bottom of a sofa. So because they got active almost all of them speak Finnish now really well and except for two of them almost all got their residence permits. And there were 21 of them... But anyway it was a really good success percentage and they did a really good job here the ones who were from the beginning. Strict discipline and strict order, because after that it’s easier to loosen up a bit. (...). And even if you loosen up a bit, you still have the groundwork there (...).”

5.5 Stress Management

All the participants mentioned their own methods and resources regarding dealing with the stress that is caused by difficult matters within the workplace. One participant reported being very active in seeking support whenever he/she needs it and referred to the occupational health care as one of the resources. Another interviewee indicated the importance of working experience in coping with stressful situations and even getting “numb” concerning certain matters.

“ So it’s the experience in a way and also you get numb about the difficult matters so you don’t need to reflect as much as anymore.

Three of the interviewees mentioned that it is due to their professionalism that they are able to not to take things on a personal level regarding challenging situations at work. One of the participants stated that it is important for each worker to consider their work role when trying to avoid getting personally affected by certain issues in the workplace. Another participant communicated that by keeping in mind the role of a professional he/she avoids allowing work related matters to affect him/her on a personal sense.

“Then of course you have to remember that you are at work and the professionalism is the most important thing. That you don’t take these matters too personally, and you perform kind through your work-self. “

Moreover, one interviewee expressed his opinion on how important it is to comprehend thoroughly each client’s’ situation when dealing with different circumstances at work. Another interviewee mentioned that when confronting challenging situations he/she tries to not get infuriated, but act according to the regulations and be consistent.

“So i try to not get provoked and to act by the rules and be consistent. “

One participant considered team work as a very strong asset concerning the management of stressful conditions in the workplace.

Furthermore, two participants referred to hobbies as useful resources regarding stress management... One interviewee mentioned music and singing as therapeutic practices that he/she utilises concerning stress release. The interviewee also spoke about the importance of exercising for the improvement of the general well-being of an individual. Another participant stated that hobbies were equally important in all his/her previous jobs and made reference to coaching a sport as a therapeutic method that helps to forget negative matters from work. The participant also considered team work as a very strong asset concerning the management of stressful conditions in the workplace. The same participant mentioned that his/her work-related well-being does not have any effect on his/her personal leisure time and that due to the positive resources that are available in the workplace, he/she is able to handle the situation of the closing of the centre in a professional manner.

“Well i kind of have another job, i coach (...)... For me it’s absolutely ..it’s like therapy. It’s like a different kind of coaching. It brings motivation....It helps for sure to forget a lot of things. The negative things. “

“ In no way does it cause me extra stress. .. Like i said earlier, good resources, good colleagues, good team spirit. And of course now when we know that this centre will stop operating, you have to be professional and go through the end like this work team is doing. You cannot let it affect you. It hasn’t affected me in any way. “

“I have music and singing that is my therapy pretty much for everything, and music in general. Of course exercising helps even though i am not that athletic. But exercising is brilliant.“

In addition, one interviewee stated that he/she cannot fully make a separation among work-related well-being and further well-being, as he/she claims to be the same individual in all situations and aspects of his life during the day. The same participant mentioned being able to develop the climate within the settings he/she is engaged through the relationships with the other individuals he/she is associated with. The participant outlined the importance of engaging in a conversation about concerning matters without a delay, in order to avoid the intensification of narrow subjects. The same participant mentioned that there is a common set of rules that the workers had to comply with and referred to the difference between the concepts of strictness and leniency. He also stated that he considers himself free to change his profession in case he would not feel comfortable or satisfied in his current workplace.

“I think it’s rather funny that the well-being is being separated between work-related well-being and other well-being. I live this life and i’m the same person each hour of the day. I come here and i give a part of my life.”

“That’s not something that needs to happen often because i feel ok and create my own surroundings through relationships, usually it is something that rubs in the relationships...”

“That you won’t let small things grow, that you approach it the small things and ask why it is like this.”

Ultimately, one participant regarded that among different counselors there are dissimilar points of view and practices followed and that it is important to acknowledge the differing opinions and communicate different matters through fulfilling conversations. The participant claimed that this can result in viewing the opposite argument from a totally different point of view and presented the understanding of the anti-refugee opinions that can derive from fear as an example regarding that certain practice.

“And what is great here is that we are different kind of counselors and we have different views..And that is good because it brings up really fulfilling conversations because then you can see the other sides arguments in a whole new light. And i think it gives the tools to understand news writings that they are very anti-refugee. So understanding these opposite views.. that they are normal people behind them who have fears.”

5.6 Finnish Immigration Service & Ministry of the Interior

Ministry of the Interior and Migri work in close collaboration. Therefore the participants often refer to both of the facets as Migri. All the interviewees were vocal about the matter of Migri,

their operation and how it reflects to their work environment. This was the topic that sparked the most pointed opinions. Most criticized aspect was negative residence permit decisions and deportations. Four of the interviewees voiced their disagreement with the decisions handed out by Migri.

“There are the ones who learn the language, get jobs and are building their lives and then they get the deportation decision. That’s a completely crazy situation there when someone really invests into being and living here, and then there are the ones who are just sightseeing and have no clue where they are going and whether they get the permit or not. It all just seems so arbitrary, and it is really really frustrating.”

“Well it is a fact that they have made false decisions. At some point I think the percentage of the decisions that Administrative court has returned to the Immigration Office has been about 20, which is quite high.”

Several of the interviewees provided more in depth insight on the reasons why they feel Migri has some problems in their operation regarding the recent refugee crisis. The voiced reasons were myriad in nature.

“Back then they hired new workers in Migri, just like they hired new workers in reception centres in 2015 when a big number of refugees came to Finland. So, the same thing in Migri that not all of them have the same kind of experience in the interview situations and there have also been a lot of new interpreters.”

“Also at the moment the times for the interviews have been shortened, because they want to handle the cases supposedly quickly, but in practice it just gets more difficult because they do not address the clients’ situation enough. So it makes the decision-making more difficult.”

“When I have been in Migri’s trainings, they have a lot of information, for example geography, and Afghanistan, Iraq, all these situations and conflicts... So they have experts in these fields but then when I asked straightforward, they do not necessarily use the information to their advantage as much as they possibly should.”

Furthermore some of the interviewees elaborated more on how the operation at Migri reflects on the everyday life at the reception centre. Three of the interviewees commented on how slow Migri’s processes are and how this creates a sense of the overall situation being stuck. Other interviewees described individually how this manifests in the reception centre. The main aspect was description of frustration in various ways.

“It really is an unnecessarily slow process. It takes time. Especially with these youths when things need to happen and they need to move on with their lives.. That brings this unnecessary weight and strain on them. Completely unnecessary. It doesn’t help anyone’s life.”

One interviewee told how he/she also assesses the situation from the perspective of social work.

“(...) I think of this from a wider perspective, like immigration politics and the situation right now because the immigration office has tightened their... So before for example the underage asylum seekers have been granted asylum more easily, and also residence permits. Even though I’m not saying that everyone should be granted a residence permit but still there are a lot of young people who have quite hard backgrounds... and somehow in this situation you think how much possibilities you have to influence.... Because the decisions are what they are. You are sort of stuck in the middle.”

This same interviewee also voiced his/her concern on how Migri has made it more difficult to reunite families and how this will affect the integration process:

“Now they have made it much more difficult to reunite families. It’s one thing that for sure affects... it will be seen better later on, like how much it affects when you couldn’t have your mom or sister here. So... how you get along by yourself and well-being and everything. For sure it affects the integration process. Through this we will have bills to pay later on but somehow I feel that the decisions are being made short-sighted.”

Worth noting is that one of the interviewees expressed that he/she wishes more responsibility would be put on the clients as well by means of financial incentives.

“If for whatever reason this many people try to get into the country, there maybe should be placed more responsibility on the refugees themselves. If we are arranging education for them etc. And they are constantly absent for other than medical reasons and so on or somehow cause some sort of security problems... so in that case their financial benefits should be cut down or something. Because there are the ones who get motivated by nothing except for being forced.”

Recently the Ministry of the Interior, under which Migri operates, has been closing many of the reception centres and reducing their capacity in Finland, because the flow of refugees has reduced.

The closings of the centres and the way they were handled provoked concern and discontent among various participants. Two of the participants expressed concerns on being left without a job, or on the difficulty for reception centre workers to find a replacement job especially in small cities. In addition, many participants mentioned the ongoing cooperation negotiations when discussing about their work-related well-being.

The major concerns were not the closings themselves. Three out of five participants commented that closing the centres is natural or inevitable, because less refugees are coming to Finland. One participant noted that it is a positive progress, since the situation is not as severe globally as it was in the beginning of 2015. Two out of five participants described the way Migri dealt with the closings as sad.

One participant said that closing Karhusaari is a pity for the clients, because they are being transferred an unnecessary amount of times, possibly in order to save money. The participant also wished that Migri would take into account the individuals whom the decisions affect. The interviewee reckoned that the decisions were being made short-sighted, and the consequences of those decisions will be seen later on:

“Rather I would think that it’s a pity at the moment on the behalf of the young people, because they are being dragged from one place to another. In my opinion Migri is operating in a way as if the young people were game tokens, who they are just counting there like who could be relocated where. And it means that they are of course only thinking about money.”

The participant expressed concern about the clients who are being denied the sense of stability, something that they would need the most in their situation, because their family ties and ties to their home country are partly broken:

“And here, because we are talking about underage refugees, they do not necessarily have many social relationships. Like, probably the closest people to them are the instructors here. And when, they have to move from one place to another, when for example the centres are closed so... Actually I think that the most important thing they would need right now is stability. And like, yeah, stable relationships, because they might have lost their parents. Probably they have, or if they haven’t at least they haven’t seen them in ages! And partly the ties to their home country are broken so... then it would be important to have some kind of stability in here and... it would help in the integration!”

One participant said the workers lack the feeling of continuity because of incoherent decisions on closing the centre. The participant also stated that Migri should make a long term plan for the follow up care of the refugees, because there is none:

“Exactly the going back and forth feels crazy. That employees cannot build upon their lives... That there should be some form of continuity. I understand that many have the problem that you have to move from one town to another, get apartment and so on. (...). It’s a crazy situation. So Migri should do some sort of a long term plan and invest on that, and those people would surely then get employed, because these refugees have the follow up care. So these ones that are now arrived and allowed to stay, they don’t have any follow up care. So there has to be still people who have the capabilities, and more people need to be trained... Like what now? Are they (refugees) supposed to be just out there on top of nothing hanging around?”

The same participant expressed worries about Migri tendering out the services for underaged refugees. The participant feared that this would lead to chaos and more uncertainty. The participant wished Migri would make a long-term plan and follow it through:

“Was it yesterday in Yle news that Migri is going to tender out the services for underage refugees... And to think what it would cause here again. People have been here and in other units thinking about the future or whether this will continue or not, so it’s going to be the same thing all over again. It’s extremely straining. It wastes a lot of strength. What does it do when the boys have a lot of worries, and then the staff has to worry too... Then we are just going to be in a nest of worries. So it is needed that the employees could have some sort of a secure feeling about how things will plan out... Because we cannot give these refugees the secure feeling like that. Because they really don’t have any. So that’s something that can be even underlined, that I wish that Migri would work long term and that there would be a set amount of reception centres so there would be more continuity... Because now the contracts are six month contracts with these people... It’s ridiculous. (...). No-one can build a life on that.”

Another participant also commented on the importance of follow up care. According to the interviewee there is still a lot of work to do once the client’s have received residence permits, and the support is as important as in the beginning of the process.

Two out of five participants stated that the schedules that were given about the closing of the centre were unclear, which causes stress and a feelings of uncertainty. One participant pointed out that Migri should communicate more directly and openly about the closings.

“Scheduling. And when you announce it you should have a clear timetable. For a human being (...) the worst of all is uncertainty. This is our work, and i understand it, it raises your stress level. They should hand a clear schedule, like “At the latest on this and this it will be over”. “We will give you new information after a month.” And that’s it. Then we wouldn’t stay hanging.”

“Even this Karhusaari has been closed three times already... That they sent us the decision that it will be closed, then they take it back and so on. It creates this, kind of ‘riding the waves’ -feeling. But now the decision should come soon. I think the first ones got fired in July.”

“(…), like they said to us that, they came here one month prior and said that the things are going very well and nothing like... “Keep on the good work!” And then after a month they informed that by the way this place will be closed. And then it (remaining operating time) was like six months and then they reduced it again, suddenly it was only four months. So the implementation is pretty lousy.”

5.7 Politics, Media discussion & Social media

Concerning the matter of media discussion revolving around the refugee crisis, all the interviewees felt that the discussion is extremely polarized, saturated and two-sided. Overall the interviewees had predominantly indifferent attitude towards the media discussion, despite voicing their opinions about the matter. It was felt by all participants that the discussion had not affected their work well-being. It was generally agreed that the driving forces behind the media discussion are political and that they are based on promoting various agendas. The theme that arose the most was that all of the interviewees felt that the public majority lack the sufficient knowledge and facts to form educated opinions on the matter.

“It is extremely saturated the news and the political views, whether you’re for everything or against. Everybody just rides their own donkey. So yeah I don’t like that kind of sensationalism and crudeness. Whether its for or against, now I have that more realistic view that you simply can’t be without hesitation on either side.”

“So in that sense it’s worrying because even the sources that should be reliable have so much erroneous information. And that of course effects on the normal citizens’ views on the matter, and they make conclusions based on these sources.”

One interviewee also voiced that the discussion is “disgusting”, since the news make it evident that it is impossible to live in the crisis-afflicted areas:

“It even disgusts me. Disgusting, in the sense that, I’m sure you too have heard news about the situation in Afghanistan and Iraq, you can’t go there. You can’t go there.”

All of the interviewees felt understanding to some extent for both sides of the public debate and all of them agreed that some people enter the country as refugees on a false basis, and that it is a reasonable topic of concern within the discussion.

“Of course there has been these “adventurers”, in quotation marks, who have come without a reason. So that stirs up even strong counter reactions in me. It doesn’t give any justification for negative writings on immigrants, but it should be addressed I think in a wider perspective.”

One interviewee elaborated that he/she does not discuss his/her political views at work or in public because in the current atmosphere it is easy to get labeled as a racist.

“My personal political opinion, which I don’t bring forward here in work because work is work, but predominantly in my opinion then in 2015 the borders should have been closed somehow, and that it doesn’t serve a purpose if we start assessing the refugees here in Finland, and the only thing required is that you know how to say “asylum” and say that you are 17 years old even though you would be 30 years old. (...). So maybe it’s not possible to talk in the public eye about matters as they truly are because you will be labeled as a racist or something else.”

In one case, the media and public discussion had been the reason why the interviewee sought to work in a reception centre. The working experience had proven him/her that the media is not the most reliable source of information regarding the refugee crisis, so he/she started to utilize other sources of information.

“Initially it was the discussion that got me on this road because I noticed that there is a need. So I got involved and wanted to as extensive knowledge as possible. I started to read novels by Afghan authors in order to understand the culture a bit. (...). I rather read public announcements from Migri and other official announcements that are fact based and not saturated. (...). I follow to a lessening amount sensational media. I have so many other colleagues in different centres that I have the possibility to hear that real feedback and discussion.”

One interviewee also elaborated how the discussion also affects the clients negatively:

“Also of course social media influences in all aspects, and of course these young people here have to read certain things... And they hear more easily the bad news from their home country and they know what is happening in here. Umm... they hear all the critique sort of against immigration and other things... And how much people start to dwell in certain topics in social media. Well the more you follow it the more you suffer.”

6 Discussion

Work-related Well-being:

When referring to work-related well-being, most authors and researchers perceive it from the aspects of both physical and psychological health. And health does not indicate only the lack of sickness, but also the condition of positive and optimal performance. Both individual and organizational wellness have positive and negative aspects. (Hoffman and Tetrick 2003). This may also indicate that in order to promote and achieve organizational mediations regarding work-related well-being, it is necessary to take into consideration both perspectives within the work environment. It is often that both aspects of the work environment exist together. (Cameron & Spreitzer 2012)

The term “healthy workplace” was initially applied mostly in the vocational health and safety field, in order to indicate mediations regarding the physical environment. Interventions within this framework were intended to eradicate risks and threats in the physical environment (e.g. exposure to noise, machine safety, poor air quality etc.). This core consists still a fundamental determinant regarding healthy workplaces today. (Day, Kelloway & Hurrell 2014)

Besides the physical environment, health promotion programs concentrating on workers’ performances and behaviors and supporting them into making healthier decisions can certainly be conducive in creating a healthy workplace. (Grawitch, Trares, & Kohler 2007).

Moreover, Richmond, Wodak, Bourne, and Heather (1998) during their study regarding Australian workers observed that only 8% of participants reported having healthy lifestyle behaviors. There is a large amount of literature on the impact of work-based smoking remission programs, in addition to other health related interventions, such as nutrition, weight loss, and stress management on employee’s subjective well-being (Griffiths & Munir 2003). Research also suggests that health promotion programs may be able to reduce employee health risks, and thus, reduce the costs of unhealthy employees, proving to provide a good return of investment (e.g., Bertera 1990; Mills, Kessler, Cooper & Sullivan 2007).

Furthermore, other well-known psychosocial demands and resources are included by researchers and organizations into the perception of a psychosocial healthy workplace. Researchers have particularly managed to link features of the work environment and relationships at work to the health and well-being of employees, as well as to the success of the organization. (Day, Kelloway & Hurrell 2014)

Sauter, Murphy and Hurrell (1990, 1146) discussed that “the work environment is generally viewed as a threat or risk factor” to the physical health and safety of workers and “can have adverse consequences for mental health”. Interestingly, they also remarked that work can have “an important positive impact” on mental health as well (Murphy & Hurrell 1990, 1146), an assertion that has not been taken into consideration thoroughly by workplace research and models. They identified six psychosocial risk factors to employee health: (a) high workload and pace, (b) rotating work schedules and night work, (c) high role stressors, (d) job insecurity and career concerns, (e) poor interpersonal relationships, and (f) job content that provides little stimulation and meaning (Murphy & Hurrell 1990, 1146). Hurrell (2005) noted that most psychosocial initiatives tend to focus on the first two categories of reducing workloads and improving work schedules and process. (Day, Kelloway & Hurrell 2014)

The utmost number of the participants of this research characterized their work-related well-being as satisfying and the working atmosphere as positive, considering the given circumstances of the workplace where the closing of the centre in the near future has created a feeling of insecurity for all the workers. One of the participants referred to his work-related well-being as moderately good.

Promoting individuals' subjective well-being is perceived progressively as a critical objective of public policy. However, it is important to mention that there are arguments that suggest that enhancements in employees' well-being may also contribute to economic growth. Subjective well-being has been defined to consist of “all of the various evaluations, positive and negative, that people make of their lives, and the affective reactions of people to their experiences” (OECD, 2013:29). A plethora of empirical evidence exists already, indicating a positive innovative effect on an individual's physical health (Diener and Chan 2011). There is also evidence to suggest that “higher subjective well-being can raise an individual's levels of creativity and problem-solving, and it may also encourage prosocial behavior and greater levels of engagement at work” (Lyubomirsky, King & Diener 2005). In this manner, improved well-being is likely to empower individuals in order to perform actively or wisely at their work and indeed, an informative connection between increased well-being and improved productivity has been recently introduced in research examinations. (Rosen and Halbesleben 2013)

Moreover, emotional well-being has been established between different factors of psychological well-being as one of the most important determinants (Warr 1994). The regularity in which individuals endure the variety of multiple positive or negative influences is indicated by emotional well-being, which is an element with many dimensions (Diener & Larsen 1993). Emotional or affective well-being can be evaluated particularly to one area of expertise and is often utilised to measure work-related well-being (Warr 1990). Warr (1990) considered the dimensions of emotional work-related well-being to consist of enthusiasm-depression (measured by engagement and burnout), anxiety-comfort (measured by occupational stress), and pleasure-displeasure (measured by job satisfaction).

Work-related Well-being: Influencing Factors:

During this research, the participants presented a variety of factors that affect on their work-related well-being in different levels of significance. Two of the matters of consideration that were reported by two participants to have an influence on their work-related wellness on a critically negative manner were the uncertainty and unpredictability of the workplace, due to the expected closing of the centre in the near future. It was also stated by one interviewee that the subject of uncertainty is discussed regularly among the workers of the reception centre and that often loss of motivation eventuates regarding the current situation within the workplace. Another interviewee reported that the workers were unable to organize their own lives due to the existing uncertainty and that this matter had an impact on working with clients as well.

Moreover, it was mentioned by one interviewee that the limited number of clients in the workplace due to the decrease of refugee arrivals in Finland was a factor that affected on his/her work related well-being. The interviewee noted also that certain negotiations regarding partnership can burden well-being at work as well. Another participant characterised working as versatile and unpredictable, and also stated that he/she has experienced both challenging and smooth periods at workplace, depending on the given general situation that has occurred.

Three of the interviewees stated that they consider the intimidation of suddenly losing their job as a major factor that hinders their well-being at their workplace. One participant also mentioned that the reception centre has been closed three times already.

According to Kamel and Hashish (2015), causes that can lead to organizational uncertainty and lack of expediency or assistance may have as a result a devalued sense of need satisfaction and work-related well-being among the employees. The demand for appreciating the requirement for groundings of health, well-being and certainty in the workplace has increased

due to developing identification of the affiliation between the well-being of the workers, working conditions, satisfaction and productivity. (Kamel & Hashish 2015). When a workplace develops a supportive and safe working environment for the employees and is able to ensure their well-being and job-satisfaction, then it becomes an essential part of administrative practices and is considered as a healthy workplace. Another matter of concern is, how uncertainty in the working environment affects the workers' attitudes and well-being. However, means for reducing the acknowledged uncertainty are investigated by most organization conductors, since they can not overlook uncertainty and take for granted that their organizations function under stable and safe conditions (Kamel & Hashish 2015).

During the last 30-40 years, there have been some critical changes regarding the fact that professions have become from moderately stable to progressively uncertain and unpredictable. Adjustments concerning the the anticipation of work relations are partly responsible for these alterations, together with the rapid changes and the economic agitation. As a result, employees can no longer expect lasting job security, since they cannot be assured that they will be able to work in the same organization as long as they would like to (Day, Kelloway & Hurrell 2014). In order to present this uncertainty, the Fifth European survey on Working Conditions (Eurofound 2012) reports that 30 % of European workers senses that there is a risk of losing their job during the next six months.

Furthermore, job security is customarily one of the main matters that are prioritised by unions and this has been signified by them affecting the policies for dismissals and promotions, but also safeguarding them from unreasonable or illegal employers' practices (Day, Kelloway & Hurrell 2014). Nevertheless, the rapid pace of changes and the financial agitation have lead to the use of dismissals, rearrangements, redistributions and relocations as ways of survival by the organizations, despite the principles safeguarding workers' rights from job loss (Day, Kelloway & Hurrell 2014).

What's more, both subjective and objective insecurity bring negative results regarding the physical and psychological well-being of an employee. Several studies have proved that job insecurity is connected with consequential mental health conditions and negative attitudes towards work (Sverke, Hellgren & Naswall 2002). Insecurity is shown to make workers to be less obedient towards safety regulations and also have an additional likelihood of having accidents at work (Papadopoulos, Georgiadou, Papazoglou & Mihaliou 2010).

According to Cheng and Chan (2008), there is evidence that proves that job uncertainty is harmful to work performance which eventually will influence the productivity and continuity of the organization in a negative manner. However, it is a vital concern for organizations and unions to prevent or at least restrain the intensity of how workers experience insecurity and

unpredictability in the workplace, but also ensure a healthy and positive work environment (Arla, Kelloway & Hurrell 2014).

In addition, negative affect experiences may lead to a persistent cogitation regarding the cause of the affect, absorbing cognitive resources. (Martin & Tesser 1996). Attempts can also be made in order to coordinate the occurrence of affect through a diversity of structures, which absorb an extensive amount of cognitive resources (Gross 1998). Nevertheless, the experience of emotion regulation and suppression in emotion can briefly restrain the capacity to autoregulate because of the utilization of particular cognitive, regulatory and attentional resources. In analogous circumstances, individuals may have the tendency to encounter high stress levels and additional pressure, due to the stimulation of exceptionally intense responses due to experiencing goal challenging occasions, when there are no available personal resources (Rosen & Halbesleben 2013).

Regarding unpredictability in the workplace, research suggests that it can develop conflict among the work and family connection, taking into consideration that work instability relates to extensive conflicts. Conclusively, it seems that preferred working flexibility is profitable regarding the harmony between work and personal life, due to the decreased conflict among work and family life (Day, Kelloway & Hurrell 2014).

Furthermore, three of the interviewees reported that the current client group in the workplace is challenging. One of the interviewees mentioned the lack of infrastructure that was necessary for working with the particular client group and that most of the challenges regarding his workplace derive from the refugee group as well. Another participant noted that there is a lack of motivation among the current client group and he referred to the impolite behavior expressed by refugees in certain occasions. One participant also pointed out the negative decisions regarding the refugees' situations as affecting his/her overall well-being in the workplace. Another interviewee mentioned that the amount of work he needs to accomplish affects his/her work-related well-being at a higher extent compared to the actual content of the work.

Young people from refugee or immigrant backgrounds encounter the additional challenge of cultivating a bicultural or multicultural identity, although they might discover that the generic expectations in the Western culture and society is not always applicable to their already existing beliefs and values. It is also often that multicultural youth is illuding a variety of constraints and perplexing relationships, such as mediating responsibilities and cultural obligations while searching for their own identity in the new for them society. (Center for Multicultural Youth 2011)

Adolescence is considered a certainly vulnerable time concerning the development of an individual. It is a difficult period under normal circumstances, but can be overwhelming under distressing circumstances in the life of the person, such as lack of parental support, poverty or lack of employment opportunity. (World Health Organization).

Regarding working with challenging clients, it is often a matter that demands time and persistence. Clients frequently initiate the relationship with social workers with negative attitudes, but they might re-examine their beliefs in the remote future. However, it is essential for professionals to understand the concept of the initial opposition and negativity and overstep it, since it is often that the clients have had experiences which resolved them to struggle showing trust to professionals. Many involuntary clients also have difficulties in understanding what is happening to them, which makes the engagement challenging. (Social work ed.ac Uk)

Finally, the personal and work-related well-being of a worker can be highly influenced by various perspectives during emotional involvement with the clients. For instance, the feeling of distress when practicing affective work has been connected to the occurrence of negative physiological symptoms (Schaubroeck & Jones 2000). Additionally, emotional pressure has also been proved to intervene concerning the correlation between daily workload reports and well-being (Ilies, Dimotakis & De Pater 2010).

Work-related Well-being: Effect of Clients' Experiences:

The participants of this research disclosed that the experiences and emotional interaction with the clients have made an impact on their work-related well-being in different aspects. Perceiving unfortunate events concerning clients lives or current situation was mentioned by one participant to have an effect on his/her well-being at work. The feeling of sadness due to a negative residence permission was discussed by another participant as an influencing factor, together with the positive and joyful moments shared with certain clients.

Moreover, one participant regarded that the majority of the clients of the centre were in their teenage years and that regularly their situations were overdramatized, without necessarily deriving from traumatic backgrounds. The same interviewee expressed that it is the experiences and interaction with the clients that affect his/her well-being on a personal level because of the familiarity that is created during the daily contact with them in the workplace.

Additionally, two of the participants claimed that the experiences of the clients have affected them into gaining a new perspective to their lives. One of the participant stated that the clients' experiences have engaged him/her into having a more sensitive approach towards

them, but also to not take the secondary disappointments into consideration anymore. One participant referred to the work practice as a great experience, mentioning also the positive relationship developed with many of the clients. Another participant mentioned that it was the joyful moments shared with the clients that had the greatest impact.

According to Thomson (1994, 27-28), emotion regulation (the external and internal processes that are included analyzing, assessing and modifying emotions), is an inherent but essential skill for all the workers in client-oriented professions. A collection of approaches have confirmed the study regarding how, when and to some extent why the employees adjust their emotions within the workplace.

Additional developments concerning the emotion labor perception have acknowledged that it is a fundamental and internal need regarding the management of someone's own emotions to affect others, to be sensitive towards the existing or possible emotional conditions or needs of the other individual he interacts with (Zapf 2002). Therefore, it is significant for workers to be emotionally accorded with their clients and have the ability to predict or identify emotional states in others, but also be able to manage their own emotional affectations into influencing other individuals in appropriate manners. (Biggio and Corteze 2013)

Literature has extensively recognized work-related experiences and emotion exposures as affecting individual and organizational consequences. However, there is not enough consideration regarding the foundational functions related to emotional experiences and the consequential emotional adjusting methods within the framework which they occur, when examining the literature applied to emotional labor and emotion regulation at work. Emotional experiences and the manner in which those emotions are managed, especially in client-oriented occupations, can have a significant and prolonged impact on the well-being of the workers during the working day. (Rosen & Halbesleben 2013)

According to Rosen and Halbesleben (2013), emotional connection between workers and clients alleviates the investment of one's emotional self into the relationship, acknowledging the emotions to arise and embody alterations within the stimulation levels of functional systems. This can easily result to an emotional diffusion for the employees, specifically when negative emotions are experienced. In addition, connecting emotionally with clients concludes in emotionally related cognitive and physiological changes that can be challenging to shut down promptly if they are chronic (Sapolsky 2007).

Work-related Well-being: Suggestions for Improvement:

Every of the participants of this research offered their personal suggestions concerning the improvement of the work-related well being in their work community. One participant suggested that it a financial reward regarding less sick leaves at work could result in the reduction of unnecessary absences within the workplace. Another participant was concerned when not everyone followed the same rules, since in that case the person who follows the rules can get a bad reputation. One interviewee suggested that there should be more possibilities within the working community for exercising as it can certainly enhance the overall well being of the individuals.

According to Cooper and Cartwright (1994), most of the work -wellbeing programs have the tendency to aim their attention on minor or insignificant levels regarding health promotion in the workplace, health evaluation for diagnosis, examination and treatment, disallowing the essential and immediate interventions. Nevertheless, it is worth mentioning that even if organizations adjusted their attention in lessening the demands for the workers, secondary and other minor interventions are necessary, since “the workers face work and life demands beyond the control of the individual or organization (e.g., people still get sick even though they eat healthy and exercise)”. (Day, Kelloway and Hurrell 2014). For that reason, it is fundamental to develop a level of balance, making sure all aspects are acknowledged efficiently (Day, Kelloway and Hurrell 2014)

Furthermore, there is a common tendency in organizations nowadays to promote work related well-being and life balance by practicing flexibility within the workplace in different schemes, such as reducing the requirement of using social media, increased office space and enhancing the possibility for the workers to exercise more and eat healthier, which resulted in reduced healthcare costs. There is also evidence suggesting that organizations that focus in persuading their employees to eat healthier, exercise, quit bad behaviors like smoking and participate in different pro-environmental behaviors (such as recycling), tend to enhance a positive effect on the physical and mental well-being of the employees. (Day, Kelloway & Hurrell 2014)

According to Mearns, Hope, Ford and Tetrick (2010), there has been discussion on the subject concerning the concept of health within the workplace being the foundation of employees well-being and health. The same authors also defined the climate of “health” at work as “shared perceptions of an organization’s priorities and practices regarding employee health”. According to the theory of social exchange, it has been argued that investing in health will have as a consequence an implicit commitment of the workers regarding possible future compensation gratifying the organization, such as additional commitment towards the organization and conformity with the regulations and rules. Workplaces that promote health and

work-related well-being must include “environments that encourage healthy lifestyles and promote individual wellness” (Mearns, Hope.Ford & Tetrick 2010).

Furthermore, one participant mentioned the importance of daily patterns and routines regarding the clients' living in the centre, and suggested that it is a matter that supports the well-being not only of each individual, but also of the whole working community. The participant also referred to the summer period when the situation seemed to be more disorganised due to the absence of some basic daily routines and school. Another participant suggested the formation of a content that would apply more to the current structure. One interviewee thought that smooth cooperation among the different facets within the workplace can considerably improve the work related well being of the workers. The participant also mentioned the fact that depending on the different kinds of representatives, the cooperation can take different forms. One participant lastly reported that he considers his work in the Karhusaari group home easier than working in Child Welfare.

Regarding the importance of daily rhythm and routines for the living of the refugees in the centre, a wide variety of factors can effect to the fact that they have an irregular daily rhythm. Many of the refugees in the reception centres realize that many other individuals stay awake a large part of the night, which is something that can also affect their own sleeping patterns. In addition, if the refugees do not have enough activities to be occupied with during the day, or they have excessive free time with no structure or intent, it might result in them being awake later in the evening or night. Trying to adjust in a daily rhythm and regular habits can help the individuals to function better during the day, but also enhances their overall well-being. (UNHCR 2009).

Research may be necessary to address questions regarding the timing and appropriateness of individual-level versus organizational-level positive interventions and in which contexts positive psychology is likely to be successful. That is, some positive interventions may not be appropriate in certain contexts. For example, organizations faced with a flaw in design or structure may benefit most from focusing on organizational-level interventions directed at changing the structure, rather than on individual-level strategies. (Day, Kelloway & Hurrell 2014)

Even when communication is viewed as possessing a central role in effecting organizational change, rumors and negative sentiment about the change are difficult to quell. Latting and Ramsey (2009, 173) suggest embracing resistance and learning from it because “people do not resist change, they resist being changed”. These researchers argue that the process of uncovering resisters' concerns and fears can go a long way in understanding what employees value within their current organizational structure and in determining how change can be incorporated while still preserving these valued characteristics.

Causes of Concern & Their Effects on Personal Life:

The participants expressed concern on the behavioral and psychological symptoms of the clients. The theoretical framework of the thesis indicates that work with underage refugees is challenging. Their problems derive from various factors and experiences related to the reasons that forced them to flee their home country and to the migration process. Providing support for the clients requires cultural competence and knowledge of refugee problems and youth work. Although the participants seemed to understand the clients' behavioural and mental health issues in the light of their experiences, the participants still expressed feelings of frustration and concern. The way psycho-behavioral symptoms were expressed in the clients' culture was also a target of reflection for some participants. According to Potocky-Tripodi (2002, 256-292), cultural factors can affect the symptom expression and communication styles regarding mental health problems. This may create challenges in recognizing, treating and evaluating mental health issues among refugees.

Potocky-Tripodi points out that refugee adolescents go through an identity conflict when they arrive to a new country, while they are still developing adequate coping skills (Potocky-Tripodi 2002, 325-328). Brindis et al. (2002) state that multicultural adolescents have to face the acculturation process in addition to normal age-related developmental tasks (Brindis et al. 2002, 1-6). Brindis et al. also point out that although risk-taking behaviour is normal in a certain age, it can escalate into a problem especially if adolescent's do not have meaningful challenges and supportive networks in their lives (Brindis et al. 2002, 1-6). In addition, refugees are more prone to mental health problems than the native population in most countries; common mental health problems include depression, low self-esteem, PTSD, and substance abuse (Potocky-Tripodi 2002, 183-208; 256-292). It is apparent that adolescents living in a reception centre might lack both meaningful challenges and supportive networks, at least when compared to native adolescents. Reception centre workers face the challenge of building these support systems, sometimes from scratch. The responsibility of a reception centre worker in centres for underage unaccompanied asylum seekers can be major, because often they cannot rely in other supportive networks in the clients' integration, development and well-being.

Client's traumatic experiences also provoked concern among some participants. One Interviewee reported that a traumatic phone call, in which the client learned of the death of his family members, was a strong experience that required debriefing. Other workers mentioned clients having had traumatic experiences as well, but the participants did not perceive the experiences as shocking, or as something that would strongly affect their well-being.

Potocky-Tripodi (2002) writes that refugees may have been subjected to various types of trauma, often as a consequence of war or conflict (Potocky-Tripodi 2002, 17; 303-304). The workers who treat clients with trauma or PTSD have to pay close attention to their own well-being. Discussion with coworkers and supervisors and self-assessment are important tools for avoiding overburdening (Potocky-Tripodi 2002, 17; 303-304). The reason why most participants were not severely affected by the clients' traumas might be that the stories of the clients in Karhusaari have not been especially shocking, the workers have not been exposed to too many traumatized clients, the conversational and supportive work environment has helped to process the clients' experiences, or the workers have learned beneficial coping skills.

The uncertainty the clients live in while waiting for the decisions from the Immigration Service awoke concern and frustration among some participants. According to the Finnish Refugee Council, handling of the applications is a lengthy process.

The Finnish immigration Service, which is responsible for granting residence permits and refugee statuses, informs that the estimated duration for the handling of an application is given at the asylum interview, but the estimate can change through certain circumstances (The Finnish Immigration service 2016). The waiting time increased after 2015, because the queues outweighed the resources (The Finnish Immigration service 2016). In year 2016, the average waiting time was reported being 160 days, although the times have a great variation (The Finnish Immigration service 2016). Many participants criticized the actions of the Immigration Service, while still understanding that some difficult decisions have to be made, and the process takes time. The participants expressed disappointment with the bureaucratic decisions that do not seem to take into account the individuals that the decisions affect. Witnessing the clients' distress, knowing where it comes from but not being able to affect their situation can be a major source of stress and concern for a worker. A sense of purpose and professional competence can be shaken if the worker feels powerless to help his clients.

One participant was concerned about the fact that some clients seemed to remain psychologically in the state of fear and chaos in their home countries. The clients were not ready to embrace their new surroundings.

As Potocky-Tripodi stated, refugee adolescents can have different reactions to the identity conflict. The most constructive reaction is the development of bicultural identity, in other words, adapting to both cultures and assimilating their best aspects. However, the adolescents can also reject one of the cultures, alternate between them, or become outsiders in both cultures. A reception centre worker should support the adolescent in the integration

process, and in finding the positive values in both the native and the new culture. (Potocky-Tripodi 2002, 325-328; 348-350)

The participant expressed that in order to integrate, the refugees must learn to respect and enjoy aspects of the new culture by taking a little distance from their culture of origin - without forgetting or denying the culture of origin either. The participant has made an effort in helping the refugees integrate, appreciate Finnish culture and feel safe and comfortable in Finland. It is a difficult task for the participant, especially because the refugees cannot be sure how long they can stay in Finland. The participant is aware of the pain and struggle of the clients, and might feel powerless in changing the situation because there are so many factors that are beyond his/her control.

Some participants reported being affected by the concerns about the clients. For the majority support provided in the workplace prevented the concerns from being carried at home. No specific symptoms from over-identifying with the clients, except for thinking about the clients' issues at home at times, were reported.

According to Nissinen (2008), emotional fatigue is a result of interpretation of the clients' experiences, which is also affected by the organization's resources and support, societal factors and the worker's coping skills. Attachment with the clients' stories can manifest in the worker's inability to stop thinking about the client's problems and experiences even in free-time. Nissinen also noted that some workers adopt the role of an unaffected professional, and the role is then figuratively left in the workplace. It is not confirmed if this behaviour is denial or a method to concentrate in other positive aspects of life. (Nissinen 2008, 69-76)

Although a sign of emotional fatigue, being affected by the clients' experiences is natural, and does not always lead to negative symptoms, at least permanently. Being aware that some issues affect one's mental state can already be seen as a beneficial skill to deal with these reactions. It is not necessarily the participant who admitted carrying work concerns home sometimes who is the only one, or the one who is most affected by the client's stories.

The participant who reported adopting a new role once leaving the workplace said that work related concerns never reflect to his/her free-time, but still said that his/her other profession helps to forget negative things. Still the participant is able to engage in enjoyable, meaningful activities outside of work. The participant also stated that the other profession is almost a form of therapy. The other participants who talked about performing through a work-self were aware that there are some stressful or straining issues at work, but stated that they do not let these issues affect them and their feelings personally.

One participant reported being personally affected by some of the clients' problems at the time the interviews were conducted. According to studies, identification with the client creates a strain on the worker's well-being (Watts & de L Horne 1994, 68-70). Nissinen (2008) emphasized the importance of maintaining a professional distance with the client while still emphasizing and understanding the client (Nissinen 2008, 69-76). Although the participant in question admitted that clients' experiences have a stronger impact because the client-worker relationship is more personal, the participant also reported that professionalism and certain numbness from experience in the field protect him/her from over-identifying with, or being too touched by the clients' stories. According to Nissinen (2008), numbness is a symptom of emotional fatigue. Nevertheless, numbness can be also seen as a coping mechanism that allows the worker to maintain the professional distance and help the clients as a professional.

Support at Workplace:

Debriefing was reportedly the method used when a sudden traumatic or shocking situation occurs in Karhusaari. Nissinen (2008) points out that workplaces that have a potential risk of threat for the clients or workers should have policies to control and process dangerous or traumatic situations (Nissinen 2008, 87; 108). Saari (2005), in turn, states that a debriefing session should be always organized in a workplace after a traumatic event (Saari 2005, 92). Debriefing may be one of the reasons why the participants did not report excessively strong negative effects, strain or symptoms from client work.

Debriefing is a method for crisis intervention. It is argued to be effective, but there also lies a danger in using one session methods and reliving traumatic events without the guarantee of further support (Grace College Online 2016; Saari 2005, 92-102). The participant viewed debriefing sessions in Karhusaari as successful. The possibility for support after the debriefing session is also guaranteed in Karhusaari; the participants reported that the work team and supervisor offer conversational support when necessary. It can be stated that Karhusaari Group Home is well prepared as an organization for crises and traumatic incidents.

Professional guidance was viewed as effective form of support by the participants who mentioned it. Nissinen (2008, 87-108) states that Finland has long traditions in professional guidance. Professional guidance is beneficial if it is regular and meets the needs of the staff (Nissinen 2008, 87-108). There were different opinions on professional guidance. One participant thought it was regular and another thought there could be more sessions. It was also stated that nurses and social workers needed more special guidance sessions in order to perform their work. The content of the professional guidance sessions was viewed adequate. Training and professional guidance can be an important factor in work-related well-being, because they can boost the sense of competency, professional self-esteem and control over one's

work. Insecurity and fear of not being able to support the clients can be a major source of stress and emotional strain.

Teamwork was viewed to support work-related well-being and create good atmosphere. The work team was seen as a major source of emotional and conversational support. Some participants mentioned that the work is also divided equally, and can be delegated to others when necessary. This might prevent over-burdening and toxic atmosphere at the workplace.

Daily reports and conversational support were the most commonly mentioned forms of support. Nissinen (2008) and Potocky-Tripodi (2002) emphasize the role of conversational support in order to avoid overburdening in the social field. Nissinen (2008, 37-43) points out that worker's experiences must be heard, accepted and respected. Also the effects of emotional strain become normal if they are discussed among coworkers (Nissinen 2008, 37-43). According to Biron and Burke (2014, 70-72; 135), positive interaction, support networks and relationships with coworkers increase job satisfaction and decrease stress. The National Association of Social Workers (2016) reminds that reflective supervision is necessary in social work. Conversational support and the daily report were viewed as a valuable and effective form of support by the majority of the participants. The atmosphere and attitude from the work team can be assumed to increase the benefits from conversational support; various participants referred to good team spirit, good atmosphere at the workplace and overall support from the work team. It was stated for example, that among the coworkers the issues can be discussed as they really are, and that the staff team has been gathered well. Of course some disagreements with coworkers were reported, but the disagreements were not handled unprofessionally.

One of the participants directly stated being eager to seek support from different sources when necessary, although the general supportive network in the workplace was already inclusive. The National Association of Social Workers (2016) also informs that supervision is not enough to safeguard the workers' well-being; workers have to identify their own distress and seek help without hesitation when it is needed. Wicks (2008) in turn, advises clinicians, counselors and social workers to pay attention to self-care, and learning how to recognise early symptoms of burnout and emotional distress.

Resources:

According to Potocky-Tripodi (2002, 117-120), reception centre workers must work with a variety of organizational structures and service delivery professionals. Bureaucracy of the cooperation facets also brings about extra challenges for reception centre workers. Few participants reported challenges in the cooperation with interpreters and representatives. However,

interpreters were reported being of great help in handling certain issues with the clients. Reception centres cannot operate alone; cooperation needs to be maintained with authorities, schools, interpreters, representatives, and different service providers. Lack of skills or professionalism of other professionals can increase reception centre workers' workload and stress.

Potocky-Tripodi (2002) and Berg (2012) list various problems in using interpreters with refugee clients. First of all, interpretation is a highly developed skill, and the translation can transmute in the process because of hurry, ignoring nonverbal messages, differences of the two languages and cultures, or the interpreter's lack of professionalism. (Potocky-Tripodi 2002, 113-117; Berg 2012)

According to Koistinen (2017), directors of the reception centres in Finland viewed translative resources to be sufficient in 2015. The nursing and special nursing services were also perceived sufficient. (Koistinen 2017, 56)

Resources within Karhusaari Group Home were reported being sufficient by the majority of the participants. The professionalism and team spirit among the staff members strengthened the experience of having enough personnel. The only reported downside on staff resources was the lack of staff members that are specialized in social work. The special guidance for nurses and social workers provides a chance to reflect with professionals of the same field, but the special guidance sessions were hoped to be more regular. Lack of guidance in the field of social work can leave the worker without adequate information and support. The authors of the thesis assume that one factor for adequate staff resourcing in Karhusaari, and also for its perceived success, is the experience Helsinki Deaconess Institute has on service provision and immigrant matters. The Deaconess Institute is a well-rooted national organization with a long history and diverse operations.

One participant was thankful for the original staff-team for setting the groundwork by placing strict rules, dividing the clients in small groups and giving all clients a hobby and a place in school. This probably could not have been possible without coherent management, competent staff and financial and human resources.

According to Koistinen (2017), small units and placement of families in their own residence units supported the clients' ordinary life. It is also important to invest in free-time activities and encourage participation. (Koistinen 2017, 53-54)

According to the internal evaluation of the Ministry of the Interior in 2016, Migri showed deficits in the contracts of reception operations, and in economic monitoring and evaluation. The fact that the amount of reception centres rose from 30 in 2014 to 212 in 2015 explains the

shortcomings. The resources of Migri stayed the same, even though the situation escalated. (Ministry of the Interior 2016)

Migri executed an evaluation on the operations in Finnish reception centres. According to Migri the centres have fulfilled the expectations for the most part. The rapid changes in reception system caused some deficits in decision-making for allowances, preparation of work and study plans and staffing. The deficits were fixed during Migri's monitoring period, and can be explained by the new operators' lack of experience in reception centre operation. The professional competence in new reception centres was reportedly improved during the monitoring. (the Immigration Office 2017)

Koistinen writes that successful practices in reception centres include cooperation, functional daily rhythm, equality, personal contacts and the exchange of information (Koistinen 2017, 49). Positive cooperation with different municipal facets and with the clients were perceived beneficial (Koistinen 2017, 49). All of these factors were discussed more or less in the interviews. The participants regarded that these practices exist in Karhusaari, although there is still some room for improvement. The research also found out that the accessibility and availability of mental health care was lacking in many reception centres (Koistinen 2017, 49).

Koistinen also remarks that self-monitoring is in a central position in Finnish reception centre operation. As a result of the crisis the monitoring now includes reactive and proactive actions. The aim of self-monitoring is to correct existing deficits, develop successful practices and steer the supervision in the right direction. Koistinen claims that authorities' opinions on the operation of reception centres depends on the organization or person responding the question. (Koistinen 2017, 52)

The amount of resources for reception centres depends on the actions and resources of the state, municipalities, the ministry of the Interior and the operator running the centre. Non-profit organizations have also contributed to the care of the refugees. Koistinen (2017, 52) says that in addition to municipalities, schools, organizations, authorities and police, directors of reception centres find the cooperation and events with the local community important.

Furthermore, most of the reception centres worked in cooperation with the local municipality, although one in eight centres in urban municipalities reported having no cooperation with the municipality. Most of the reception centres situated in rural-like municipalities cooperated with local businesses, while one in four centres in urban municipalities have no cooperation with local businesses. Most reception centres in Finland cooperated somehow with the local community, but the centres in urban municipalities cooperated more intensely with the

local community. More than a third of reception centres in urban and densely populated municipalities cooperate with local organizations, while only six percent of the centres in rural-like communities cooperate with local organizations. Majority of all centres cooperate with the local schools and church. (Koistinen 2017, 56-58)

Stress Management:

The participants referred to their own methods and resources regarding dealing with the stress that is caused by difficult matters within the workplace. One participant noted his/her persuasiveness in seeking support whenever he needs it and also mentioned the occupational health care as one of the resources. Another interviewee indicated the importance of working experience when coping with stressful situations and getting “numb” concerning certain matters. One interviewee considered teamwork a powerful resource concerning the management of stressful conditions in the workplace.

Three participants mentioned their professionalism as a method for handling stressful situations at work, since it enables them to avoid taking matters on a personal level regarding challenging circumstances. One participant referred to the importance for every employee to take their work role into consideration in situations where it's necessary to avoid getting personally affected by certain issues in the workplace. Another participant stated avoiding allowing work-related matters to affect him on a personal sense by keeping in mind the role of a professional.

Furthermore, one participant emphasized the importance of comprehending thoroughly each client's' unique situation when encountering different cases at work. Another interviewee mentioned putting effort in not getting infuriated when confronting challenging situations within the workplace, but instead act according to the regulations and be consistent.

Two of the five participants of this research referred to different hobbies as useful resources regarding stress management. One interviewee mentioned music and singing as therapeutic practices. The participant also mentioned the importance of exercising for the improvement of the overall well-being of an individual. Another participant stated that hobbies were equally important in all his/her jobs previously and made a reference to coaching as a therapeutic method. The participant also considered team work as a very strong asset concerning the management of stressful conditions in the workplace. The same participant mentioned that work-related well being does not have any effect on his personal leisure time and that due to the positive resources that are available in the workplace, he/she is able to handle the situation of the closing of the centre in a professional manner.

In addition, one interviewee stated that he/she cannot fully make a separation among work-related well being and further well being, as he/she claims to be the same individual in all situations and aspects of his life during the day. The participant outlined the importance of engaging in a conversation about concerning matters without a delay, in order to avoid the intensification of narrow subjects. The same participant mentioned that there is a common set of rules that the workers had to comply with and referred to the difference between the concepts of strictness and leniency. The participant also considered him/herself free to change profession in case he/she would not feel comfortable or satisfied in the current workplace.

Ultimately, one participant stated that among different counselors there are dissimilar points of view and practices followed, and that it is important to acknowledge the differing opinions and communicate different matters through fulfilling conversations. The participant claimed that this can result in viewing the opposite argument from a totally different point of view and presented the understanding of the anti-refugee opinions that can derive from fear as an example regarding that certain practice.

Numerous kinds of interventions concerning stress management in the workplace have arisen in the course of the last ten years. In point of fact, the current developments in positive organizational expertise raise questions regarding the “traditional” stress intervention methods which were aiming either in reducing the exposure to psychosocial risks (i.e. work demands, work regulation, social support, compensations), or in enhancing employees’ competencies in coping with the challenges of the workplace (Biron, Burke & Cooper 2014).

According to Warr (1987), inadequate interpersonal relationships are an indicative cause of work-related stress and can result to job dissatisfaction and decreased productiveness. On the contrary, constructive social relationships among co-workers can influence job satisfaction in a positive manner, reduce job stress, pressure and exhaustion. Approaches opposing stress and disunity within the workplace need to include efficient communication methods, recognize and prevent possible hazards, but also suggest conflict-management techniques in order to enhance social relationships and decrease existing conflict. In the same manner, supporting the workers in order to establish and preserve sufficient support networks, should contribute in pressure and conflict reduction (Biron, Burke & Cooper 2014).

Moreover, the connection between stress and conflict that leads to adverse consequences for the employees wellbeing signify the demand for organizations to recognize and develop a variety of concepts, interventions, and assets in order to reduce work-related stress, enhance positive work- life balance, progressively promote improve employees’ health and work-re-

lated wellbeing. (Hurrell 2005) Nevertheless, even though there is excessive research regarding the causes of stress within the workplace, there is an unanticipated deficiency of quantitative research and only a minority of certified and extensive intervention programmes that are formed in order to alleviate these matters. Hurrell (2005) suggested that more research is required in order to recognize and examine interventions both on an individual and organizational level, that could be utilized for the reduction of employee stress and conflict (Biron, Burke & Cooper 2014)

Self-awareness, goal setting and time management are some of the diverse characteristics of an effective stress and dispute intervention. Due to the personal character regarding stress responses, interventions like awareness and reflection can be forceful parts of any competent intervention program for the enhancement of work-related well-being and objective accomplishment. Self-reflection can also decrease the dependence on dysfunctional coping mechanisms (Biron, Burke & Cooper 2014).

Hence, enhancing workers to identify realistic, specific and competent goals should be useful concerning the reduction of stress and conflict within the workplace. Physical activity, listening to music and other health promoting practices contribute in the improvement of well-being and represent efficient stress management techniques (Moos, Holahan & Beutler 2003).

Nevertheless, organizations need to develop strategies for the avoidance of employee stress, such as efficient instruction and support, offering adequate space and time in order to allow the workers to be able to acknowledge their experiences. Meditative exercise allows professionals to gain knowledge from their practice, discover qualities within themselves and identify useful approaches in order to advance. Additionally, employees are able to discover methods of communicating different matters, challenges and even positive information with their supervisors. Supervisors that are easy to approach can enhance the work-related well-being of the workers, as well as other colleagues or other trustworthy professionals (Randstad 2015).

Additional emotion regulation strategies that can be utilized within the workplace can enhance the health, well-being, and professional advancement of the employees. Based on the theoretical background of this thesis, approaches that can be adjustable when utilized as a component of someone's work role include distraction, direct modification of the situation, reappraisal, and acceptance. Extensive studies have proved that employees who adopted distraction in addition to problem focused techniques in order to adjust their emotions, had also decreased stress reactions and advanced levels of performance. Direct modification of a situation has been connected to improved well-being and overall health consequences. There

are also suggestions regarding the acceptance of unmanageable circumstances that can be apprehensive by reducing the perception of constraint and safeguarding the immune system of the individual (Rosen & Halbesleben 2013).

Ultimately, “expertise in emotional distancing and connecting is likely also to result from personal development and maturity beyond the work context” (Consedine, Magai & Bonanno 2002). Emotional connection is a developmental procedure that can be related to an ability that has been cultivated through experience. An extensive focus in which the individual can identify further than the basic intense emotions is needed, in situations where adverse emotions are possibly to be experienced, acknowledging that eventually he will have positive feelings about the specific experience. This prospective related attention and expected development concerning personal resources has been by comparison unexamined, within the work-related emotion regulation literature. Considering the regulation of emotions and stress management a a part of someone’s work role is a developmental procedure, which diverts the focus from deceitful and conflicting experiences when particular emotional connecting is taken into consideration. (Rosen & Halbesleben 2013).

Finnish Immigration Service & Ministry of the Interior:

All the employees who participated in the study were very vocal about the operation of Migri, and how it affects their work place, thus reflecting on their work-related well-being also. All the opinions brought forward revolved around how well Migri has been able to handle the surge of incoming refugees during the crisis.

Most critiqued aspect was Migri’s decision-making policies on residence permits. All of the participants felt that the criteria Migri uses for issuing residence permits is not fair nor well-educated. It was agreed that Migri does not take into account enough aspects like the refugee’s motivation, performance and will to integrate. All the participants expressed that they have experienced negative feelings when a client who is well motivated and diligent gets a negative residence permit decision, in contrast to clients who lack any kind of effort or interest to integrate getting positive decision. The general consensus was the wish that Migri would put more emphasis on how much the refugee is interested in learning the language, going to school and taking care of personal matters.

Second major concern amongst the participants was the overall functionality of Migri operations. The study showed that the process was perceived as dysfunctional to some extent. The main theme was the slowness of receiving the decisions. According to Jauhiainen (2017, 3), in 2015 many asylum seekers waited for the decision for more than a year. This created a sensation of the client’s situation being stuck, causing frustration at the workplace and causing the

employees to feel they don't have control over the situation. As Migri's press release states, roughly four times more decisions on asylum matters were made in 2016 compared to the previous year, in total about 28,200 decisions (Finnish Immigration Service's statistics for 2016: record number of decisions 2017). Naturally, the surge of refugees arriving in Finland in 2015 was the reason behind the drastic increase in Migri's workload. This increase has caused the aforementioned slowness of the refugee process. According to the study Migri took several actions while trying to cope with the increased workload. Some participants also criticized these actions and their successfulness. It was mentioned that since Migri hired hundreds of new employees, this manifested as lack of experience in the Migri personnel making the decisions. It was also noted that Migri had aimed to make the decisions quickly, which led to, for example, shortening of the residence permit interview times. It was voiced that due to these reasons the percentage of false decisions has been abnormally high.

It was also addressed that Migri has become more strict recently with reuniting families, and that caused a concern on how it will affect the integration process and what kind of long term effects it will have. Turtiainen (2012, 35-53) addresses the strictness of the legislation concerning family reunion, especially for the refugees who arrived in Finland as underage unaccompanied asylum seekers. In addition, the legislation is prescribed according to the western perception of a nuclear family. Family reunions might last for years, or remain unfulfilled. Reception centre workers and social workers are almost powerless to affect the decisions and the duration of the process. The Finnish Immigration Service handles all the cases in order, but the queue is long. Turtiainen reminds that in the field of social work it is well known that prolonged or unfulfilled family reunion can delay the integration process with years. (Turtiainen 2012, 35-53)

Jauhiainen (2017, 3), in turn, states that as a consequence of the crisis in 2015, the qualifications for refugee statuses and residence permits were tightened.

None of the participants of the study were employed by Migri, so these opinions are based on information the participants had gathered through their own sources and hence cannot be taken as official fact based statements of Migri's operation.

When it comes to Migri's actions and decisions upon closing the reception centres, some participants viewed them as short-sighted, or even sad.

According to Migri, closing the reception centres and reducing their capacity has been an ongoing process since 2016, because the stream of refugees has continuously reduced. Maintaining the capacity of reception centres is also very expensive. In 2016 the reductions of over 22

000 accommodation places were announced. Reductions were informed in February 2016, March 2016, May 2016, September 2016, October 2016 and December 2016. The cooperation negotiations are in the responsibility of the operators of the centres. Some centres have reduced their operations and some have been closed entirely. Migri reduces and increases the accommodation capacity according to the amount of refugees. By the end of October 2017 87 places for underage unaccompanied asylum seekers will be reduced. Karhusaari Group Home will close its' operations entirely on 31.10.2017 among five other centres for underaged unaccompanied asylum seekers. More closings and capacity reductions of other reception centres will take place by the end of November 2017. (Vastaanottokeskuspaikkoja vähennetään lisää 2017)

In June 2017 Migri announced that the reductions will be postponed in some reception centres. The amount of asylum seekers arriving to Finland has not increased, but the transitions of the refugees from the reception centres has taken more time than Migri estimated. The handling of the complaints from negative decisions has also taken more time than estimated. The placement of the refugees with residence permit to municipalities has also taken a long time in certain cases. Due to postponing the reductions the closing and reduction of the operations of some reception centres will be postponed, and some reception centres might even increase their operations, although previously the operations had been reduced in those centres. (Joidenkin vastaanottopaikkojen vähennykset viivästyvät 2017)

The closing of Karhusaari was not viewed as such a negative issue. However, the unclear schedules, misinformation, and mindless transferring of the refugees who are still lacking the final decision provoked frustration among the participants. Migri makes the decisions on closing the centres and reducing operations according to the current amount of refugees. Some participants wished that Migri would make long-term plans instead. It was suggested that Migri could maintain some centres permanently, instead of reducing and increasing the operations back and forth. Making long-term plans was also suspected to have saved money and resources. One participant stated that the uncertainty the workers are forced to live in affects the clients as well.

One Participant was worried about the lack of stability the clients have in their lives when they have to move from one reception centre to another. According to Turtiainen (2012, 35-53) integration is a process which cannot actualize if the basic needs of the individual are not fulfilled. The lack of sense of security and stability is certainly an aspect that could hinder the integration process. A secure social network can also be said to be a basic need, especially among refugees who might have lost many family members or be unaware of their whereabouts. For a worker who is well aware of the clients' problems and their consequences, this kind of operation can even seem cruel. It is a perfect example of a situation

where a worker is caught between legislation and bureaucratic decisions that can be against the worker's sense of justice, and even common logic. Potocky-Tripodi (2002) points out that social workers have a moral duty to advocate better possibilities for refugees and anti-discriminatory policies. This can be considered to concern reception centre workers as well. Various participants expressed frustration about the lack of possibilities they have to influence decisions like this in Karhusaari and at a societal level. According to Nissinen (2008, 69-76), the work can lose its' significance if the worker feels that he cannot contribute to the organization's goals. Therefore focusing on achievable goals and clarifying the mission statement is important (Nissinen 2008, 69-76).

Politics, Media Discussion & Social Media

The authors of this study recognized the importance of public discussion in media and social media, and the impact it might have on employees working in the centre of highly debated political issues. Matters of refugees and immigration have always had very saturated and polarized discussion around them. A topic that has spurred strong opinions and emotions. Phenomena like hate speech, demonstrations and clashes between people having opposed political views have been witnessed. The study of this thesis also probed the participants feelings towards these issues and how they have affected the work atmosphere.

The most prominent aspect arising was that all of the participants in the study acknowledged how two sided, polarized and saturated the discussion was. They felt that the people with the most extreme opinions were also the ones who were also most prone to voice their opinions and partake in the public discussion.

It was also heavily criticized that the majority of the discussion is mainly based on opinions and feelings, without any actual fact-based knowledge behind it. It was just felt that people partaking in the public discussion are driven by their own agendas and present their own assumptions as facts. Unreliable sources were recognized as part of this problem. Any names for specific publications was not given, but some participants referred to some recent incidents where certain media outlets have been proven to spread false sensational news about immigrants and the refugee situation, leading in some people to lose touch with realistic views and creating doomsday pictures or utopias. Behind all this was the wish that people making extreme statements in public could have some sort of first-hand experience and experience based knowledge about the situation. One participant emphasized the importance of obtaining information only through official announcements and colleagues in other reception centres over news stories in media, indicating that the trust for general news outlets had diminished.

Most of the participants didn't align with either of the heavily polarized sides, and found understanding and reasonable aspects from both ends of the spectrum. Some voiced their disgust towards the tone some of the anti-immigration side discussion has taken, often border lining hate speech.

One participant also elaborated how the clients are aware of the media storm around them and claims that the impact of seeing the negative discussion has visibly affected the clients mood in the reception centre, thus affecting on the overall working environment in conjunction.

Worth noting is that one participant expressed that he/she doesn't feel comfortable voicing his/her views on these matters at the work place due to fear of being labeled as racist unjustly.

According to Korhonen (2017) polarization is typical to the public discussion of modern age. People are expected to place themselves either for or against each topic, even though societal topics are mostly multidimensional and evaluating both the pros and cons would be more constructive. Ancient myths of different cultures reveal that the way of thinking of human beings has evolved towards binary. Everything has it's contrast: night and day, death and life, good and evil. Korhonen contemplates if humans could learn to dismiss their biological tendency to polarize subjects that offer no reason for polarization, for example the discussion over refugees. Human rights and public safety issues cannot be addressed with yes or no. Human tendency to form groups increases the tendency for polarization. Belonging to a group with people with similar opinions offers the joy of belonging, an opportunity to find one's own status inside the group and the cohesion achieved by hating the group with opposite opinions. (Korhonen 2017)

Korhonen (2017) warns that by taking part in a public conversation a person risks being labelled in either one of the groups, which is the reason why many people who have multidimensional views and arguments might withdraw from the conversation. Also the media often aims to reinforce the impression of polarization by displaying the two opposites and disregarding any effort for synthesis. The reason for this might be the value society gives to defeating others and success over cooperation and harmony. Another explication might be the easiness of following learned, familiar patterns and behaviour instead of consciously changing the methods of public discussion. (Korhonen 2017)

It is easy when the discussion is based on opinions, because unlike facts, opinions need no justification, verification or personal expertise. Besides, even facts can be distorted or presented in a certain light according to the purpose, which is common in politics. Korhonen

states that recently opinions have been placed on the same level with facts even in politics. This can fade the limit between facts and opinions. There lies a great danger in mixing facts and opinions with each other, because people with authority and perceived credibility and expertise can present any personal opinion disguised as a fact. Real knowledge with research and evidence can also lose its' value. Media is also guilty of diminishing facts by publishing sensationalist news based on social media and dooms day pictures of what might happen - because anything could happen, and these kind of statements are not news-worthy. (Korhonen 2017)

Moreover, the extent of the discussion over refugees might be due to a sense of the public security shaking. The social groups and surroundings are also something that are mostly built and maintained individually in Finland, which can explain the strong need of finding and belonging to a group. (Korhonen 2017)

Conclusion:

The authors of the thesis aimed to answer the research question through addressing various themes that could affect the work-related well-being of the participants. It turned out that some themes, for example the media discussion around refugees, did not affect the participants' well-being as much as the authors of the thesis hypothesized. However, the participants still had important opinions and suggestions for these themes. The answer to the research question was resolved through carefully analysing the gathered data searching for common themes, patterns and expression of emotions. The traumatic experiences of the clients did not affect the well-being of the workers as much as the authors of the thesis hypothesized, although some participants did report being affected by them.

The thesis did indeed increase knowledge on the subject studied: the research defined factors that affect the participants' work-related well-being. In addition, the participants gave suggestions on improving work-related well-being in their work community and the reception services and processes in general. When it comes to improving work-related well-being, the participants hoped for open communication and clear schedules from Migri, better possibilities to exercise, commitment to common rules, and maintenance of daily routines. As general suggestions, the participants emphasized more scrutinous, long-term planning from the Ministry of the Interior and from Migri, more reasonable criteria on residence permits and deportations, and more sustainable use of resources. This would guarantee a sense of continuity and stability both for the workers and the refugees, and therefore support the integration process.

In addition to the factors from the outside of the reception centre, the theoretical background and the results of the thesis indicate that reception centre workers can also actively improve their work-related well-being by themselves. Different stress-management and coping methods were mentioned, for example free-time activities, professionalism, and seeking help. Also the worker's attitude towards the work and the clients seemed to affect work-related well-being.

6.1 Limitations of Research

First of all, since the research was only conducted in one reception centre, the results cannot be claimed to show the experiences of reception centre workers in general. The research had five participants. The results gathered from this amount of participants can indicate factors that affect the well-being of reception centre workers, but no universal conclusions can be made. The attitudes, opinions, experiences, perceived well-being and the factors that have an effect on it varied considerably among the interviewees. Although some general themes and results can be concluded, the research cannot name specific factors that affect the well-being of all participants, or point out all the factors that create the differences in the participants' experiences.

The research was done in a group home for underage refugees, all of whom were males in their teens. The client group undoubtedly affects the structure of work, the experiences from client work, and the interaction with the clients. The research is not completely applicable for work with refugee families, small children or women for example. The fact that the operator, Helsinki Deaconess Institute, is a well renowned organization with long history can also affect the operations and success of Karhusaari. There are also reception centres coordinated by the public and private sector, and other organizations like the Finnish Red Cross.

The research was conducted in Helsinki. According to Koistinen (2017), the "cultural armature" of the city or municipality affects its' attitude towards refugees. Usually big cities have more abilities to receive immigrants than small communities. Whether a reception centre was placed in a rural or urban area affected the centre's cooperation partners and possibilities, and the occurrence of ethnic and religious tensions between the clients. (Koistinen 2017)

The recent refugee crisis and the fact that cooperation negotiations were going on in Karhusaari at the time of the interviews also have an effect on the results of the research. One participant directly stated that his/her statements are accentuated because of the ongoing stress from the cooperation negotiations.

6.2 Suggestions for Further Research

More research could be conducted on the experiences of reception centre workers in different parts of Finland, and also globally. Research on the topic can be found more easily from the United States than from Finland for example. The difference of working in a centre for adult and for underage asylum seekers could be investigated. In addition, there can be differences and specific issues related to work with asylum seeker families, children, adolescents, males or females, etc. upon which this research does not shed light on. The experiences and work-related well-being of the workers in refugee camps offers another possibility for research.

The possible difference between work-related well-being of reception centre workers in a state of crisis, as the one that happened in 2015, and in a normalized state when there are no big flows of refugees, could be investigated.

The results of this research and other similar researches could be taken into account in various decisions and policies concerning refugees, reception centres, immigration policy, and the conditions of reception centre workers. Not only did the research shed light on the factors that affect the well-being of reception centre workers, but the interviews also revealed what the participants thought about the actions of the authorities and the factors that should be taken into consideration when making decisions concerning residence permits and reception services. The authors of the thesis believe that reception centre workers, who know the consequences of different decisions and actions and the problems of the refugees on a grass-root level, have an important insight on these matters.

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Appendices

Appendix 1: Interview Questions

Interview questions in English:

1. How would you assess your work related well-being in your current employment?
2. Are there any recurring themes that cause special concern for you?
3. How do you cope with stress that is caused by those difficult matters? Are there any specific methods that you use?
4. How have the experiences of the clients been affecting you?
5. How do you feel about the political and media discussion around refugees?
6. How does your work-related well-being reflect to your freetime?
7. What kind of support do you receive in your work environment?
8. Do you have any suggestions on how to improve the well-being in your work community?
9. How do you feel about the government closing down the reception centres?

Interview questions in Finnish:

1. Kuinka arvioisit työhyvinvointiasi nykyisessä työpaikassasi?
2. Ilmeneekö työpaikallasi toistuvia teemoja, jotka aiheuttavat sinulle erityistä huolta?
3. Miten selviydyt näiden hankalien teemojen aiheuttamasta stressistä? Käytätkö mitään erityisiä metodeja oman stressisi hallinnassa?
4. Kuinka asiakkaiden kokemukset ovat vaikuttaneet sinuun?
5. Mitä ajattelet turvapaikanhakijoiden ympärillä pyörivästä poliittisesta ja media - keskustelusta?
6. Kuinka työhyvinvointisi heijastuu elämääsi työn ulkopuolella?
7. Minkälaista tukea saat työpaikallasi?
8. Onko sinulla mitään ehdotuksia työhyvinvoinnin parantamiseksi työyhteisössäsi?
9. Mitä ajatuksia sinussa herättää viimeaikaiset vastaanottokeskusten sulkemiset?

Appendix 2: Form for Interview Permit

Suostumus tutkimukseen osallistumisesta

Work-related Wellbeing of Refugee Centre Workers. Tekijät: Eero Komsi, Pihla Kimmo ja Styliani Fasoli. Opinnäytetyö. Opinnäytetyön tulokset tullaan julkaisemaan Helsingin Diakonissalaitoksen sivuilla ja Theseus-tietokannassa.

Minulle on selvitetty yllä mainitun tutkimuksen tarkoitus ja tutkimuksessa käytettävät tutkimusmenetelmät. Olen tietoinen siitä, että tutkimukseen osallistuminen on vapaaehtoista. Olen myös tietoinen siitä, että tutkimukseen osallistuminen ei aiheuta minulle minkäänlaisia kustannuksia, henkilöllisyyteni jää vain tutkijan tietoon, minua koskevaa aineistoa käytetään vain kyseiseen tutkimukseen ja aineisto hävitetään tutkimuksen valmistuttua.

Suostun siihen, että minua haastatellaan (tai havainnoidaan, kuvataan jne) ja haastattelussa antamani tiedot käytetään kyseisen tutkimuksen tarpeisiin. Annan myös luvan minua koskevien asiakirjojen ja dokumenttien käyttöön ko. tutkimuksessa. (Asiakirjat ja muut dokumentit on suostumuksessa yksilöitävä/nimettävä tarkasti toimipisteittäin.) Voin halutessani keskeyttää tutkimukseen osallistamisen milloin tahansa ilman, että minun täytyy perustella keskeyttämistäni tai että se vaikuttaa hoitooni tai asiakassuhteeseeni/työsuhteeseeni.

Päiväys

Tutkittavan allekirjoitus ja nimenselvennys
